



FLORIDA POLICE CHIEFS ASSOCIATION

Subcommittee on Accountability and Societal Change

June 27, 2021

Report and Recommendations:
Review of the Pillars from the
21st Century Policing Report, Published 2015

Approved by the Florida Police Chiefs Association (FPCA) Board of
Directors on June 27, 2021

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I. Executive Summary

The Subcommittee on Accountability and Societal Change (“Subcommittee”) was created to study the intersection between law enforcement and the community and determine how the Florida Police Chiefs Association’s members can better serve its customers – the community. Comprised of law enforcement executives, members of the community, and subject matter experts, the Subcommittee worked collaboratively to accomplish a lot during its short tenure, beginning with the September 2020 publication *Use of Force Policy and Related Issues*.

Now, this next report represents the communications the Subcommittee held to review six main topic areas commonly referred to as “pillars” from the *Final Report of the Presidents Task Force on 21st Century Policing*, Washington, DC Office of Community Oriented Policing Services. These pillars are:

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media

Subcommittee Members Quotes

Chief Anthony Holloway
St. Petersburg Police Department

“This Subcommittee has produced reports and provided guidance that are applicable to agencies of all sizes and demographics. By working together, utilizing these guidelines, we will be acting as one agency with one voice.”

Dr. Randy Nelson
Program Director, Bethune-Cookman University Center for Law and Social Justice

“Law enforcement needs to be able to engage our black and brown communities on non-law enforcement issues. If they don’t, we will never get over the stigma of these communities associating the police with negative actions. Communities and the police have equal responsibility for this engagement. Only then can lasting partnerships that improve public safety be developed.”

Chief Jeffrey Pearson
Satellite Beach Police Department
Immediate Past President FCPA

“I was impressed by the willingness of all the Subcommittee members to have difficult conversations with each other to identify and address issues impacting the trust in law enforcement. It is the trust between law enforcement and the communities that they serve that is the single most important factor in effective policing and public safety strategies.”

- Community Policing & Crime Reduction
- Training & Education
- Officer Wellness & Safety

As noted in the FPCA's *Use of Force* report, nothing contained in this report may set a state-wide standard nor form a basis to limit the otherwise lawful development of individual law enforcement agency policies, or the lawful use of otherwise lawful techniques.

II. Composition of the Subcommittee

The Subcommittee was created by former FPCA President Ken Albano, Chief, Temple Terrace Police Department, who memorialized the collective commitment of the Florida Police Chiefs Association to real, meaningful, lasting change. Through his leadership and that of 2020-2021 President Jeff Pearson, Chief, Satellite Beach Police Department, and former FPCA Executive Director Amy Mercer, designated members of the association entered a partnership with prominent community members to explore ways to implement change. Subcommittee members were:

- Chair: Chief Anthony Holloway – St. Petersburg Police Department

Community Leaders:

- T. Willard Fair, President and CEO, Urban League of Greater Miami
- Rev. Watson L. Haynes, II, President & CEO, Urban League of Pinellas County
- Paula Hoisington, Chairwoman, Central Florida Urban League
- Rev. Arthur Jackson, III, Senior Pastor, Antioch Missionary Baptist Church, Miami Gardens
- Dr. Randy Nelson, Program Director, Bethune-Cookman University Center for Law and Social Justice
- Dr. Shirley Plantin, Executive Director, Miami-Dade County Community Relations Board
- Kareem J. Spratling, Shareholder, Bryant Miller Olive P.A.
- Sabrita Thurman-Newby, Co-Chair, The Neighborhood First Initiative, Tallahassee
- Marilyn Turman, SPC Corporate Trainer, Event Coordinator, Community Activist

Subcommittee Member Quotes

Kareem J. Spratling
Shareholder, Bryant Miller Olive P.A.

“After reading these reports by the Subcommittee, I hope that law enforcement leaders will first understand that reform and supporting the police aren’t mutually exclusive. Any organization that doesn’t constantly evolve to support the people you serve, is one that is destined to fail. Reform is necessary. I hope officers and law enforcement leaders will accept these recommendations knowing that the people on this committee absolutely support them and understand that policing is one of the most difficult jobs in the world. Communities need to review these recommendations and acknowledge that most officers are good and want to do the right thing. They need to be just as likely to uplift them as they are to disparage them.”

Major David De La Espriella
Miami Beach Police Department and
President, Miami-Dade County
Association of Chiefs of Police

“My experience throughout this process was always positive. This committee was different than others that I have served on because the community members were such an integral part of the conversation. The product shows how engaged they were. I look forward to taking the reports back to my region and helping to continue the dialog. I encourage everyone to continue to build this bridge between the police and the community – the work on this relationship is never really done.”

- Kerry Wiggins, Educator and Coach, City Commissioner, Sanford
- Pastor Rodney Wilkinson, Lead Pastor, Gospel Fellowship, Boynton Beach

Law Enforcement Members and Subject Matter Experts:

- Chief Charles Broadway, Clermont Police Department
- Chief Terri Brown, Florida State University Police Department
- Major David De La Espriella, Miami Beach Police Department and President, Miami-Dade County Association of Chiefs of Police
- Chief Brian Dugan, Tampa Police Department
- Chief Michael Gregory, Boynton Beach Police Department
- J. David Marsey, General Counsel, and subject matter expert on use of force and policy development, Florida Police Chiefs Association
- Assistant Commissioner Jennifer Pritt, Florida Department of Law Enforcement (retired February 2021)
- Chief Orlando Rolón, Orlando Police Department
- Chief Daniel Slaughter, Clearwater Police Department
- Chief Cecil Smith, Sanford Police Department
- Chief Dexter Williams, Miramar Police department and president, Broward County Association of Chiefs of Police

