

# Best Practices Review

With the generous support of the Ford Foundation, **PARC** supports and assists those responsible for the oversight of police departments – law enforcement executives, monitors, civil officials, and government agencies – to advance effective, respectful, and publicly accountable policing.

## Civilian Oversight

### ***Board Makes Recommendation on Search Warrants***

The New York City Civilian Complaint Review Board has sent a letter to Police Commissioner Raymond Kelly recommending that the NYPD modify its procedures on showing search warrants to occupants. Prompted by its review of complaints related to search warrants, the Board recommended that—after the premises are secured—police officers show a copy of a no-knock warrant to the occupant, should the occupant request to see it. When a search warrant is *not* a no-knock warrant, New York law explicitly requires police officers to show, upon the request of the occupant, a copy of the search warrant. Letter from the NYC CCRB to Police Commissioner Kelly, November 20, 2003.

### ***Seattle Residents Seek Police Oversight Changes***

At a recent Seattle City Council hearing, community members testified in support of greater civilian involvement in police oversight. Currently, police oversight is administered by the Office of Professional Accountability, (OPA), an office located within the police department and led by a civilian director. The minority coalition that requested the hearing presented a nine-point plan for

improving police accountability. Among the recommendations, the plan calls for changes to the civilian OPA Review Board to allow it to investigate complaints, determine whether to sustain complaints, and to hear appeals from dissatisfied complainants. The plan also calls for civilian intake of complaints about the police; “complainant advocates” to assist residents through the complaint process, and an independent review of the OPA process now in place.

The coalition’s plan also includes guidance on revisions to the city’s contract with the police guild and to city ordinances that would be necessary to institute the recommended changes. *Seattle Post-Intelligencer*, November 19, 2003; *Seattle Times*, November 19, 2003; “Police Guild Contract & City Ordinance Amendments Required to Institute 9

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Essential Components of Change” report by the Minority Executive Directors Coalition of King County.

### Consent Decrees/Memoranda of Agreement

#### ***Minneapolis Police and Community Members Sign Agreement***

The Minneapolis Police Department (MPD) and community members, collectively known as the Unity Community Mediation Team, have signed a Memorandum of Agreement on policing issues. The agreement was mediated by the Community Relations Service of the U.S. Department of Justice. The cornerstone of the agreement is the creation of a 30-member Police Community Relations Council that will oversee and monitor implementation of the agreement. Eighteen members of the council will be chosen by the Unity Community Mediation team, and the remaining 12 members will be composed of the police chief and 11 MPD personnel selected by the chief. Among other responsibilities, the Council will work with the community and MPD following public unrest, critical incidents, high-profile misconduct allegations, or other developments that could undermine police-community relations.

The agreement addresses a broad range of issues, including:

- use of force polices, reporting, and definitions;
- procedures on police interactions with mentally-ill persons;
- psychological fitness for duty of officers;
- MPD’s diversity, and related recruitment efforts;
- cultural awareness and sensitivity, including publication of all MPD literature in English, Spanish, Hmong and Somali;
- racially-biased policing and traffic stop data collection;
- the public complaint process and use of community organizations as complaint intake centers;
- officer training on culture and language, the use of force, the treatment of mentally ill persons, and unbiased policing; and
- equipment acquisition, including cell phones for patrol officers to provide language translation services.

The term of the agreement is five years and may be renewed for successive terms of three years, if both parties agree. *Twin Cities Pioneer Press*, December 5, 2003; *Minneapolis Star Tribune*, December 5, 2003. The Memorandum of Agreement is available online at: <http://www.ci.minneapolis.mn.us/news/20031208Mediation.asp>.

#### ***Riverside Installs In-Vehicle Cameras***

Moving towards compliance with the agreement it signed with the state Attorney General, the Riverside Police Department has added state-of-the-art digital cameras to ten of its police cars. The city spent \$402,000 on the cameras and related equipment. The department would like to add more cameras than required by the agreement, if it can secure enough funding. *Riverside Press Enterprise*, November 18, 2003.

### Community Policing/ Problem Oriented Policing

#### ***COPS Reports on Programs in Smaller Jurisdictions***

In the latest of its *Innovations: Promising Strategies from the Field* series, the Office of Community Oriented Policing Services (COPS) highlights 11 successful COPS-funded community policing programs that have been implemented in smaller jurisdictions. Among the programs featured is the deployment of a School Resource Officer (SRO) to two Woodland (CA) middle schools that had been experiencing problems that included violence and truancy. The SRO was charged with responding to all calls for service from the schools, deterring on-campus crime, and providing counseling on legal and safety issues. The SRO program is credited with improving campus safety, boosting attendance rates, and improving grade-point averages. Also featured is a program from Warner Robins (GA) where a group of COPS-funded officers addressed a neighborhood's drug-related problems with a focused approach that included: door-to-door visits designed to inform residents about the policing strategy; public forums; the establishment of after-school programs for children; and partnerships with city government and property owners to improve dilapidated buildings. The program reportedly led to improved police-community relations and reduced crime rates.

