

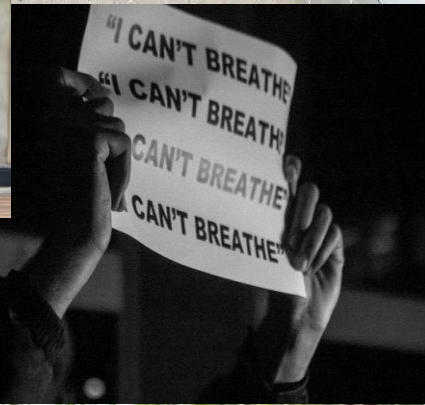
A NECESSARY (R)EVOLUTION: Cultivating Trust Between Police and The Community

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Oath of Honor

On my *honor*, I will never betray my profession, my *integrity*, *character*, or the *public trust*. I will always have the *courage* to hold myself and others *accountable* for our actions. I will always uphold the laws of my country, my *community*, and the agency I serve.



Mending Broken Trust



Understanding Our History



Understanding Our History

- Early policing
 - Ancient practices
 - Military might
 - Blood feuds
 - Frankpledge
 - Parish constable system
 - Centralized police authority



The Birth of Modern Policing

- Sir Robert Peel
- 1829 – Metropolitan Police Services – London, England
- 1838 – Boston Police Department - First centralized municipal police department established in United States
- 1880's – All major U.S. cities had municipal police forces in place
- These first “modern police” organizations shared similar characteristics:
 - Publicly supported bureaucracies
 - Police officers were full-time employees not community volunteers
 - Departments had fixed rules and procedures
 - Police departments were accountable to a central governmental authority



Public Opposition to Policing

- There has always been a slight level of mistrust between society at large and those who have been sworn to serve and protect them.
- Though police have been granted the authority to use force when necessary, the public has long been wary of the abuse of this power.



Peel's Policing Principles

- The purpose of the police force is to prevent crime and maintain order.
- Police depend on the approval and trust of the public in order to effectively do their jobs.
- The ultimate goal of policing is to achieve voluntary compliance with the law in the community.
- Police must be unwavering in their duties and adherence to the law, maintaining impartiality and avoiding the temptation to be swayed by public opinion.
- The use of force and physical control is to be used as a last resort, only when other forms of persuasion have failed.
- Police officers must remember that they, too, are members of the public and that their purpose is to serve and protect the public.
- The true measure of the effectiveness of any police force is not the number of arrests or police actions taken, but the absence of criminal conduct and violations of the law.



A Tale of Two Countries

- Peel's efforts were very effective in assuaging public fears and concerns
- Clear distinction between police and military
- Meanwhile in America...
 - Slave patrols (1704) – roving bands of armed white citizens who would stop, question, and punish slaves caught without a permit to travel
 - Civil organizations controlled and maintained by county courts
 - Introduced the concept of patrol as a preventative crime control mechanism



The Evolution of Policing in America

- Jim Crow laws
- Bloody Sunday
- Police have not always stood on the right side of justice
- Impact on different communities not just here in America but across the globe



The Evolution of Policing in America

- Political Era (1840-1930)
- Reform Era (1930-1980)
- Community Era (1980-present)
- Policing strategies are very much a reflection of the times
- What is the role of police in a democracy?

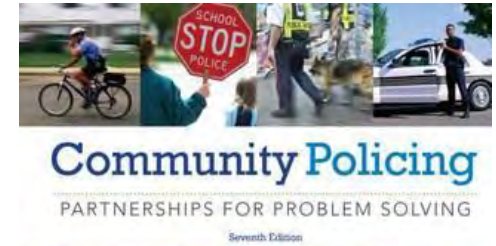
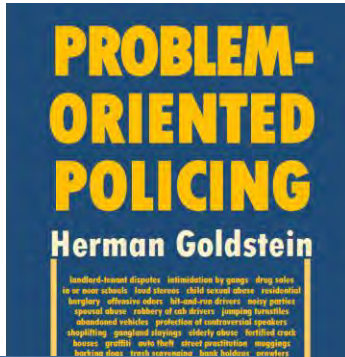


