

COMMUNITY PARTICIPATION AND LEADERSHIP





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INTRODUCTION

This guide demonstrates how law enforcement agencies can build trust and improve performance by embracing community policing programs that give community members a voice and a role in supporting public safety. The guide illustrates strategies for successfully engaging the public and includes examples of model programs—such as police advisory committees, volunteer programs, and community-based partnerships through which law enforcement agencies are creating and promoting positive and productive police-community collaboration.

Policing is constantly evolving. Increasingly there is recognition among the policing field and the public that policing is most effective when community members and police officers collaborate and share in the responsibility for public safety.

Community participation and leadership continue to evolve as key strategies for strengthening community-police relations in the 21st century. Decades of research and practice show that the public cares as much about how police interact with them as they care about the outcomes that legal actions produce.¹

With 24-hour news cycles and social media feeds, the public has come to expect instant updates about everything from critical incidents to day-to-day interactions. As these dynamics continue to change expectations and behaviors in relationships, commerce, and communication, law enforcement agencies are adapting their service models and opening their doors to invite in the community.

Counting on community

The Office of Community Oriented Policing Services (COPS Office) defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime." Community policing is more than a program; it is a guiding philosophy for law enforcement agencies.

"Community policing emphasizes working with community residents to co-produce public safety," the final report of the Task Force on 21st Century Policing states.³ "Law enforcement agencies should, therefore, work with community members to identify problems and collaborate on implementing solutions that produce meaningful results for the community."⁴

^{1.} Cynthia Lum et al., An Evidence Assessment of the Recommendations of the President's Task Force on 21st Century Policing — Implementation and Research Priorities (Alexandria, VA: International Association of Chiefs of Police, 2016), http://cebcp.org/wp-content/evidence-based-policing/IACP-GMU-Evidence-Assessment-Task-Force-FINAL.pdf.

^{2.} Community Policing Defined (Washington, DC: Office of Community Oriented Policing Services, 2014), https://ric-zai-inc.com/Publications/cops-p157-pub.pdf.

^{3.} The task force, convened in 2014 by then U.S. President Barack Obama, comprised experts in the fields of policing, criminal justice, civil rights, and other arenas, who worked together to identify best practices to reduce crime and build trust between the public and law enforcement. The task force's final report identified 59 recommendations and 92 action items. For details, see appendix A.

^{4.} President's Task Force on 21st Century Policing, Final Report of the President's Task Force on 21st Century Policing (Washington, DC: Office of Community Oriented Policing Services, 2015), 45, https://ric-zai-inc.com/ric.php?page=detail&id=COPS-P311.

Law enforcement agencies that seek meaningful results from community policing programs must first understand why community participation and leadership is needed and what benefits they can yield.

The case for community participation and leadership

To do their jobs effectively, police officers need uniforms, equipment, and training. They also need trust and legitimacy. "Our solvability rates are dependent upon getting information from the community, so we really need to think about what legitimacy means," said former Brooklyn Park (Minnesota) Police Chief Michael Davis. "If we aren't viewed as legitimate in communities, we aren't going to be effective." 5

Trust and legitimacy hinge on procedural justice, which is based on four central principles: (1) treating people with dignity and respect, (2) giving individuals "voice" during encounters, (3) being neutral and transparent in decision-making, and (4) conveying trustworthy motives.⁶

"For the police to be successful in controlling crime and maintaining social order, they must have active public cooperation, not simply political support and approval," observe researchers Tom R. Tyler and Jeffrey Fagan.⁷

Community policing programs that facilitate community participation and leadership are a means through which law enforcement agencies can demonstrate the transparency and fairness on which procedural justice relies. "Community policing is not just about the behavior and tactics of police; it is also about the civic engagement and capacity of communities to improve their own neighborhoods, their quality of life, and their sense of safety and well-being," states the task force report. "Members of communities are key partners in creating public safety, so communities and police need mechanisms to engage with each other in consistent and meaningful ways."

Return on community investment

Community policing has enjoyed rapid and widespread adoption by local police departments, 68 percent of which in 2015 had mission statements including some aspect of community policing⁹—up from 47 percent a decade earlier.¹⁰ The growth is thanks in large part to the benefits that law enforcement agencies have gleaned from community participation, such as information and intelligence.

^{5.} Police Executive Research Forum, Future Trends in Policing (Washington, DC: Office of Community Oriented Policing Services, 2014), https://ric-zai-inc.com/Publications/cops-p282-pub.pdf.

^{6.} Lorraine Mazerolle et al., "Legitimacy in Policing: A Systematic Review," Campbell Systematic Reviews 9, no. 1 (2013), http://www.campbellcollaboration.org/lib/project/141/.

^{7.} Tom R. Tyler and Jeffrey Fagan, "Legitimacy and Cooperation: Why Do People Help Police Fight Crime in Their Communities?" *Ohio State Journal of Criminal Law* 6 (2008), 231–275, http://moritzlaw.osu.edu/osjcl/Articles/Volume6_1/Tyler-Fagan-PDF.pdf.

^{8.} President's Task Force on 21st Century Policing, Final Report, 46 (see note 4).

^{9.} Brian A. Reaves, Local Police Departments, 2013: Personnel, Policies, and Practices (Washington, DC: Bureau of Justice Statistics, 2015), https://www.bjs.gov/content/pub/pdf/ Ipd13ppp.pdf.

^{10.} Matthew J. Hickman and Brian A Reaves, Local Police Departments, 2003 (Washington, DC: Bureau of Justice Statistics, 2006), https://www.bjs.gov/content/pub/pdf/lpd03.pdf.

"If you visit any community and talk with residents, they'll tell you which people and neighborhoods are at highest risk of crime or are known burglary or crime hot-spots," retired police chief Jody Weis explained. "Knowledge of what goes on in their community is the business of many concerned residents, and forward-thinking police forces know that by tapping this local knowledge, valuable intelligence may be gained that could help prevent and solve crimes and better protect citizens."¹¹

The same community members who share information with police can become advocates for them. "Agencies engaging in these efforts to build relationships often experience beneficial results," states the task force report. "Communities are often more willing to assist law enforcement when agencies need help during investigations. And when critical incidents occur, those agencies already have key allies who can help with information messaging and mitigating challenges."¹²

But community leadership is not just about public safety and public relations; it is about thriving communities. "Community policing combines a focus on intervention and prevention through problem solving with building collaborative partnerships between law enforcement agencies and schools, social services, and other stakeholders," observes the task force report. "In this way, community policing not only improves public safety but also enhances social connectivity and economic strength." ¹³

Community participation and leadership recommendations from the task force report

The final task force report concluded that "Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety." Furthermore, it suggested that law enforcement agencies should "engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors." Pursuant to those objectives, the task force made the following recommendations for law enforcement agencies:

- Establish a culture of transparency and accountability.
- Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- Communicate with community members and the media swiftly, openly, and neutrally when serious incidents occur, while also respecting areas where the law requires confidentiality.
- Involve the community in the process of developing and evaluating policies and procedures.
- 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, community engagement, and cooperation.