The full report is available online at [www.cops.usdoj.gov/mime/open.pdf?Item=1000](http://www.cops.usdoj.gov/mime/open.pdf?Item=1000).

### Racial Profiling

#### ***Minneapolis PD Begins Racial Profiling Audits***

The Minneapolis Police Department will implement a new auditing project designed to combat racial profiling, starting in late 2004. The project stems from a racial profiling study that revealed drivers of color in Minneapolis are more likely than white drivers to be stopped and searched. Auditors are expected to ride along in police vehicles and observe how officers make decisions. The auditors will utilize police procedural manuals as a guide to determine what factors are influencing the racial disparities in traffic stops. The city organized an oversight committee that is composed of city officials, law enforcement personnel, and community members to draft a set of fairness standards to direct the audit team. The audit is expected to last one year. *Minnesota Public Radio*, November 25, 2003, and *Minneapolis Star-Tribune*, December 3, 2003.

#### ***Providence Mayor Proposes Racial Profiling Plan***

Providence (RI) Mayor David Cicilline recently announced a plan aimed at preventing racial profiling by police. The action plan includes several recommendations, such as more police/community interaction, data collection and analysis, and mandatory diversity training for officers every two years. Under the plan, officers found to have engaged in racial profiling would be required to attend counseling and training sessions, and could face reprimands or dismissal. The American Civil Liberties Union of Rhode Island criticized the plan,

asserting that it lacks a timeline and ignores prior failed efforts by police to comply with the state's data-collection law. *Providence Journal*, December 12, 2003;

[http://www.providenceri.com/government/Racial\\_Profiling\\_Action\\_Plan.pdf](http://www.providenceri.com/government/Racial_Profiling_Action_Plan.pdf).

## Standards/Training

### ***Denver Implements Sweeping Reforms***

Denver Mayor John Hickenlooper has announced that the Denver Police Department will implement a series of extensive police reforms. One significant change will be the addition of two citizens to join the police department's Firearms Discharge Review Board, which is responsible for reviews of shootings by police officers. The department will also create a "Use of Force and Tactics Review Board" to review all major use-of-force incidents and make related policy recommendations. Other announced reforms include:

- hiring a minority-recruitment officer;
- purchasing 100 additional Tasers;
- conducting forums on cultural sensitivity, race relations, and community policing standards;
- having the Manager of Safety review incidents that result in a citizen's death or serious bodily injury and issue public reports;
- adding a mental health case manager and increasing the number of officers certified through the Crisis Intervention Team (CIT) training to assist officers in dealing with individuals with mental illness, resulting in an increase of CIT-

trained officers from 200 to 500 over the next two years; and

- assigning a lawyer from the city attorney's office work full time with the department.

The Mayor also plans to create a short-term task force to assess a number of the reform proposals. It will review the Mayor's recommendation of creating an independent monitor to: receive citizen complaints; attend and participate in all internal investigative interviews relating to potential officer misconduct; review internal investigative files for thoroughness; request further investigation as warranted; and refer cases to the Public Safety Review Commission (PSRC). The task force would also review a proposal to revise the present use-of-force policy. The reforms were prompted in part by the public's criticisms of the police following the fatal police shooting of a mentally disabled teenager in July. *Denver Post*, December 17, 2003, and Denver Mayor's Office Press Release, December 16, 2003.

### ***NYCLU Files Lawsuits Against NYPD***

The New York Civil Liberties Union has filed three federal lawsuits challenging NYPD tactics used to control large demonstrations. The lawsuits were filed in response to an anti-war protest held in February 2003, and in anticipation of the 2004 Republican National Convention to be held in Manhattan from August 30 to September 2. In addition to seeking court orders to prohibit certain police practices, the lawsuits seek damages for three individuals injured at the February protest.

The lawsuits challenge the constitutionality of five specific police tactics:

- the NYPD's denial of public access to the demonstrations through the use of barricades and other methods to close off streets;
- the use of mounted police officers to forcibly disperse protesters;
- the use of pens or interlocking metal barricades to confine demonstrators;
- widespread searches of demonstrators' bags and possessions; and,
- prolonged detention in vans of demonstrators charged with minor offenses without access to food, water or bathrooms.