III. Tasking

The Subcommittee had wide latitude to determine its own course and scope through the cooperative engagement of its members. During this collaborative process, and in recognition of the unanimous desire to make a prompt and meaningful statement, the Subcommittee decided to adopt a multi-phase process. First, the Subcommittee determined its mission statement and goals. Second, it identified recommendations regarding use of force policies and related issues to present to the FPCA Board for adoption and dissemination (which was approved and published as the *Use of Force Report*). Third, it determined that a broader discussion on societal issues impacting law enforcement officers, agencies and their communities warranted a more detailed and comprehensive dialog. As previously stated, the “pillars” from the *“The Final Report of The President’s Task Force on 21st Century Policing,”* published May, 2015, became the framework for this discussion. As they worked through each of the “pillars” in that report, they also referenced other publications for additional ideas. The publications below may be referenced or quoted in the attached report:

- IACP *National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust* January 2015
- IACP *Trust Initiative Report* October 2018
- Lum, C., Koper, C.S., Gill, C., Hibdon, J., Telep, C., & Robinson, L. (2016) *An Evidence-Assessment of the Recommendations of the President’s Task Force on 21st Century Policing – Implementation and Research Priorities*
- PERF *The Workforce Crisis and What Police Agencies Are Doing About It* September 2019
- PERF *Guiding Principle On Use of Force* March 2016
- CJSTC Community Safety Advisory Workgroup Report *Strengthening the Bonds of Trust between Law Enforcement and the Public: Community Safety Recommendations* May 11, 2017
- Congressional Research Service *Public Trust and Law Enforcement – A Discussion for Policymakers* Updated December 13, 2018
- *Parramore Community Safety and Engagement Action Plan* Feb 10, 2021, Prepared by Bethune-Cookman University Center for Law and Social Justice, for the City of Orlando Police Department

IV. Methodology

At the outset, the Subcommittee prepared its mission statement:

The Florida Police Chiefs Association’s Subcommittee on Accountability and Societal Change, as composed of law enforcement and community leaders, will review reform recommendations, and develop a series of proposals that could be implemented at the local and state level to enhance trust, ensure transparency and accountability, and strengthen relationships between the police and the communities they serve.

Once its mission was identified, the Subcommittee held its first meeting on June 15, 2020, to prepare a preliminary plan and timeline. Of the utmost importance was the identification of community members to aid the Subcommittee on its Mission. To accomplish that goal, law enforcement members identified community members to serve alongside them (listed on page 3). After completing and publishing their *Use of Force* report, the group continued meeting to discuss additional topics of interest.

V. Recommendations

Because the Subcommittee’s intent was to engage in conversations and formulate consensus recommendations, this report is formatted to align with the substantive issues and recommendations associated with the six pillars in *“The Final Report of The President’s*

Subcommittee Member Quotes

Chief Terri Brown
Florida State University
Police Department

“My hope is that law enforcement leaders will read these reports and realize there is always room for improvement. Closing the disconnect between police and the community requires involving the community from the start.”

Paula Hoisington
Chairwoman, Central Florida
Urban League

“This report is a beginning to building that bridge of openness and transparency, to build the bridge of unity so that both sides can work together to build bigger, stronger, safer communities. Working together with one common goal, to make the communities safer.”

Chief Cecil Smith
Sanford Police Department

“We had in-depth conversations about what law enforcement and communities should be doing to make communities safer. It was always enlightening to listen to our stake holders describe what they feel the police should be doing and how they should be doing it. I was looking to see how I could modify my agency to fit within the recommendations we collectively made.”

Chief Dan Slaughter
Clearwater Police Department

“This document should be used as a roadmap to stimulate conversation. We all want the same thing, we want our communities to be safe and free of crime.”

Task Force on 21st Century Policing.” Both the FPCA and the Subcommittee recognize that many more action items could have been identified under each of these pillars, and the list provided in this document is not intended to be exhaustive but is simply a starting place for moving recommendations into action. The Subcommittee further prioritized action items within the framework of responsibility. Certain recommendations are within the responsibility of law enforcement while others are within the domain of communities, and others still are collective responsibilities. A color-coded legend identifies these entities with primary, but not exclusive, responsibility. All action items are red, all law enforcement items are blue, all community items are green, and both are in purple.

VI. Conclusion

Although the Subcommittee addressed many issues during its year of meetings, the recommendations and dialog of the group are just beginning. The information and ideas exchanged during the Subcommittee meetings is indicative of the success that may be had at the local level if law enforcement administrators engage with their communities. The Subcommittee recommends that local law enforcement agencies and their communities use this document to start or continue this conversation.

FPCA is dedicated to working with our communities to ensure that an open dialogue on law enforcement practices continued even in the wake of horrible tragedies, to include the death of George Floyd, and the FPCA Subcommittee on Accountability and Social Change is a visible manifestation of that continuing dedication. The Subcommittee hosted dozens of meetings with community leaders since last June to determine how we can better serve our customers – the community. We expect our membership to continue these conversations as they represent some of the finest law enforcement leaders in the nation.

The Subcommittee would also like to recognize the Florida Legislature’s leadership, notably Speaker of the House Chris Sprowls and Senate President Wilton Simpson, and Florida Governor Ron DeSantis in moving forward impactful legislation during the 2021-22 Session to address the practices and accountability of law enforcement and correctional officers. The community and law enforcement leaders on this Subcommittee, as well as FPCA membership, welcome reform measures that are factual and balanced, ever mindful of the dedication and sacrifice of law enforcement officers, but equally committed to public safety and accountability.

Legend: Law Enforcement (Blue) / Community (Green)/ Both (purple)/Action Items (Red)

Pillar One: Building Trust: The recommendations and action items in this pillar focus on procedural justice and its link to respect of the police by the community, which in turn should also increase compliance with the law and community support for crime prevention strategies. A key concept is that procedural justice is a foundational value within departments, meaning all officers and commanders must model the behaviors associated with procedural justice with each other, during individual contacts and with the community.