^{11.} Jody Weis, "Citizens to Police: Let's Work Together," HuffPost, last modified June 23, 2015, http://www.huffingtonpost.com/jody-weis-/citizens-to-police-lets-w_b_7126788.html.

^{12.} President's Task Force on 21st Century Policing, Final Report, 15 (see note 4).

^{13.} President's Task Force on 21st Century Policing, Final Report, 41 (see note 4).

^{14.} President's Task Force on 21st Century Policing, Final Report, 44 (see note 4).

- Collaborate with community members to identify problems and collaborate on implementing solutions that focuses on the root causes of crime in specific neighborhoods.
- Create formal community advisory committees that reflect the demographics of the community or neighborhood being served.
- Encourage public engagement and collaboration, including the use of community advisory bodies and public forums, when developing a policy for the use of new technology.¹⁵

^{15.} President's Task Force on 21st Century Policing, Final Report (see note 4).

PROMISING PRACTICES FOR COMMUNITY PARTICIPATION AND LEADERSHIP

Law enforcement agencies around the United States have developed and implemented many successful programs through which to promote and facilitate community leadership while building public trust and legitimacy in the process. In the wake of the final task force report, the 15 model sites for the Advancing 21st Century Policing Initiative, ¹⁶ have recommitted to and reinvested in established programs while also conceiving new initiatives that raise the bar on community policing. As a result, what is emerging across the United States is a robust community-police partnership through which law enforcement agencies are cultivating safer communities and more satisfied community members.

Albany (New York) Police Department

As a political hub, Albany has a large commuter population, which gives the city a small-town feel but also its share of big city concerns. For example, the 1999 shooting of 23-year-old immigrant Amadou Diallo by four police officers who mistook him for a rape suspect¹⁷ occurred in New York City, but the officers' subsequent murder trial took place in Albany, the state capital, where the jury's decision to acquit caused a national uproar.¹⁸ That and other incidents like it created a rift between police and community members across the city of Albany, the state of New York, and the country. Since then, the Albany Police Department (APD) has made great strides toward restoring public trust, confidence, and legitimacy thanks to its focus on community leadership, which is embodied in two organizational bodies: (1) the Albany Community Police Advisory Committee (ACPAC) and (2) the Albany Citizens' Police Review Board (CPRB).

Albany Community Police Advisory Committee

In fall 2009, Albany had experienced decreases in almost all Uniform Crime Report part I crime categories (violent crimes) over the previous five years, and yet community members were complaining of rampant crime and unsafe streets. Clearly there was a disconnect between perception and reality.¹⁹

"We had a lot of the same issues that were popping up around the country," explains community organizer Dannielle Hille, ACPAC's 2017 chair. "People didn't trust the police. They didn't feel the police were on their side."

^{16.} The Advancing 21st Century Policing Initiative, which IACP and the COPS Office created in 2016, provides evaluations and technical support to 15 law enforcement agencies, and published reports highlighting the agencies' program efforts constitute the Practices in Modern Policing series. For more details, see appendix B.

^{17.} Michael Cooper, "Officers in Bronx Fire 41 Shots, And an Unarmed Man Is Killed," New York Times, February 5, 1999, http://www.nytimes.com/1999/02/05/nyregion/officers-in-bronx-fire-41-shots-and-an-unarmed-man-is-killed.html.

^{18.} Jane Fritsch, "The Diallo Verdict; the Overview; 4 Officers in Diallo Shooting Are Acquitted of All Charges," New York Times, February 26, 2000, https://www.nytimes.com/2000/02/26/nyregion/diallo-verdict-overview-4-officers-diallo-shooting-are-acquitted-all-charges.html.

^{19.} Final Report and Recommendations: A New Partnership (Albany, NY: Albany Community Police Advisory Committee, 2010), http://www.theiacp.org/Portals/0/ACPACfinalreport.pdf.

The APD recognized the gap in trust and communication and decided to close it by adopting a community policing approach to local law enforcement—a key component of which is an external advisory board comprising community members from each of Albany's 15 wards who advise police administrators on community matters and make recommendations about the best ways to implement community policing in their respective neighborhoods.

The committee consists of 25 community members appointed by the mayor, the common council president, each of the common council members (which have to be a resident within the ward that the common council member represents, for a total of 15), the APD (which work in some capacity for the police department, usually sworn members, the Chief, Deputy Chief, Union presidents, and/or the Neighborhood Engagement Unit lieutenants), and ACPAC. Four at-large members are appointed by ACPAC through a process that begins with public solicitation for citizens who are interested in serving on the committee to submit an application. A subcommittee reviews all of the applications, and then they make a recommendation to the full board, which consists of the current (up to 25) ACPAC members. ACPAC members then vote to select the four at-large members.²⁰ In 2018, the committee intends to include youth members. The idea, according to Hille, is to have a body that not only represents the local community but that also is representative of it. "Each of these areas in the city is very different, and each is facing different issues than the next," she says. "By having such wide representation, we're able to deal with all of those issues, from dog waste and traffic tickets to drug dealing and shootings."

ACPAC meets 10 times a year and has a presence at every police-community event in the city. The meetings are open to the public and typically are attended by the chief of police or several senior command staff, who interact directly with committee members and community members in order to have discussions and answer questions. "We give the citizens of Albany the opportunity to go straight to the top of the police department with their concerns, and that makes a huge difference in our community's relationship with law enforcement," Hille says.

A major focus for ACPAC is how officers engage with, treat, and interact with community members, and it also contributes to major policy discussions. When APD officers began wearing body cameras, ACPAC was instrumental in guiding the policies governing their use. For instance, community members demanded that body cameras be turned on all the time to ensure complete transparency on the part of police. As the discussion progressed, the committee considered that there were times cameras should be turned off, such as when officers are using the restroom or interacting with rape victims. "Coming from the police department, that sounds like the police are trying to hide something. But when it comes from us, the public are more apt to listen," Hille says. "The committee is a mediator. We can listen to the public's concerns and respond to them without appearing biased."