Role of Police

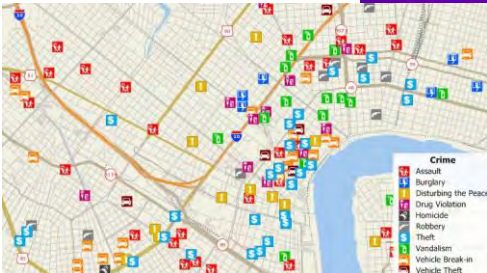
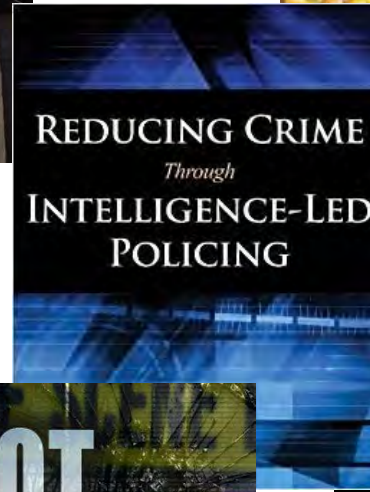
- Policing vs. Law Enforcement
- High percentage of police time is spent on other than criminal matters (Goldstein)
- Police are called upon to fill in for social workers, housing inspectors, attorneys, physicians, and psychiatrists – frequently caring for those who cannot care for themselves – the destitute, inebriated, the addicted, the mentally ill, etc. (Goldstein)
- This tendency to define the role of police as primarily one of responding to crime or enforcing laws is perpetuated by those inside and outside the profession



Strategies



EVIDENCE-BASED POLICING



Policing Strategies

- 80's 90's – political pressure/community pressure to get a handle on crime (war on drugs)
- Compstat – Data-driven placement of officers in high crime areas
- What is the best barometer to determine if we have safe and secure neighborhoods?
- Collateral damage that aggressive police tactics cause



Community Policing



“Community policing cannot be a program, unit, strategy, or tactic. It must be the core principle that lies at the foundation of a police department’s culture”

President’s Task Force on 21st Century Policing



What does community policing look like?



Challenges to Community Policing

- Departmental Challenges
 - Recruitment, hiring, and retention
 - Recognizing and reinforcing community policing
 - Consistency
 - Resources
- Community Challenges
 - Disengagement
 - Trust



Challenges to Community Policing

- Administrative Challenges
 - Funding
 - Politics
 - Unit collaboration
- Functional Challenges
 - Authority and discretion (how it is exercised, perceived, understood)
 - Philosophy, quality, and approach (varies across jurisdictions)
 - Aligning public expectations with an accurate assessment of what police can do
 - Dependence on related systems



Challenges to Community Policing

- Nationwide Challenges
 - Policymaking (i.e. immigration)
 - Fighting perceptions
 - Media
- Operational Challenges
 - Reactive
 - Pro-active
 - Co-active



Building Trust

- Relationships
- Collaboration, accountability, transparency, community input, etc.
- As a profession what are we talking about and prioritizing
- 21st Century Policing Task Force Recommendations – Six Pillars
 - Building Trust and Legitimacy
 - Policy and Oversight
 - Technology and Social Media
 - Community Policing and Crime Reduction
 - Training and Education
 - Officer Wellness and Safety



Reaching *HIGHER*



OUR MISSION

As leaders in innovative problem-oriented policing, we value diversity and respect the dignity of all people. We uphold individual and constitutional rights, and promote campus community wellbeing through collaborative approaches to ensuring safety.

OUR VISION

Serving in partnership to support and facilitate the educational mission of the University of Wisconsin-Madison, we seek to cultivate a campus environment in which all students, faculty, and staff are safe.

Honor Integrity Guardians Health Empathy Respect



UWPD Initiatives

- Engagement – internal and external
- Communication (blog, newsletters, forums, webchats, Police Advisory Council, website information, etc.)
- Officer wellness
 - Organizational culture and climate (commitment to wellness)
 - Peer Support Program
 - Various offerings – meditation/down room; exercise; yoga; wellness programs, etc.
 - Work-home balance (mitigating overtime)
 - Healthy Minds Research Study
- Training
 - Problem-oriented training program
 - De-escalation training
 - Crisis Intervention Training
 - Implicit bias training
 - Leadership training



UWPD Initiatives

- Transparency and accountability (Body Worn Video, posting quarterly use of force data, various communication efforts, etc.)
- Police Advisory Council
- Diversity and inclusion
- Community Officers
- UWPD Pride Team
- CARE Team
- Strategic plan



Mindset



“No one is compelled to choose the profession of a police officer; but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”

- President Calvin Coolidge



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