- Promoting a culture of treating people with dignity and respect

Action Items:

- Create an environment in which leadership commits to and models the behavior expected of the entire agency.
- Incorporate training for all levels, including command staff, on fair, unbiased policing, human engagement, relationship building and procedural justice.
- Law enforcement employees, not just command staff, should be involved in the process of developing these trainings as well as policies and procedures addressing procedural justice, transparency, and accountability.
- Adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve. This includes the following pillars and actions:
 - Fairness and consistency in rule application
 - Voice and representation in the process
 - Transparency and openness in the process
 - Impartiality and unbiased decision-making

For police officers, procedural justice amounts to four basic actions.

1. Treat people with respect.
2. Listen to what they have to say.
3. Make fair decisions.
4. Explain your actions.

- Leadership must create an environment where there are significant models of positive behavior.
- Ensure that officers have the knowledge and skills to be culturally responsive and to treat each person with dignity and respect.

- Standardizing a culture of transparency and accountability

Action Items:

- As appropriate, make department policies publicly accessible.
- Consider regular posting on the department website information about arrests, traffic stops, use of force and other law enforcement data aggregated by

demographics. This will be highly contingent of resources necessary to compile and display in a meaningful manner this type of data.

- When a serious use of force incidence or a police misconduct case occurs, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

- **Positive nonenforcement community engagement**

Action Items:

- Create forums for the community to have easy and ready access to officers to discuss their concerns.
- Include both recognized community leaders as well as informal leaders.
- Highlight and publicize activities and interactions that highlight the community and law enforcement officers working together to achieve common goals.
- Consider adjusting patrol schedules to allow time for interactions with the community, this could include community service projects.
- Survey your communities to discover where they would like to most see officers plugged into non-enforcement endeavors.

- **Research crime-fighting strategies that undermine or build public trust with the goal of eliminating strategies that undermine public trust.**

Action Items:

- Consider surveying membership to ask officers what they think of policing strategies in terms of helping or hurting their ability to connect with the public.
- As appropriate, consider involving members of the community in the process of developing and evaluating specific crime prevention strategies and tactics.
- The impact on the community trust in law enforcement should be a consideration whenever practical in developing tactical operations.

- **Intentionally cultivate a diverse and more inclusive workforce**

Action Items:

- Develop and implement programs to recruit and retain diverse officer candidates.
- Identify barriers that prevent diverse candidates from applying or being selected; consider refining certain policies that may be hindering the recruitment, selection or retention of a diverse workforce.
- Work with community members (i.e., teachers, coaches, ministry, etc.) to inspire youth to participate in Explorer and other programs that could lead to law enforcement employment opportunities.
- Identify and share best practices and model programs for enhancing diversity (as found on IACP and other forums); routinely seek opportunities to publicize “what works” in specific Florida communities.
- Consider partnering with schools (K-12 and post-secondary) and the community to enlist assistance with both recruitment campaigns as well as engage specific members to help with portions of the selection process.

- **Communication** – Communication with law enforcement personnel.

Action Items:

- Invite meaningful engagement with the police department.
- Advocate for progressive changes but manage expectations based on the factors outside the control of individual officers and police leadership.
- Act as committed, constructive critics as well as champions of the department and officers.

- **Humanizing Law Enforcement Personnel** – Community acknowledgement that law enforcement personnel are human and that overwhelmingly, errors made by law enforcement personally are due to human error, not bad intent, or criminal intent.

Action Items:

- Find ways through community forums to discuss how progressive law enforcement training and officer discipline is in Florida.
- As appropriate, be prepared to counter misrepresentations or labeling of specific actions when they become the focus of community unrest.

- **Youth Outreach** – Encouragement of community youth to interact with law enforcement personnel with the aim of changing the way community youth see law enforcement, creating more opportunities for positive interactions between youth and law enforcement personnel and ultimately increasing racial and ethnic diversity within law enforcement and consequently within the communities that they serve.

Action Items:

- Provide youth with a comprehensive picture of who the police are and what they do.
- Participate in problem solving efforts and discussion of crime reducing strategies aimed specifically at targeting juvenile crime.
- Help to identify youth leaders in the community that would be good candidates for specific police/youth engagement programs.
- Seek officers to serve as community coaches for youth sports or other youth activities.
- Ask the agency that has assigned school resource officers in your community schools to consider allowing these same officers to participate in specific community events outside the scope of their SRO duties (funding dependent) – for example, YMCA, Boys Clubs, Girls Clubs, etc. Champion, with elected officials, increases in agency funding solely for these purposes.

- **Engage with Law Enforcement** – Invite and include law enforcement in community events as an integral part of the community, with the goal of the community getting to know the officers patrolling that community as an asset, true member and part of the community and not just a uniform. Invite law enforcement to assist in planning community events to build partnerships and further encourage trust and relationships.

Action Items:

- Show public and private support for law enforcement sponsored events and activities to include citizen academies, police athletic leagues, and award/promotional ceremonies.
- Work with law enforcement to ensure that crime-reducing resources and tactics are being deployed that mitigate unintended consequences.
- **Encourage Relationships** – Be purposeful in encouraging all community members to build relationships with law enforcement, attempt to form a true partnership.

Action Items:

- Stop and speak with their law enforcement officers on a regular basis, not just in connection with a crime.
- Demonstrate respect towards officers around your contacts, particularly, children, as they will be most impacted by your words about and towards law enforcement.
- **Collaboration** – When a community crisis occurs, if possible, first attempt to collaborate with law enforcement on a solution.