ACPAC is effective thanks to its 360-degree view of the issues in front of it—including the police perspective, which is gained during a 15-week Citizen's Police Academy that all ACPAC members are required to complete as well as ongoing training in specialized topics like implicit bias and harm

^{20.} Lieutenant Melissa Gipson, email message to authors, January 30, 2018.

reduction. "All the training the police department gets, we usually get in a condensed version," explains Hille, who stresses that the APD educates ACPAC but does not control its agenda. "We are the driving force—not the police department."

The point is to unite the police and the community. "Things have changed since the creation of this committee. We've realized that you can't remain on separate islands—citizens on their island, police on their island, and elected officials on their island. If we want to be successful in addressing the issues in our communities, everybody has to work together," Hille says.

Citizens' Police Review Board

In the wake of the Diallo shooting verdict, Albany Mayor Gerald D. Jennings set out to strengthen the APD's legitimacy in the eyes of the public. He established the CPRB to "improve communication between the police department and the community, to increase police accountability and credibility with the public, and to create a complaint review process that is free from bias and informed of actual police practice."²¹

Created by Jennings in 2000, the volunteer board is supported by the Government Law Center at Albany Law School, which provides administrative support for the CPRB. It consists of nine members—four appointed by the mayor and five appointed by Albany's common council—who may serve up to two consecutive three-year terms. The group convenes 10 times per year in open meetings to execute its duties, the principal of which is overseeing internal affairs investigations completed by the APD's Office of Professional Standards (OPS).

"Before we existed, if someone had a complaint against the police department OPS would investigate it and issue its findings. The problem is: As much as they tried to be objective and independent, a lot of people didn't have faith in the police policing the police. So, we were inserted as a check and balance," explains CPRB Chair Mickey Bradley. If someone has a complaint against the police, OPS investigates it, and the CPRB serves as an objective extra set of eyes during their investigation and ensures that the community perspective is represented.

In addition to reviewing and commenting on OPS investigations of citizen complaints against police officers, the CPRB has the authority to make recommendations to the mayor and the common council regarding policie policies, practices, and procedures. "Most people define us by our role investigating complaints, but we also have the opportunity to comment on policy," Bradley says. "In the time I've been on the board, I've increasingly seen that as our biggest opportunity for impact. It gives us a chance to be proactive instead of reactive so that we can try to prevent complaints before they happen instead of just responding to them after the fact."

Like ACPAC, the CPRB made policy recommendations when the APD adopted officer body-worn cameras. Its recommendations have similarly yielded policies about the use of dashboard cameras, police treatment of juveniles and emotionally disturbed persons, the use of mediation for resolving

^{21. &}quot;Albany Citizens' Police Review Board," Albany Law School, accessed September 8, 2017, http://www.albanylaw.edu/centers/government-law-center/police.

complaints against officers, and adoption of an early warning system that leverages technology to alert the APD when an officer is the subject of numerous complaints so that remedial action can be taken before complaints escalate.

Although it is difficult to measure its impact, Bradley says the CPRB's contribution to improving community-police relations is evident in the number of complaints levied by citizens against APD officers: In 2016, citizens filed 17 complaints, down from a high of 78 in 2008.²²

"Complaints are definitely down," reports Bradley, who says the CPRB's success belongs equally to the community and to law enforcement. "There's all kinds of ways to effect social change—protesting in the streets, picketing in front of a building, writing letters, running for office. And while all of those things are good and valid, our approach is getting in a room with each other and having conversations across the table. We're very fortunate to have a police department that views us as a partner, and it's that mindset of collaboration that makes [the CPRB] work."

Arlington (Texas) Police Department

Historically, Arlington, Texas, was less well-known than its larger neighbors: Dallas and Fort Worth. In 2014, Arlington engaged in a branding exercise that produced a logo—a blue A inside a red star—and its own slogan: "Arlington—The American Dream City." What community members and city officials hoped would truly set Arlington apart, however, was the high quality of life enjoyed by the people who live there. The credit for that quality of life belongs in part to the Arlington Police Department (APD), whose focus on community policing is evident in two initiatives—the Arlington Clergy and Police Partnership (ACAPP) and Citizens on Patrol (COP).

Arlington Clergy and Police Partnership

When former Arlington Police Chief Theron Bowman began contemplating the best ways to strengthen police-community relations, he turned to the people he knew Arlington residents respected most: their clergy.

"Our clergy are leaders out in the community. There are things that we as police officers can't communicate effectively to the members of our community, so we partner with them to make sure our message gets out there," explains APD officer Kimberly Fretwell, who started ACAPP under Bowman's direction in 2010 and continues to oversee it today under current Chief Will Johnson.

The idea is simple: When the APD has a message it needs to send to the people of Arlington, it leverages local clergy to help deliver it. The clergy—who come from various faiths and denominations including Catholic, Baptist, Methodist, Jewish, Muslim, and Wiccan—aren't merely a mouthpiece. Rather, they are strategic partners. Upon completing a criminal background check and a 36-hour training program that includes instruction from APD's Vice and Narcotics, Gang, and Traffic units (among others), clergy who volunteer to join ACAPP become part of a board-led coalition whose goal is to build community members' faith in law enforcement.

^{22.} Citizens' Police Review Board, City of Albany Annual Report 2016 (Albany, NY: Government Law Center of Albany Law School, 2016), http://www.albanylaw.edu/centers/government-law-center/police/SiteAssets/Pages/Reports/2016%20CPRB%20Annual%20Report%20FINAL.pdf.

ACAPP—which has 35 clergy members and is a 501(c)(3) organization—accomplishes this through a variety of community-based programming. Every week, for example, ACAPP members hold ministry discussions for inmates at the Arlington City Jail. They also facilitate police participation in clothing drives, prayer groups, and community meetings and communicate public safety information to their congregations in the wake of critical incidents to keep tense situations from escalating. An ACAPP effort of particular note is the APD/ACAPP Youth Initiative, whereby APD patrol officers meet with area youth at their places of worship to educate them about their legal rights and demonstrate safe and proper ways to engage with police officers in their communities.

"Our Youth Initiative has been a huge success," says Fretwell, who explains that clergy host the gatherings and officers attend in plainclothes to make themselves more approachable. "It's great because we're teaching our kids the facts and training them on what they should and shouldn't do when they're interacting with the police. Because they're learning it from us instead of their peers, who may not always be correct, I believe it's saving lives."

"ACAPP was created to better communities by building relationships with the police," Fretwell concludes. "I think they've done that."

