

MAYORS INNOVATION PROJECT



**What Mayors Need to Know
About Their Police**

August, 2015 Meeting
Des Moines, Iowa

NEW POLICE FOR A NEW ERA



Some observations and advice from trench and
mountain top.

David C. Couper
Chief of Police (Ret)



THE PROBLEM OF DEADLY FORCE

WHAT POLICE *SHOULD* BE:
THE EIGHT PILLARS





EIGHT PILLARS OF POLICING

1. Policing should be a **noble and learned calling.**
2. Police should embody society's **highest values.**



EIGHT PILLARS OF POLICING

3. Policing is **servicing others**, more than enforcing laws.
4. Police should be highly **respectful of others, compassionate,** and **collaborative** in carrying out their duties.



EIGHT PILLARS OF POLICING

5. **Use of force is a public trust** to be used wisely and carefully.
6. Police must be impeccably **honest.**

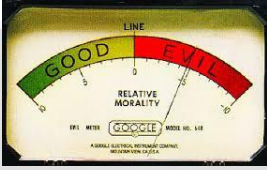


EIGHT PILLARS OF POLICING

7. Police must have **respect for public protest.**
8. Police must be our **guardians and protectors.**

Couper, 2015

PERMISSIBLE V. MORAL



- **Because an act* is legal does not necessarily make it moral.**

*SCOTUS ruling in *Graham v. Connor*, 1989 – fear/"reasonable objectiveness."

FERGUSON AND BEYOND

- ✓ "Unconstitutional policing.."
- ✓ "Clear racial disparities..."
- ✓ "Aggressive enforcement..."
- ✓ "Citizens as sources of revenue..."



US Dept. of Justice

THE RACIAL DIVIDE

Community Confidence in Police

Do a good job enforcing the law?

- ◆ 83% of Whites
- ◆ 52% of Blacks

Not to use excessive force?

- ◆ 74% of Whites
- ◆ 36% of Blacks.

Treat Blacks and Whites equally?

- ◆ 72% Whites
- ◆ 36% Blacks



[Source: 21st Century Task Force on Police]

BLACKS AND POLICE - NOT A NEW PROBLEM



BUT WHAT ABOUT CRIME?



- Reported crime has a significant long-term declining trend.
- A dramatic decrease (over 40 percent) in murders during the last 20 years.

MEASURING POLICE: BEYOND REPORTED CRIME



- There are methods beyond reported crime stats to measure police effectiveness.
- If we know on a day to day basis the state of our economy, we can also find out about the trust and confidence citizens have in their police.

KILLED BY POLICE

- **When police use deadly force against persons who are unarmed, it causes problems. It can cause more loss of life and destruction of community property!**



KILLED BY POLICE



- **How many are killed by police and who are they?** (No federal requirement to report.)
- Estimated at 800-1,000 per year (60-80/month)
- **Victims: 40% minorities, predominately male, all ages.** (Some victims had no weapons, some sharp objects, some firearms.)

KILLED BY POLICE



- A person living in the U.S. compared to one living in Great Britain, and controlling for population, has 100 times greater chance of being shot by police.

- In Canada, police killed 20 persons last year.

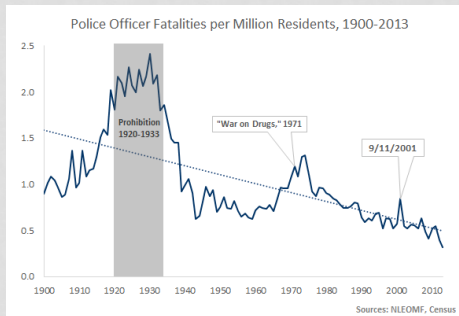
HOW DANGEROUS IS POLICE WORK?

Deadliest Jobs in America

1. Logging workers.
2. Fishers and related fishing workers.
3. Aircraft pilot and flight engineers...
- ...
- ...
15. Police and sheriff's deputies.



POLICE OFFICERS KILLED IN LINE OF DUTY



IMPACT OF SOCIAL MEDIA



- One YouTube video of police shooting of a mentally ill homeless man drew **200,000** visits within hours and **2.4 million** the next day.
- The **misconduct** of a few police matters.
- We **know** more things and we know them faster!
- Without video capable **smartphones**, would these incidents have gone unnoticed?

21ST CENTURY POLICING TASK FORCE



My Top Ten:

- 1. Move to a "guardian" mindset.**
- 2. Field a diverse workforce.**

21ST CENTURY POLICING TASK FORCE



- 3. Train de-escalation and alternatives to use of force.**
- 4. De-militarize.**

21ST CENTURY POLICING TASK FORCE

5. Develop "less than lethal" technology...



21ST CENTURY POLICING TASK FORCE

- This can also mean re-thinking "center-mass" shooting, "smart guns" for police, and considering "non-deadly" shooting to lower-half of body (like some European police teach.)



21ST CENTURY POLICING TASK FORCE



6. Employ community policing throughout... work with citizens.

7. Speak to every person with respect.

21ST CENTURY POLICING TASK FORCE



8. Conduct adult-based learning... less like military boot camps.

9. Partner with academic institutions... value education and research.

21ST CENTURY POLICING TASK FORCE



10. Conduct annual mental and physical health and fitness checkups.

CHANGING POLICE: POSSIBLE?

- **Changing police... is about changing the very nature of the police function itself...**
 - Raise the intellectual capacity of police,
 - Curtail their use of excessive force,
 - Drive out the vestiges of corruption and racism, and
 - Implement a new culture of courtesy, customer focus, and restraint in using physical force.
 - Learn how to properly handle protesting people,
 - Develop on- going formal relationships with academic institutions. *(From "Arrested Development")*

CHANGING POLICE

1. Cast a vision of the new way.
2. Prepare the "inside" first. Why it's good for rank and file officers.
3. Teach and lead the new way – begin with the top. Be passionately involved.
4. Hold leaders highly accountable.

5. Involve the community.
6. Check progress. Gather data. Make corrections.
7. Work to sustain achievements.
8. Go for the long-term. Real change takes time.

GREAT CITIES DESERVE GREAT POLICE



THE QUESTION THAT MUST BE ASKED OF YOUR POLICE CHIEF



"Will you make effective changes to your policies, training, tactics, instrumentality, and leadership to significantly reduce the number of unarmed persons who are killed in our city?"

WHAT MUST BE DONE?



Prescription for a New and Better Police



PRESCRIPTION FOR CHANGE

1. Police must deeply listen to those whom they serve -- all of them.
2. They must make a commitment to review and change their uses of force -- and most especially deadly force.
3. They must tell the community what changes they are making and why they are doing making them.



PRESCRIPTION FOR CHANGE

4. Police must ask those whom they serve for support and help.
5. They must practice restraint, control their biases, de-militarize, teach their officers de-escalation, and other methods of managing conflict, and leaders must model those behaviors. and
6. They must start policing at the neighborhood level - get closer, much closer to the people they serve. "Closer is always better!"

FOR MORE HELP:



ImprovingPolice.Wordpress.com



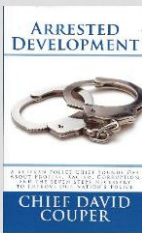
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MY PHILOSOPHY OF POLICING



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