Action Items:

- Be prepared to deal with some community members that may not be aware of all the facts, regarding a specific crime event or of a law enforcement/citizen contact.
- Engage and mobilize members of the community that have attended citizen police academies, as well as those that serve as ad-hoc and informal leaders, to help facilitate a deeper understanding of police tactics and to offset fear or misunderstanding of police actions.
- **Empathy** – Have empathy for law enforcement personnel. Recognize that it is a difficult job that regularly requires uncomfortable conversations and difficult interactions.

Action Items:

- Publicly recognize and thank law enforcement officers when you encounter them.
- Use your voice regarding positive encounters (traffic stop, response to an emergency, school resource officer meeting, etc.). Negative encounters can occur and typically they spread farther and wider, therefore we need to be intentional about spreading positivity.
- When officers are injured or killed in the line of duty, remember this officer was someone's father/mother, son/daughter, sister/brother; try to provide immediate outreach to the agency and offer to provide some form of assistance as appropriate.
- **Community Recognition** – Consider community awards/public recognition within the immediate community to recognize the good work of law enforcement personnel.
- **Community Dialogue Regarding Law Enforcement** – Create a community led group on law enforcement to encourage ongoing community conversations, not just in times of crisis, through meetings and even social media groups to discuss law enforcement in the community. Do not solely focus on the negative. Invite law enforcement personnel when appropriate. Use facts (i.e., data and analytics) to form the basis for discussion, not only

perception. Discussions regarding negative law enforcement encounters should be held when appropriate, but also do the same for members of the community. While it is necessary to hold law enforcement professionals accountable when appropriate, it is equally necessary for community accountability when appropriate.

Action Items:

- Engage before a crisis, not when one is unfolding.
- Develop a template or “how to” model for community action groups that can be utilized by those communities seeking to do this for the first time.
- Hold a “practice” meeting with a smaller group and law enforcement leaders to develop the rules of engagement for moving forward.
- Also, highlight extraordinary acts by law enforcement and members of the community that further a safe and secure community.
- **Citizens Police Academy** – Encourage your community law enforcement to have a Citizens Police Academy or similar program. Encourage leaders in the community of all ages, races, genders, sexual orientation, and religious beliefs, to participate to gain a better understanding of the job of a law enforcement officer, to provide law enforcement with a better perspective of your community and to build long-term relationships between your community and law enforcement.

Action Items:

- Work with your Chiefs to secure the necessary funding and support to create and maintain these citizen programs.
- These programs work best when there is a diverse group of citizens attending and that the numbers justify the cost to run the program; attend yourself, recruit others and help emphasize the importance of these programs.
- **Proper Funding** – There are law enforcement agencies that would like to incorporate policies and procedures that are scientifically proven to better community policing but cannot do so due to budgetary constraints (i.e., body cameras, less lethal weapons, and more officers).

Action Items:

- Encourage your local elected officials with your law enforcement leaders, to help ensure your law enforcement agencies are properly funded.
- Do not allow the “defund the police” conversation to go unchecked. Ask questions of city, county, state, and federal government about the level of funding being provided to high call communities those programs of greatest importance to the community.

Pillar Two: Policy & Oversight: The focus of this pillar was on improving policy and oversight at police agencies especially pertaining to the use of force. The recommendations and action items focus on ways to achieve maximum transparency, enhance communication, and to ensure that community values are reflected in agency policies regarding use of force, discrimination and disparity in policing and mass demonstrations.

- Community input and involvement

Action Items:

- Review current department practices and policies regarding community safety partnerships.
- Ensure that the means to access specific members of the department is well known and publicized in the community (this may be district specific or subject area specific; for example, community members should not only have the Chief as a single point of contact, but they should also have a means to easily find whom the point of contact for specific services, complaints, compliments, etc.)

- Use of force

Action Items:

- The Use of Force Report completed by this committee should be reviewed by police chiefs, training centers, and community leaders.
- Chiefs should ensure that a standardized review of their department use of force policies, training and investigations occurs not just when an incident occurs, but at a routine interval of time. Recommend this be done at a minimum annually.
- All use of force policies should be clear and consistent.
- Use of force policies should clearly identify investigative protocols and agency policy should set clear parameters for the release of information to the public on these incidents.
- All use of force policies should include a statement about the sanctity of life and the consistency of training around this principle. This training could emphasize the presumption of innocence, respect for individual life and tools to short-circuit implicit bias.
- In-service training should focus on operational/ practical, legal, and tactical elements of these policies in a meaningful way to measure officer proficiency.
- Officers should be encouraged to “check” one another when use of force policies are not being upheld.
- Annual training on use of force should include shoot/don’t shoot scenarios, de-escalation techniques and the use of less than lethal tools (when available).
- As appropriate, use of force policies should be made public.
- Agencies are encouraged to participate in state and federal collection of data collection and information sharing regarding use of force incidences, whether fatal or non-fatal as well as any in-custody death. As noted previously, agencies should make this data publicly accessible.

- Additional data should be utilized to provide context to these events (for example, violent crime rates, hot spots of activity, etc.).

- Nonpunitive peer review of critical incidents for “near misses” or “sentinel events”

Action Items:

- As incidents occur, after action non-punitive review should be conducted so that lessons learned “on the streets” can be shared and incorporated into scenarios for annual or in-service training as well as check-on discussion.
- The policies on peer review should clearly indicate the separation between this review and criminal or administrative investigations.
- The focus of these reviews should be the improvement of practices and policy.