Citizens on Patrol

"Over time, the Arlington Police Department realized that it had only so many police officers to serve a growing population. So it switched to a community policing approach that involves the community in police work," says Crime Prevention Specialist Michelle Benjamin, who manages COP. "Basically, we moved from a reactive stance to a proactive stance, and Citizens on Patrol is part of that. It's the eyes and ears of the police department; it helps us catch crime before it happens, or deter crimes from happening in the first place."

Each of COP's nearly 50 volunteers must have a valid driver's license, active auto insurance, and 12 hours of law enforcement volunteer training to participate in the program. Volunteers—who are taught to distinguish suspicious from nonsuspicious behavior—patrol in their own vehicles, which have special signage alerting potential criminals that they're being watched.

"Some criminals do not a commit a crime because they see someone is watching them," Benjamin says.
"So, we want to let criminals know, 'Hey! The community is paying attention.""

An offshoot of COP is COP Mobile, which allows volunteers to patrol in city-owned vehicles that are equipped with police radios but not lightbars. COP Mobile volunteers receive an extra 12 hours of field training.

Participants in both COP and COP Mobile are encouraged to report crimes and avoid intervening in them. In the process of patrolling, however, they encounter a lot more than crime. As such, members partner not only with police but also with other city departments, such as Animal Services and Code Compliance. One group of COP members, for example, noticed kids walking in the street and reported it to the city's Department of Public Works and Transportation, which subsequently installed a sidewalk at that location to keep pedestrians safe.

"We hear success stories on a daily basis," Benjamin says. "Because our volunteers are in cars, they're able to cover a lot more ground and notice a lot more than if they were out walking on foot."

Ultimately, though, it's not just their mode of transport that makes COP volunteers effective; it's their passion for their community. "We consider our volunteers to be ambassadors for the city, and we try to treat them as such," concludes Sergeant Vincent Pewitt, who oversees the APD's Crime Prevention Unit. "This is their program; we just give them the tools to do it."

Camden County (New Jersey) Police Department

When Mayor Dana Redd took office in 2010, Camden was a community in chaos, according to city spokesperson Vincent Basara, Camden's first ombudsman. "From 2010 until early 2012—probably the most tumultuous years—the city was dealing with a fiscal crisis, as well as a public safety crisis," Basara says.

The Camden Police Department was dissolved in 2012, and a new county-led police department was created in its place with a new vision and mission for serving its community. From its inception, the new Camden County Police Department (CCPD) was laser-focused on community policing, according to Basara. To make sure it stayed that way, Redd established a new body alongside the CCPD to provide civilian accountability, input, and advice. Called the Congress of Residents, Faith-based, and Community-based Organizations, it comprises key stakeholders from each of Camden's 19 Census tracts who meet monthly to advise police on issues of importance to the communities they represent.

"The genesis for the Congress of Residents, Faith-based, and Community-based Organizations is closely tied to the start-up of the new police department," Basara explains. "Initially, in the start-up phases of the county police, Mayor Redd met with the Congress on a monthly basis. The City also engaged members in a focus group or citizen's advisory panel to inform the selection process for the hiring panel of the county police department. Some of the concerns expressed by the Congress in reference to the community atmosphere included cultural sensitivity, diversity, officers trained to recognize persons in the community with mental health issues, limiting the use of excessive force, trust, and mutual cooperation."

Since then, the CCPD and the Congress have worked together to turn Camden from a struggling community into a successful one. "The entire concept is based on a 'bottom-up' approach," concludes Basara, who says Camden has experienced a reduction in violence and an increase in community-police cooperation and collaboration. "Camden's community policing model is now regarded as a national model for community engagement."

Columbia (South Carolina) Police Department

Like the rest of the United States, leadership at the Columbia Police Department (CPD) has spent the past several years following the national conversation about law enforcement transparency and accountability.

"We've always had strong relationships with our community. However, we saw what was taking place nationally and decided it would be a good idea to take a proactive step to make our bond with the community that much stronger," explains Captain G. A. Drafts, head of the CPD's Office of Professional Standards. "We established the Citizen Advisory Council not to fix a problem that was broken but to enhance the strong relationships we already had."

The Citizen Advisory Council (CAC) was established in June 2015. It comprises 10 community members who serve two-year terms during which they advise the police chief on policies, procedures, and other matters of public interest.

Since the CAC's inception, its members—who represent a diverse cross-section of the community—have advised on matters as varied as police conduct during traffic stops, police response to citizen complaints, and police use of body-worn cameras. They receive major incident debriefings, participate in internal affairs investigations, and even contribute to a separate board that reviews disciplinary actions taken against CPD personnel.

In everything the CAC does, the primary focus is transparency. "You have to be willing to open your doors and open your books," Drafts explains. "If you're willing to do that—if you're willing to show both the good and the bad—you'll reap the rewards."

"We've had some pretty dynamic situations occur in Columbia where the optics weren't so good. Having a Citizen Advisory Council that can stand next to the chief and acknowledge that they know what happened has made all the difference in the world in terms of showing our community that we have nothing to hide," Drafts concludes. "I think it's one of the best things we've ever done."

Doral (Florida) Police Department

Since Doral's founding in 2003, civic involvement has been a citywide priority. "This government was created to protect the governed, not the governing," reads the city government's charter, which presents a "Citizens' Bill of Rights" that was created "to provide the public with full and accurate information, to promote efficient administration management, to make government more accountable, and to ensure to all persons fair and equitable treatment."²³

^{23.} City of Doral Charter Amended as of August 26 2014 (Doral, Florida, 2014), https://www.cityofdoral.com/government/city-clerk/charter/.

One way Doral institutionalized residents' rights is through the establishment of 14 citizen advisory boards whose purpose, according to City Ordinance No. 2014-37, is to "advise and support the city council in the development of policies, programs, projects, and events . . . for the benefit of the City." One such board is the Police Advisory Board, which consists of five mayor-appointed members who must include at least one local business owner and at least one representative from each of Doral's three geographic patrol areas. The board, which convenes monthly in open meetings with representatives from the Doral Police Department (DPD), functions as a liaison between community members and police.

"They are there to solicit input from the public regarding any of the activities the police department may or may not do," explains Major Daniel Borrego, head of the DPD's Support Services Division, who says the board's duties include reviewing and making recommendations concerning the construction, development, and purchase of police facilities and equipment; referring complaints against police to the DPD's Internal Affairs Unit; educating the community at large about the DPD's function and role in the City of Doral; acting as a sounding board for the DPD as it develops and implements new policies and procedures; and reporting public-safety conditions and concerns to the City Council.

The last function is among its most valuable charges, according to Borrego, who says the board's relationship with the city council gives it influence that the DPD can leverage to codify legislative solutions that ultimately make Doral safer for its residents. "They serve as our conduit back to the council. When we bring matters to their attention, they can advocate for us in order to turn recommendations into ordinances or policy changes," he explains.

Board members are happy to advocate for the DPD because they get to see local law enforcement in action, says Borrego, recalling one instance in which a Police Advisory Board member attended a DUI checkpoint with DPD officers who had borrowed a mobile license plate recognition system from county police to conduct a special enforcement operation. When the board member saw with his own eyes how effective it was, he worked with the city council to secure funds that allowed the DPD to acquire a system of its own.

"These are people who live here and work here, and they get to see up close all the issues that we confront on a daily basis in our community," Borrego continues. "They see our crime statistics every month. They come to all of our events. Many of them attend our Citizens Police Academy. They see everything we do, which allows them to communicate with the community on our behalf. When people hear from residents and business owners, that holds a lot more weight than when they hear from police."

Hennepin County (Minnesota) Sheriff's Office

When Richard Stanek was elected sheriff in 2006, the people of Hennepin County sent a clear message: they were tired of violent crime. "Back in 2006 we were struggling with a high level of violence in our community," explains Julianne Ortman, Stanek's chief of staff. "At the time of his election, Stanek was a

^{24.} Code of Ordinances City of Doral, Florida (Doral, Florida, 2017), https://library.municode.com/fl/doral/codes/code_of_ordinances.

captain in the Minneapolis Police Department, where he was in charge of homicide, rape, burglary, and other violent crimes. He was hearing among constituents their frustration that there was such a high level of violent crime in our community, so when he developed his agenda for the sheriff's office it included more services in the way of fighting crime."

Before that, the Hennepin County Sheriff's Office was known mostly for running the Hennepin County Jail, providing court security, and conducting civil process services. Crime fighting therefore represented a fundamental shift. To help his office pivot successfully, Stanek established a Community Advisory Board (CAB) in 2007 to keep him connected and accountable to the voters who had elected him.

"The Community Advisory Board was a continuation of the conversations the sheriff was having with residents about what their expectations were for the sheriff and for his agenda in office," Ortman explains. "The sheriff's authority comes from an electoral mandate from the residents of the county. The sheriff wanted to take that electoral mandate and turn it into a continuing opportunity to connect with opinion leaders in the community about whether or not he was meeting the expectations they set out for him and for the sheriff's office."

The CAB consists of approximately 40 people who either live, work, or have a vested interest in Hennepin County. With the exception of legacy members, who have been with the board since its inception and serve as its executive leadership, members—including academics, former elected officials, business and nonprofit leaders, and residents—may serve up to three two-year terms during which their mission is to provide input and oversight for the Hennepin County Sheriff's Office budget, policies, reform efforts, and educational outreach.

"They serve as liaisons on behalf of the sheriff and the broader community," states Ortman, who says input from the CAB serves an important function: making sure the sheriff's office reflects the values of the community it serves. As an example, when one CAB member recommended a change in policy—to allow inmates in the Hennepin County Jail to wear hijab—the sheriff's office reviewed, evaluated, and changed its policy to accommodate religious headdress in the jail. "That request wasn't generated by an inmate or by our agency; it came from community representatives who serve on our CAB."

When the residents feel heard, Ortman explains, they feel respected and protected. "We are working to ensure that residents know they have ownership in the sheriff's office; with that community ownership comes the legitimacy for our work."

The sheriff's office directs public safety messaging, community engagement and education, and outreach efforts to all residents, and "we conduct our messaging in four languages (English, Spanish, Somali, and Hmong), the most frequently spoken languages in Hennepin County," according to Ortman. Stanek and his staff have also worked to innovate and establish programs to further educate residents interested in learning more about becoming public safety partners. "Through nonenforcement contacts by our Community Engagement Team, we have come to work with residents who would like to know more about the criminal justice system and more about partnering with the sheriff's office," Ortman says. Often, new Americans face language and cultural barriers, so the sheriff's office created a one-day citizens' academy that's offered in multiple languages and is structured with cultural sensitivities, such as prayer time, in mind.

Another tailored outreach program is Women for Peace, a terrorism prevention program that seeks to prevent radicalization of youth by engaging and educating the mothers of at-risk juveniles. In 2016, the sheriff's office applied for a grant from the Minnesota Department of Public Safety to fund the Women for Peace Workshops in 2017, conducted in partnership with a nongovernment service organization, the Voice of East African Women (VEAW), which serves Somali women who are victims of domestic violence. "Our Women for Peace program focuses on women because, for the most part, moms are our natural allies in public safety: Whether it's the threat of gangs, drugs, or radicalization, most moms want to protect their kids, to provide a good education, opportunity and hope, and a safe future," Ortman explains.

"It was a huge success," reports Ortman, who says the first Women for Peace workshop attracted 100 women and their children and offered free child care for kids under 10 and a Youth Summit for kids ages 10 to 18. Although the program is still relatively new, it is already inspiring ideas for similar programs to be conducted with other service organizations that operate in the county. Those workshops will be tailored to suit the needs of each service organization's respective clients.

"The key to success is having a partner that provides services to folks in the community we don't otherwise have contact with, then building from there in order to educate them about how to work with law enforcement to identify public safety threats," Ortman concludes. "We're trying to build understanding and partnership across the community to help us stay ahead of the curve with prevention and awareness."

Indio (California) Police Department

Just days after being sworn in, Indio (California) Police Chief Michael Washburn had to deal with an officer-involved shooting of a 71-year-old man. "Soon after that we had a town hall meeting and I noticed that the people who were most vocal against police didn't even live in Indio," recalls Washburn, who subsequently announced that he was forming a Chief's Advisory Board comprised of local residents charged with being his eyes and ears in the community.

The board—which meets every four to six weeks—has 11 members who were hand-picked by Washburn. These advisers represent different ages, races, genders, and occupations to ensure the board is representative of Indio's larger population. Diversity wasn't Washburn's only goal, however. He also wanted honesty. "I'm not looking for yes-people," he says. "I want real feedback."

Although it is still in its early stages, having just started in 2017, Washburn's vision for the Chief's Advisory Board is to have a self-directed body that will identify public safety concerns and make recommendations that help the department address them. Those concerns might exist in areas as diverse as officer recruitment and training, critical incident response, and administration and governance.