- Scientifically supported identification procedures

Action Items:

- Departments are encouraged to assess the training officers receive regarding eyewitness identification considering recent studies that show how identifications are made within the context of trauma, memory failure, bias, vision (and other sensory impacts).
- Agencies should review their current policies regarding conducting recording identifications in the context of model policies (FPCA and IACP for example)

- Demographic data on all detentions

Action Items:

- It is acknowledged that there is no single data collection instrument that yields the information requested in this recommendation. Individual agencies may have a means to provide some of this data to the public dependent on funding.
- Florida is in the process of making a huge impact on the availability of criminal justice outcomes data across all agencies and judicial circuits (Criminal Justice Data Transparency portal); it is suggested that we hold on making any overly specific recommendations regarding additional data collection until this endeavor is completed and can be assessed for its utility in understanding potential disparities in criminal justice outcomes.
- Departments are encouraged to find ways to collect this data in a manner that is searchable without names.

- Mass demonstration policies for all agencies

Action Items:

- Agencies should review and assess (or draft as necessary) policies and procedures for policing mass demonstrations in the context of both public safety and protection of the First Amendment.
- Skills regarding how to respond should be refreshed as they are “perishable” and infrequently utilized in many jurisdictions.
- Policies should be discussed with community leaders so that they are not surprised with the equipment and protocols of how a particular department will respond.

- Local civilian oversight and advisory panels/training: It is acknowledged that this may look different in jurisdictions of differing size and with differing interest and engagement of the community. It is further acknowledged that any form of citizen review must occur with the context of current law and investigative practices; in addition, citizen review or oversight panels should not be structured to advocate on behalf of the community or the police, as the intent is for impartiality to collaborate for both more effective policing and safer, empowered communities. The group discussed the pros and cons as well as the distinctions between citizen advisory panels and citizen oversight or review panels.

Action Items:

- Law enforcement leaders should engage in both internal and external conversations about the framework for citizen oversight/review or advisory panels and what works for them as there is no “cookie cutter” model that is shown to be effective. In fact, the 21C Policing TF report acknowledges that further research is necessary “to find evidence-based practices to implement successful civilian oversight mechanisms.” (pg. 26)
 - Any civilian board requires the commitment of its participants for an identified duration/period and all members need training specific to their duties and responsibilities. Expectations should be discussed with all members prior to engagement in this board.
- Consent and informed search and seizure.

Action Items:

- Agencies should consider policies that require officer to identify themselves by full name and rank and to provide that information upon request in writing to individuals whom they have stopped or detained.
 - Consider adopting policies that further require officers to state the reason for the stop and the reason for the search (as appropriate and when safe to do so) if one is conducted.
 - Searches should not be conducted for the purposes of determining gender identify unless an officer safety concern can be articulated (more applicable to holding cell/jails)
- Officer identification and reason for stops.

Action Items:

- This is predicated on the concept of procedural justice; success in this practice will reflect how integrated this concept is with training on various stops and detentions.
 - Implement in-service training to refresh these skills at all levels of the Department, not just patrol or traffic specialty units.
 - Agencies are encouraged to refrain from using any form of quota for traffic or pedestrian stops, tickets or summonses that are not directly related to improving public safety.

- Prohibit profiling and discrimination, collect data, all agencies should have a policy.

Action Items:

- It is acknowledged that Florida already requires officer to receive training both at the basic recruit level as well as part of on-going training requirements that reinforces the prohibition against profiling.
- Law enforcement leaders should review their current policies and procedures for investigating complaints regarding profiling or discrimination.
- The IACP produced a guide for law enforcement executives in 2011 that can provide guidance on misconduct reviews.

- Encourage shared services between jurisdictions.

Action Items:

- Shared services may be especially relevant to smaller jurisdictions; often federal grant opportunities can help them obtain wider access to training, equipment, and communications technology they could not acquire on their own.
- Scholarships and funding for officer training are available through many avenues for smaller agencies in FL.

- Encourage local agencies to use the National Register of Decertified Officers

Action Items:

- It is acknowledged that Florida already contributes records to NDI as it relates to officers having their standards revoked. Access to NDI is accessible by all local agencies seeking it through the FDLE Professionalism Division.
- Agencies should review their current policies regarding background checks on officer candidates prior to employment to ensure that a check of the NDI as well as the ATMS (Automated Training and Management System, that includes all certified Florida officer employment information as well as CJSTC disciplinary actions) is conducted.

- Recommend that any officer fired while under investigation have their certification status changed to 'pending'.

Action Items:

- It is acknowledged that certification in Florida is legally viewed as a property right and the Criminal Justice Standards and Training Commission (CJSTC) is only authorized to take certain actions against an officer's certification status upon meeting either statutory or administrative rule thresholds.
- In Florida, there is already a means for tracking the status of an officer that is fired while under investigation and this information is readily accessible to other law enforcement agencies conducting background checks.

- Encourage law enforcement to have a community relations or advisory board. As mentioned in the companion recommendation in the law enforcement section, it is acknowledged that this may look different in jurisdictions of differing size and with differing interest and engagement of the community. It is further acknowledged that any form of citizen review must occur with the context of current law and investigative practices; in addition, citizen review or oversight panels should not be structured to advocate on behalf of the community or the police, as the intent is for impartiality to collaborate for both more effective policing and safer, empowered communities.

Action Items:

- Any civilian board requires the commitment of its participants for an identified duration/period and all members need training specific to their duties and responsibilities. Expectations should be discussed with all members prior to engagement in this board.
- Require participation from community members that are diverse and reflecting of the community (e.g., age, race, gender, profession, and socio-economic status, if available.)

Pillar Three: Technology & Social Media: The focus of this pillar was the need for careful adoption, implementation and use of police technologies, most notably body cameras, non-lethal weapons, and social media. The conversation revolved around the impact that various technologies can have on police-community relations. The use of technology to increase public safety is dependent upon appropriate funding and resources; but to build public trust, law enforcement must clearly define the policy, purposes, and goals of these technologies.