"The same four people always show up to our city council meetings. I know what their views are already," Washburn concludes. "The Chief's Advisory Board is about providing a forum where we can have unfiltered discussions that give the people in all of our neighborhoods a voice about service delivery, priorities, and even what our policies should be."

Louisville (Kentucky) Metro Police Department

The biggest event to take place in Louisville, Kentucky, every year is the Kentucky Derby horse race that receives nationwide news coverage each May. In May 1999, however, Kentucky's largest city made national headlines for an entirely different type of event: an officer-involved shooting. The killing of suspected car thief Desmond Rudolph by two Louisville police officers was the first of several high-profile police shootings that took place in Louisville between 1999 and 2004. It inspired public protests and created a rift between community members and police. Healing that rift is the goal of its community policing efforts, according to the Louisville Metro Police Department (LMPD), whose Citizens Commission on Police Accountability and Training Advisory Board are indicative of a police department and a community that are mutually committed to reconciliation.

Citizens Commission on Police Accountability

The Louisville and Jefferson County governments merged in January 2003. This included the merger of the two largest police departments in Kentucky, the Jefferson County Police Department and the Louisville Division of Police. The newly merged organization, the LMPD, announced in March 2003 that it had created a new process and a new division for the handling of complaints against police officers and cases involving police shootings, the Special Investigations Division. Along with these changes, the newly formed Louisville Metro government created the Citizens Commission on Police Accountability. "At that time, we had several different groups calling for civilian police review in response to controversial officer-involved shootings. At the same time, we had a new police department starting up. So it was the right time to start a commission," explains Major Andy McClinton, commander of the LMPD's Administrative Services Division.

The Citizens Commission on Police Accountability consists of a civilian chairperson and 10 civilian members who are appointed by the mayor and approved by Louisville's city council, the Metro Council. Its charge is to review closed police investigations in all police shooting cases and incidents involving loss of life due to police action; to advise the police chief and the mayor on investigations' process and outcomes; and ultimately to recommend changes to police policy, training, and procedures. "Police have their own way of conducting investigations. If there's anything we missed, or anything that we could have done better, this ensures that we see it," McClinton explains. "It's another set of eyes outside the police department."

The LMPD gives the commission an exhaustive library of materials and evidence that includes dashboard and body camera footage, forensic reports, case files, and witness accounts, among other things. "They're not just getting a couple-page summary of a case; they're reviewing hundreds and hundreds of pages of transcripts, crime scene investigations, and lab reports," McClinton says. "They see everything the sergeant or detective saw, everything the grand jury saw, and everything the courts saw. It's impressive."

Louisville educator and commission member Carol Nord adds, "The police department is extremely transparent with us, which makes our job that much easier."

That transparency is the commission's hallmark, according to McClinton. "You have to give them everything you have from the very beginning, you have to listen to their critiques, and you have to be open to their recommendations," he concludes. "That shows them, 'We have nothing to hide.' And that's the most important thing."

Training Advisory Board

Looking to further build transparency and help the community better understand law enforcement practices and procedures, the LMPD created the LMPD Training Advisory Board in 2016. This 12-member volunteer board reviews, analyzes, and informs the way the LMPD recruits and trains police officers. "If ever there is a problem with police conduct, training is one of the things that gets blamed. So you want people from outside the agency to take stock of how training is conducted and provide feedback," explains Dr. Michael Cunningham, a professor at the University of Louisville and vice chair of the board. "We can look into any aspect of training—both for new recruits and for in-service—that the community is interested in."

When the LMPD created the Training Advisory Board, it issued a public call for participation and received applications from more than 100 interested community members. From that initial pool, 20 leading candidates were interviewed, and a dozen were selected based on their education and specialized training, previous experience in employee training, and community involvement.

"It's a diverse group of individuals who are all actively involved in the community and invested in it," says Cunningham, who notes that the group is still in the early stages of its work, which so far has been mostly observational in nature—watching training sessions to learn what, when, and how training is delivered. "There's nothing worse than somebody coming in from the outside and telling you what to do without first understanding what they're talking about. We don't want to be those people."

Once the board has gained fluency in the LMPD's training, its objective will be making recommendations that improve it. Specifically, Cunningham suggests, the board's goals include ensuring a more diverse police force; promoting increased community engagement and communication; and updating training content so that it reflects the latest law enforcement thinking, research, and best practices, particularly around subjects such as de-escalation and working with vulnerable populations. In the meantime, the board already is making an impact. "Just by asking questions, we sort of shake things up and get training officers to question their assumptions," Cunningham observes. "That's already creating some really valuable discussions."

Ultimately, Cunningham posits, those discussions will be just as valuable as the solutions they eventually will yield. "The chief of police and the whole police department are looking for ways to do as good a job as they possibly can under a myriad of circumstances," he concludes. "I think they're open to all forms of input, and I'm always delighted when I see people who are open to input."

Lowell (Massachusetts) Police Department

Like many American communities, Lowell has a proud tradition of welcoming and integrating immigrants. "In the mid to late 90s there was an influx of new immigrants into our community," explains Lowell Police Superintendent William M. Taylor. "At the time, it was primarily Southeast Asian—predominantly Cambodians—and East African immigrants who were choosing Lowell as the city in which to begin their life in the United States. There was some stress related to that in the community, so [former] Superintendent Ed Davis started what was called the Race Relations Council in response to some of the dynamics that were occurring in the city at that time."

When Davis left his position in 2006 to become commissioner of the Boston Police Department, the program waned. That is, until summer 2015, when events occurring throughout the United States persuaded the Lowell Police Department (LPD) to revive it.

"After traumatic events in police-community relations in Ferguson, Missouri, and elsewhere across the country, my staff and I thought it was important to convene a diverse group of people in the community to have a dialogue about national events that were playing out on television every night and what concerns locally were," says Taylor, who became superintendent in 2013. "So we decided to rekindle and reinvigorate [the Race Relations Council] in order to get ahead of issues in our community."

Now known as the Lowell Community Relations Council, the group is open to any community members who wish to participate and regularly attracts representatives from local nonprofits, clergy, schools, and health centers, not to mention a contingent of approximately a dozen LPD officers who also attend. During open meetings that take place on a quarterly basis, police and community members collaboratively discuss public safety concerns and the actions the LPD is taking to address them.

Sometimes, such discussions have yielded new policies and procedures. Mostly, though, they have yielded new relationships. "When you participate in these types of community-engagement activities, you transform the culture in both the community and the police department," Taylor concludes. "We're well past the tipping point in Lowell. We can never go back the other way. The community expects too much of us and it has become too ingrained in the police department. Everyone understands now: It's not the police versus the community; it's everyone working together to try to make our community a better place to live and work."

CONSIDERATIONS FOR IMPLEMENTING COMMUNITY LEADERSHIP STRATEGIES

"At a time when tension between communities and police is palpable, we need to use every tool available to create better relationships with the people officers have sworn to protect and serve."

- John Dixon, former chief of police, Petersburg, Virginia

Based on the final task force report and its six pillars, on the Advancing 21st Century Policing Initiative, and on information gathered by the International Association of Chiefs of Police (IACP) Institute for Community Police Relations, the IACP has arrived at the following considerations for law enforcement agencies to enhance community participation and leadership.

Consideration 1. Collaborate from the very beginning.

Law enforcement agencies that want to stimulate community participation and leadership must foster ownership in community policing programs by involving community members in them from the outset. Before establishing community policing programs, for instance, law enforcement agencies should consult community members to determine what their needs are and how police can best partner with them to meet those needs. Subsequently, law enforcement agencies should invite community members to co-create proposed programs with them. If they do, the result will be community policing that encompasses just as much "community" as it does "policing."

Consideration 2. Embrace diversity.

Communities are diverse. So too must be the community policing structures established to represent their interests. Whether they're informational, consultative, or advisory in nature, committees, councils, and boards comprising community members should have a makeup that accurately reflects the composition of the larger community. That includes not only racial and ethnic diversity but also diversity of age, occupation, gender, sexual orientation, faith, physical ability, and income, among other things.

Consideration 3. Be transparent.

Community participation and leadership cannot exist without trust between law enforcement agencies and the community members they serve and protect. And trust, in turn, cannot exist without transparency. Transparent governance, administration, operations, and communications must therefore be a top priority for law enforcement agencies as they pursue community policing goals and objectives. When sharing information with the community, care should be taken to present information in language and format that community members can understand.

Consideration 4. Listen first.

Community policing involves listening to the community members about what concerns they have and how their communities can best be served. In that spirit, law enforcement agencies that wish to encourage and enable community participation and leadership must become as comfortable receiving input as they are giving it. That requires law enforcement agencies and their personnel to have difficult conversations with constituents, readily acknowledge their shortcomings, and accept negative feedback and constructive criticism when it is offered. By exercising their listening skills, law enforcement agencies earn a reputation that is based on partnership instead of power, which increases their legitimacy in the communities they serve.

Consideration 5. Remove barriers to participation.

Law enforcement agencies that establish community policing bodies and programs should consider the many demands that are placed on community members' time and design efforts that encourage participation. For example, rotating meetings between different locations, days of the week, and times of day can maximize opportunities for community members to participate as their schedules allow. Likewise, frequent communication and substantive engagement between meetings—via email, social media, and extracurricular community events—will keep community members interested in an agency's efforts and allow them to stay informed even when they miss a meeting.

Consideration 6. Pursue partnerships with community organizations.

Because they have already invested time, money, and energy into building meaningful relationships with the populations they serve, community organizations can be key stakeholders with which to build partnerships. These organizations can help law enforcement craft messages that are relevant to those they represent and deliver those messages to residents in the places, at the times, and in the media that are most likely to reach them. Furthermore, relationships with community-based organizations give law enforcement credibility; because trust is often transferable, community members who trust such organizations implicitly trust their partners, creating a solid foundation of legitimacy that law enforcement agencies can leverage to sow the seeds of community leadership.

Consideration 7. Promote mutual participation by community and police.

Partnerships work best when they are symbiotic—when each partner contributes equally to the relationship to deliver mutual benefit to both. With that in mind, law enforcement agencies should practice community policing in a manner that promotes mutual participation by both community and police. Law enforcement agencies can ask community members to volunteer their time to participate on committees, councils, and boards, and law enforcement agencies should make time for officers to participate in community-based events such as carnivals, barbecues, and other social affairs, the nature of which presents police officers as active members of the community who give to the public as much as they receive from them.

Consideration 8. Encourage empathy with education.

A sometimes underappreciated benefit of community policing is empathy—not only among police for community members but also among community members for police. When community members understand and appreciate the occupation of law enforcement—including the challenges and rigors of the job, the skills it requires, and the extensive training that police officers receive in order to do it—they are more likely to engage with law enforcement officers in a civil and productive manner. To facilitate such understanding, law enforcement agencies may consider the use of citizen police academies and other programming that educates the public about police work—particularly among the leaders of committees, councils, and boards, who are more effective surrogates and spokespersons for law enforcement when they are fluent in it.

CONCLUSION

"Public safety is not the exclusive domain of officers or government. It is the domain of all of us—as citizens who care, communicate, and trust."

- C. Kim Bracey, Mayor, York, Pennsylvania

Law enforcement agencies are fixtures in their communities. In a world that is increasingly participative and personalized in nature—a world in which everything from food to furniture can be ordered on demand and customized to one's unique tastes—it is no longer enough merely to be present. Now more than ever, law enforcement agencies must adopt a collaborative business model where policing takes place with communities instead of simply in them. When they do, community members will feel not only more protected but also more protective—of the people and places in their communities, of the values their communities represent, and of the law enforcement agencies that defend their communities' safety and preserve their communities' quality of life.

Indeed, modern-day policing can no longer rely solely on power and authority; rather, it must facilitate partnership and accountability, both of which law enforcement agencies can nurture with community policing strategies that encourage and activate community participation and leadership. By inviting community members to co-create law enforcement programs, policies, and strategies with the police officers who will subsequently implement them, law enforcement agencies can authentically and organically build with communities the understanding, trust, confidence, respect, and diversity of thought that are requisite ingredients of procedural justice, without which police cannot attain the legitimacy they need to do their jobs effectively.

Using the broad set of concepts captured in the six pillars of the final task force report, law enforcement, together with community partners and stakeholders, can develop strategies that erode barriers between community members and police and, in their place, build bridges that unite them around shared objectives and a common purpose.

APPENDIX A. HISTORY OF THE TASK FORCE ON 21ST CENTURY POLICING

Trust between law enforcement agencies and the communities they serve is essential in a democracy. Following several high-profile events that exposed rifts in this relationship, President Obama established the Task Force on 21st Century Policing on December 18, 2014. The task force, comprising experts in the fields of policing, criminal justice, civil rights, academia, and other arenas, heard testimony from stakeholders around the United States and identified best practices to reduce crime and build trust between the public and law enforcement, with an emphasis on mutual respect and fair and equitable treatment.