- New technology standards for compatibility and interoperability

Action Items:

- Departments are encouraged to review research, national standards, and guidance on the use of new technologies to maximize their resources; however, the implementation of these tools remains a local decision.
- Beyond the expense of acquiring technology, the ongoing training, maintenance, and implementation requires time, personal and physical capacity along with funding so jurisdictions should have community conversations within the context of these factors. What may be desirable as a best practice may not be within budget priorities or allocations.
- Law enforcement and community leaders should individually and collectively find ways to secure funding for technology that provides additional transparency in policing operations.
- Privacy concerns, civil rights and civil liberties should be addressed in any new technology being utilized by a law enforcement agency.

Action Items:

- It is acknowledged that law enforcement operations supplemented by the use technology must meet all legal and constitutional requirements.
- Agencies are encouraged to be transparent about the types of equipment they utilize without compromising legal protections associated with investigative techniques.
- When developing new policies regarding the use of technology, departments should consider consulting with internal (officers, union representative, IT personnel) and external (community advisory boards, prosecutors, advocacy groups) in either a formal or informal capacity.
- Departments should look first to state and federal law and then to credible publications on best practices to govern the acquisition, use, retention, and dissemination of data acquired through specific technological tools.
- As indicated in prior recommendations, consideration should be given to the public posting of policies governing the use of various technologies to include those governing the use of body worn cameras.

- Accessibility to technology. Designed considering local needs and people with special needs.

Action Items:

- Agencies should identify social service agencies, health service providers, parent support and advocacy groups along with academic institutions that can aid and feedback on the implementation of technologies that will best meet the needs of this community of interest.
- Body-worn cameras (also referred to as BWC programs) and other emerging technologies.

Action Items:

- It is acknowledged that while an increasing number of agencies are implementing body worn camera programs, they are not the “fix” to improving community and police relationships. These programs are a long-term, significant investment of resources that have the potential to improve evidence collection, enhance officer accountability and to protect officers from unfounded complaints.
 - Agencies should review and consider best practices and toolkits developed at the federal level to assist with BWC program implementation.
 - As mentioned previously, the discussion of a BWC program and policies should be a collective, collaborative discussion with the community and a variety of internal and external stakeholders.
- Public records laws – update to keep up with emerging technologies.

Action Items:

- Review of public records law should proceed the implementation of a BWC program as considerable resources will need to be allocated to storage, redactions, and dissemination of the records from these programs.
- Transparency and accessibility for the community through technology.

Action Items:

- Departments should review their current website and social media presence to ensure that it is formatted to be responsive, current, and engaging.
 - Departments without a social media presence are encouraged to consult with other departments regarding best practices and to assess the resource commitments necessary to maintain a relevant presence.
 - Agencies should develop practices and policies that consider the use of social media for a multitude of purposes, for example.
 - Professional representation
 - Rapidly dispelling rumors
 - As a means for community relationship building
 - Crime statistics calls for service, situational awareness, alerts, and emergencies.
 - Recruitment

- Departments should consider drafting social media policies to address the postings by individual members that could impact public trust while also acknowledging freedom of expression.
- Review your agency complaint intact process to ensure it is open and accessible to the community and consider multiple options to submit complaints, for example, online, as well as in person.

- **Develop new less than lethal technology.**

Action Items:

- As new technologies emerge, they should be carefully evaluated within the context of public safety, reducing violence against officers and citizens and what is known about the deployment within the appropriate use of force continuum.
- **Encourage agencies to develop platforms for the anonymous reporting of tips and criminal activity; ensure the community understands this reporting to alleviate concerns regarding retaliation.**

Action Items:

- Departments are encouraged to review their current crime tip reporting platforms and discuss the use or lack thereof openly with the public.
- Law enforcement leadership should work with community leadership on a marketing/public information campaign to increase participation in these reporting platforms.
- Using community members to speak publicly on this topic as well as crime victims whose cases were solved through anonymous reporting may resonate with the larger community.
- **Encourage community involvement in social media.**

Action Items:

- Community leaders should work in partnership with law enforcement agencies on a joint communications strategy to utilize social media most effectively both in times of high stress as well as during steady operational state.
- Joint workshops and training on how and when to engage and when not to engage on social media should be conducted so that there are no communication misunderstandings especially during critical incidents.
- A set schedule for routine posting and positive engagements is encouraged.
- Ask the community to participate sharing good news but also explain how to assist in solving crimes; clarify when it is beneficial for the investigation not to comment first on social media about the particulars of a crime event, and when to communicate directly with LE on anonymously through various reporting platforms.
- Strategically increase efforts to engage youth and young adults in social media through various civic, social, and educational venues.
- Collaborate with youth to develop and disseminate social media content across multiple platforms.

- Recommend that parents, school administrators, teachers and youth-serving organizations support law enforcement's efforts to enhance positive youth engagement at school and in the community.

Action Items:

- Schools should consider hosting events that engage not only their school resource officers, but other officers from their jurisdictions. For example, consider inviting officers to school events as attendees or honored guests.
- Chiefs should consider schedules that offer officers the opportunity to participate in some community functions while on-duty to allow increased access and visibility of officers in non-enforcement activities.
- It is acknowledged the action items within this recommendation are limited only by the creative and collective imagination and coordination of the community and law enforcement leadership, there are resource limitations regarding how often officers can be on-duty but out of service to respond to calls.

Pillar Four: Community Policing with Community Collaboration: The focus of this pillar is that positive partnerships between the police and the community are a predicate to the ability to develop true collaboration in problem oriented policing strategies and crime prevention activities. There was extensive discussion on the role of the police, schools, social service organization, religious entities, and the private sector in recognizing and addressing youth at risk and the nexus between this population set and crime.

- Recommend that community policing become the guiding philosophy and practice of the department.

Action Items:

- Departments should review programs, units, strategies, and tactics labeled as “community policing” and assess the actual engagement of meaningful community partnerships and problems solving endeavors driving that are driving these programs.
- Agencies should look for opportunities to regularly schedule meetings/forums that allow all community members to interact with them and help to influence policy and programs. The focus should be on meaningful ways to engage all communities, all neighborhoods.
- Require training throughout the department that consistently reinforces the values of community policing.
- Develop strategies to identify and incorporate community-based organizations serving the community.
- Collaborate to develop a mutual understanding of the definition of Community Policing and the application of Community Policing.
- Incorporate community stakeholders and organizations as presenters at the law enforcement academy, in-service training, and community resource fairs.
- Examine the use and cost-savings that non-sworn personnel may provide and its impact on resource deployment.

Action Items:

- Agencies are encouraged to review best practices of other agencies that have implemented civilian personnel to handle some tasks previously done exclusively by sworn officers.
- In addition, agencies are encouraged to review how sworn units could be supplemented with civilian personnel with expertise in mental health crisis intervention and stabilization, trauma/peer support teams, and addiction specialists as examples. It is understood that these personnel would likely need to be used to supplement certain calls for services, not to replace the need for law enforcement on these same calls.

- Utilize community organizations as resource tools in crime prevention efforts.

Action Items:

- Departments should consider creating programs that create opportunities for officers to regularly interact with community residents, business leaders, faith leaders as well as members of significant social service providers.
- Agencies are encouraged to find ways to reward community collaboration within their officer and command staff performance evaluation processes.
- Community residents and stakeholders should increase their participation in city events and programs and present their services and resources during law enforcement events (training).

Pillar Five: Training & Education: The discussion on this pillar emphasized the on-going concerns with recruiting and retaining quality officers to include officers that reflect broad array of the communities they serve. It was acknowledged that diversity in the workforce was yet another way to enhance community relationships as well as increasing understanding of differences within individual agencies. Additionally, the group discussed the need for enhanced communication training, crisis intervention and social service skills, the warrior and guardian mindsets, and incentivizing higher education without requiring it.

- High quality training and training innovation hubs

Action Items:

- It is acknowledged that within the 21C Task Force report, this item referred to support and funding from the federal government to develop regional “training innovation hubs.” Per the report, the hubs were intended to research, develop, and implement “the highest quality curricula focused on the needs of the 21st century American policing along with cutting-edge delivery modalities.” (pg. 53)
- It is acknowledged that there are 40 training centers in Florida that are governed by administrative rules and curriculum that is approved by the Criminal Justice Standards and Training Commission. While the group would like to see significant enhancements to training for all levels of law enforcement (basic recruit, on-going/in-service, mandatory retraining, leadership), the most significant driver in making changes to curriculum offerings and delivery modes at these Florida centers is funding.

- Embrace a shared responsibility and accountability approach to training of both officers and community members.

Action Items:

- Agencies and training centers are encouraged to find ways to engage community members in the process of training development and delivery and to make training as transparent as possible without sacrificing officer safety or investigative techniques.
- As appropriate, and with careful management, the community could have the opportunity to provide input into shaping some training content and delivery; learn about and evaluate some forms of trainings; and in other cases, participate in training alongside officers (best for advanced or in-service settings).

- Leadership training for all officers

Action Items:

- Departments are encouraged to review the current leadership programs available to first/front line, middle management, and executive leadership through the Florida Criminal Justice Executive Institute (FCJEI) as well as other in-state and out-of-state centers.
- Florida’s training centers should survey their member agencies regarding any gaps in course offerings that focus topics like leading people in groups, change, organizational culture, mentoring, community policing, communication with the

media and the public, procedural justice, community empowerment and courageous police leadership.

- Postgraduate program of policing for senior executives is highly encouraged.

Action Items:

- It is acknowledged that in the original 21C TF report proposed the development of a national postgraduate institute of policing for senior executives with standardized curriculum and modeled after the Naval Postgraduate School in Monterey, California. The Department of Justice was recommended to take the lead on this in the original report.
- Additionally, the original report suggested that the Department of Justice should also take the lead in modifying the curriculum of the National Academy at Quantico (a popular prestigious senior leadership program) to include the topics and recommendation from final report of “The Presidents Task Force on 21st Century Policing.”
- The FCJEL does offer a senior executive course in partnership with Florida State University that provides for a postgraduate university credit option.
- Incorporate the following in basic recruit and in-service trainings:
 - Policing in a democratic society
 - Bias awareness and cultural sensitivity. Bias is “human” but how it can impact critical decision making in policing needs to be reflected in core training curriculum.
 - Social interaction skills and tactical skills
 - Disease of addiction
 - Crisis intervention teams (mental health)
 - Reinforce policies on sexual misconduct and sexual harassment.
 - How to work with LGBTQ and gender nonconforming populations
 - Role of policing in past injustices
 - De-escalation training

Action Items:

- It is acknowledged that most of these areas are already part of basic recruit training and that how they are incorporated into in-service training must be directed by law enforcement leadership.
 - The group was familiarized with and discussed the 2017 CJSTC “Creating Bonds of Trust” report as some of the same group members participated in the creation of that report. The action items for law enforcement training centers included specific provisions regarding updating current and creating net new training on many of these same topic areas within the basic recruit training programs.
 - Higher education for law enforcement officers is highly encouraged during their career.
- Action Items:**
- Agencies are encouraged to review current policies for how they incentivize on-going higher education for their current officers as well as for new employees.

- Agencies are encouraged to work with State Universities and Colleges regarding free or reduced tuition for active law enforcement officers.
- Departments should review current employment minimum standards to ensure that their educational requirements adhere to community standards without limiting opportunities for diverse exceptional candidates with other acumen – for example, significant life experiences, military service, or foreign language skills.
- Consider offering entry level opportunities to those without a degree that can be combined with contractual provisions to obtain higher education throughout their career.