The Final Report of the President's Task Force on 21st Century Policing²⁵ set forth six main topic areas, or pillars, found to be essential to healthy community-police relations: (1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) training and education, and (6) officer safety and wellness. Within these pillars, the task force laid out 59 recommendations with 92 action items. These practical steps provide a road map to help law enforcement and communities move forward to mend and strengthen relationships.

Pillar 1. Building Trust and Legitimacy

A law enforcement agency must not be seen by the community as an occupying force but rather as a legitimate, trusted, and fair authority. Embracing a guardian rather than a warrior mentality will help law enforcement gain the trust and respect of those they serve. This can be achieved through positive, nonenforcement activities (e.g., Coffee with a Cop, National Night Out, or officer athletic or activity leagues) that engage the community. The task force also recommended that agencies adopt procedural justice as their guiding principle and establish transparency and accountability to ensure that decision-making is understood by citizens. Last, creating a diverse workforce that mirrors the community will increase trust building.

Pillar 2. Policy and Oversight

An agency's policies should reflect community values. An agency can ensure this by developing comprehensive policies and responsive strategies "that reduce crime by improving relationships, increasing community engagement, and fostering cooperation." Clear and comprehensive policies that ensure formal checks and balances and data analysis are critical. For example, an agency should make sure that its SRO policy states that SROs should never enforce school discipline rules and are there only to enforce crime problems.

^{25.} For background on the task force implementation, findings, and recommendations, read the Final Report of the President's Task Force on 21st Century Policing (see note 4).

^{26.} President's Task Force on 21st Century Policing, Final Report, 2 (see note 4).

Pillar 3. Technology and Social Media

Through the use of technology and social media, law enforcement can engage the community (particularly youth) and educate and inform citizens in an up-to-date and evolving way. Implementing new technologies can provide law enforcement agencies with an opportunity to engage the community in a discussion about their expectations for transparency, accountability, and privacy. Agencies also should monitor social media for enforcement purposes and learn about the issues that are important to the community. Using social media can also help keep the community informed about major events and provide up-to-date reports on live incidents.

Pillar 4. Community Policing and Crime Reduction

By encouraging and implementing policies that support community-based partnerships, officers can reduce crime and increase trust. Working alongside residents to identify problems and collaborate on "implementing solutions that produce meaningful results" for all engages residents, provides them with a stake in the outcome, and promotes mutual respect.²⁷

Pillar 5. Training and Education

Cadets, line officers, and executives should respond to the challenges of modern policing. Academy and in-service trainings should focus on previously unaddressed subjects such as mental health, cultural differences, and youth brain development. High-quality, effective training, particularly that which comes from a highly regarded academic institution, will enable officers to better understand the diverse populations with which they work.

Pillar 6. Officer Wellness and Safety

The stress that accompanies being a law enforcement officer cannot be understated. For this reason, the mental and physical health of officers is crucial to effective and equitable policing, which is why promoting safety and wellness throughout an agency is important. Endorsing practices that support officer safety and wellness (e.g., evaluating and adjusting shift lengths or requiring officers to wear bulletproof vests) will enable officers to better do their jobs.

^{27.} President's Task Force on 21st Century Policing, Final Report, 3 (see note 4).

APPENDIX B. THE ADVANCING 21ST CENTURY POLICING INITIATIVE AND ITS 15 MODEL SITES

The Task Force on 21st Century Policing's goal of transforming the thinking and organizational approach of U.S. law enforcement is intended to be applicable to every size and type of law enforcement agency. Given the local design of the U.S. law enforcement model, it is critical that local agencies adapt the implementation of the task force recommendations to fit their individual needs and capacities. Agencies ready to implement the task force recommendations will need to develop strategies to achieve such change.

In May 2016, the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office), in partnership with the International Association of Chiefs of Police (IACP) and CNA (a nonprofit research and analysis organization), launched the Advancing 21st Century Policing Initiative, which provides evaluations and technical support to the following 15 state and local law enforcement agencies that already have made strides in implementing the task force recommendations:

- 1. Albany (New York) Police Department
- 2. Arlington (Texas) Police Department
- 3. Atlanta (Georgia) Police Department
- 4. Camden County (New Jersey) Police Department
- 5. Columbia (South Carolina) Police Department
- 6. Doral (Florida) Police Department
- 7. Gun Lake Tribal Public Safety Department (Michigan)
- 8. Hennepin County (Minnesota) Sheriff's Office
- 9. Indio (California) Police Department
- 10. Kewaunee County (Wisconsin) Sheriff's Department
- 11. Louisville (Kentucky) Metro Police Department
- 12. Lowell (Massachusetts) Police Department
- 13. San Antonio (Texas) Police Department
- 14. South Dakota Highway Patrol
- 15. Tucson (Arizona) Police Department

These agencies vary widely in size, type, and location. Their diversity ensures that the information stemming from the initiative is useful to the greatest number of agencies throughout the United States.

Armed with lessons and information learned from these sites, the IACP and the COPS Office have created a series of companion guides to the final task force report. This series, Practices in Modern Policing, focuses on common and emergent themes from the report and highlights programs from the 15 sites. In each case, it is important to note that post-implementation studies will be needed to measure the impact of these new policies and programs.

ABOUT THE IACP

The **International Association of Chiefs of Police (IACP)** is the world's largest and most influential professional association for police leaders. With more than 30,000 members in 150 countries, the IACP is a recognized leader in global policing. Since 1893, the association has been speaking out on behalf of law enforcement and advancing leadership and professionalism in policing worldwide.

The IACP is known for its commitment to shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

The IACP is a not-for-profit 501c(3) organization headquartered in Alexandria, Virginia. The IACP is the publisher of *The Police Chief* magazine, the leading periodical for law enforcement executives, and host of the IACP annual conference, the largest police educational and technology exposition in the world. IACP membership is open to law enforcement professionals of all ranks, as well as non-sworn leaders across the criminal justice system. Learn more about the IACP at www.theIACP.org.

In 2016, the COPS Office, in partnership with the International Association of Chiefs of Police and CNA, launched the Advancing 21st Century Policing Initiative. This program provides evaluations and technical support to 15 law enforcement agencies. Because these agencies are diverse in size, location, and other characteristics, their insights and lessons learned can be useful to various other agencies across the nation. Reports on their efforts in the program are published as part of the Practices in Modern Policing series. These reports offer guidance to the field for advancing practices and policies in specific aspects of community policing.

This publication demonstrates how law enforcement agencies can improve performance and build trust by collaborating with community members and giving them a role in supporting public safety. It describes programs such as police advisory committees, citizen commissions, and other promising practices from the field.



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