- Use of technology to improve access to and quality of training.

Action Items:

- Departments should remain vigilant to the emergence of new training modalities that offer enhanced effectiveness in the learning experience of officer and civilian staff especially those that improve scenario-based training and social interaction skills.
- Smaller and more rural agencies would benefit from learning platforms that do not require officers to spend time away from their departments to receive mandatory retraining or advanced or specialized training courses.

- Improve field training officer (FTO) programs.

Action Items:

- Many chiefs discussed the length, content, and policies regarding their individual FTO programs and discussion was held about expanding the program to ensure that it was at minimum 4-5 months long; in addition, the Criminal Justice Standards and Training course for FTO was discussed.
- Departments should explain FTO programs as part of their efforts to be transparent about training and officer accountability.
- Citizen groups that have partnerships with law enforcement agencies should be provided with opportunities to review and help develop modules or scenarios that could be considered for either in-service or FTO programs.
- Agencies should consider whether the theme of community policing and procedural justice is woven throughout their current FTO programs.

- Improve the opportunities for communities to be empowered to assist in crime prevention and fear reduction.

Action Items:

- Workshops for and by the community that address their role in crime reduction and the well-being of the community and address how to reduce the fear of retaliation.
- Be involved and participate in See Something Say Something Do Something initiatives for the well-being of the community and crime reduction.

Pillar Six: Officer Wellness & Safety: The discussion of this pillar focused on the cyclic nature and relationship of both department and officer wellness and the collective and individual capacity to serve and protect. The well-being, including the safety, physical and mental health of officers and their departments, impacts the way in which officers interact with communities and can dramatically shape outcomes in policing. It was acknowledged that the conditions of the policing profession, perceptions of law enforcement, can and do influence those that have chosen or may choose to become law enforcement officers.

- Multifaceted officer safety and wellness initiative

Action Items:

- Create an environment in which all supervisors, leaders, regularly discuss in a neutral way the following issues:
 - Posttraumatic stress
 - Fatigue and stress
 - Health
 - Dangers and potential injuries
 - Anger and control
- Promote officer wellness and safety at every level- this includes strategies that support officers' fitness for duty to include physical, social, and mental health.
- Law enforcement leaders should be mindful of how they present and label these discussions and programs as this seems to matter in officer receptivity to these programs.
- Agencies are encouraged to review current "fitness for duty" assessment providers to ensure that a comprehensive definition of the term is the intend of these assessments.
- In addition, for officers injured in the line of duty, fitness for duty assessments are often required to determine whether a valid disability prohibits them from working or makes them eligible for a medical retirement. Agencies should assess the time periods associated with these examinations to ensure they are being done as timely as possible.
- Officers at all levels should be empowered to discuss emotional and physical well being concerns without fear of ridicule or negative impact to their position or duties.

- Consider scientifically supported shift lengths.

Action Items:

- It is acknowledged that a significant body of research indicates that long shift lengths (notably those at 12 hours or more) cause fatigue, stress, inability to concentrate and often leads to more serious consequences, including physical injuries.
- Departments should review not only their current shift lengths but their policy regarding the working of overtime or off-duty employment as these assignments when coupled within the same 24-hour period as a regular workday can lend to the

same impacts as longer shift lengths. Agencies should consider setting limits to the number of hours an officer should work within a 24-48 period. This should include an assessment of the maximum number of hours an officer should work in a high stress or high-risk environment (for example, riot response).

- Tactical first aid kit and training

Action Items:

- Agencies should adopt hemorrhage control as a core law enforcement skill, to significantly reduce the loss of both officer and civilian lives due to blood loss. These kits are designed to save lives by controlling hemorrhage.

- Collect information on injuries and near misses as well as officer deaths.

Action Items:

- It should be noted that in the original 21C TF report, this recommendation was assigned to the Department of Justice as an expansion of what the Federal Bureau of Investigation currently collects and maintains on officers killed in the line of duty. The recommendation indicated that by expanding this repository to include injuries and near misses, including medical details, this data could improve procedures, medical care, tactics, training, and equipment that potentially could prevent or reduce injuries and save lives (pg. 67)
- The Police Foundation started an online portal in 2014 to collect some of this data but it has some limitations, and it is a voluntary system.

- Require officers to wear seat belts and bulletproof vests (ensure all officers are provided vests)

Action Items:

- There are immediate tangible actions that can be taken to increase the safety of officers. These actions include but are not limited to the following:
 - Using ballistic vests
 - Wearing seat belts
 - Having tactical first aid kits and the necessary training to utilize them.

- Smart car technology to reduce accidents.

Action Items:

- This recommendation reflects the high percentage of officers killed in the line of duty as a result of vehicle-related accidents. The call for this in the original report was for the U.S. Department of Transportation to provide technical assistance for departments to explore the use of vehicles with collision prevention.

- Create peer support teams – establish policies that allow for multiple options of support to include external support networks, anonymous discussions/groups (as appropriate based upon case law and contractual obligations/insurance requirements).

Action Items:

- The group discussed how many departments have already implemented these teams and that Florida law allows for anonymity of these groups under most circumstances.
 - The original report also included an idea of having an effective peer review error management system for law enforcement like what exists in medicine (pg. 67). The vision was an opportunity for officer to openly discuss and provide feedback on their own mistakes or near misses without legal repercussions.
- Enhance community participation in officer safety.

Action Items:

- Community residents and stakeholders should strive to create an environment of openness and mutual respect for law enforcement to reduce tensions and develop meaningful relationships.
- Community leaders should create forums in which officer stress, fatigue, mental and physical health, as well as the sacrifices endured by officers' families can be openly discussed with the community.
- Communities should consider having meaningful routine officer appreciation/recognition events.