NYCLU Press Release, November 19, 2003; *New York Times*, November 19, 2003; officer.com., November 19, 2003.

### Legal Affairs

#### ***Court Backs Police on Entry Wait Times***

The U.S. Supreme Court has ruled unanimously in *United States v. Banks* that the police need not necessarily wait more than 15 or 20 seconds after knocking and identifying themselves before forcibly entering suspects' homes. The decision overturned a ruling by the U.S. Court of Appeals for the Ninth Circuit that officers' short wait between knocking and breaking down the door of a suspected drug dealer was constitutionally unreasonable, thus violating the Fourth Amendment. The Supreme Court did not set forth specific guidelines on how long the police must wait before forcibly entering a home, but instead emphasized the importance of preserving evidence. In his opinion for the majority, Justice David Souter wrote, "It is imminent disposal, not travel time to

the entrance, which governs when the police may reasonably enter." *Washington Post*, December 3, 2003; *New York Times*, December 3, 2003.

#### ***Court Strikes Down Breathalyzer Tests for Pedestrians***

A federal judge has struck down a city ordinance in Bay City (MI) requiring pedestrians under 21 to submit to a Breathalyzer test or face a \$100 fine. The U.S. District Court ruled that the law violates the Fourth Amendment by authorizing "warrantless searches" of a person. According to the American Civil Liberties Union, because the Bay City ordinance is identical to a statewide law, the decision will impact young adults across the state. ACLU Press Release, November 25, 2003; *Detroit Free Press*, November 26, 2003.

#### ***Town Ordered to Pay Victims of Officer's Sexual Assaults***

The small town of Wilkeson (WA) has been ordered to pay over \$400,000 to two girls who were raped by an on-duty Wilkeson police officer. The officer responsible for the rapes joined the Wilkeson department in 1994. He pleaded guilty to third-degree rape charges and was sentenced to nearly eight years imprisonment. According to lawsuits filed on behalf of the victims, the officer was inadequately supervised. Lawyers for the victims also observed that the officer was hired without being psychologically screened. *Associated Press*, November 25, 2003; *News Tribune* (Tacoma, WA) November 25, 2003.

### Force Management

#### ***FBI to Investigate Shootings of Houston Youths***

The FBI has initiated preliminary inquiries into the shooting deaths of two teenage boys at the hands of Houston police officers. Fifteen-year-old Jose Vargas, Jr. was shot and killed by police on Halloween and 14-year-old Eli Escobar II was shot and killed by police on November 21. FBI officials will forward their preliminary findings to the Department of Justice, which will determine whether to proceed with a full investigation and possibly to federal civil rights charges being filed against involved officers. *Houston Chronicle*, November 27 and December 1, 2003.

#### ***Department Revises Force Policy***

The Hartford (CT) Police Department has revised its use of force policy in the wake of a lawsuit that alleged an officer kicked a handcuffed motorist in the head. During depositions in that case, officers stated that they were not required to report another officer's use of force to a supervisor. The revised policy requires that officers "notify a supervisor when another is using force that appears, from a reasonable standard, to be unnecessary." The new policy does not require officers to report force used by another officer if they judge the force to be necessary. *Associated Press*, November 20, 2003, and *Journal Inquirer* (Manchester, CT), November 19, 2003.

#### ***PLPU Releases Report on Police-Involved Deaths***

The Police Leadership and Powers Unit (PLPU) of the United Kingdom's Home Office has released a report on deaths "during or following contact with police" in England and Wales occurring between April 2002 and March 2003. The report provides a synopsis of the circumstances in which each of the 104 deaths occurred during that period, along with the official

cause of death and coroner's inquest verdict. Forty deaths are attributed to traffic accidents involving police officers and three were the result of police gunfire. Forty people died while in, or just after release from, police custody, and 21 died during or following other forms of contact with officers. The report concludes with a series of initiatives supported by the PLPU to help prevent deaths in police custody. These initiatives include:

- communication systems that allow all custody staff to learn from both mistakes and good practices identified in other custody facilities;
- concentration of custody services at a smaller number of police stations, where superior care is provided;
- training of all custody staff, according to the national program now in place, with topics including prisoner risk assessment, first aid, searches for ligatures or other items that could cause harm, hazard awareness, and conflict resolution;
- provision of "fully adequate and regular" training for officers in restraint techniques;
- expanded provision of healthcare at police custody facilities;
- establishment of databases containing details of detainees who have harmed themselves in custody;
- diversion of intoxicated people from police facilities to detoxification facilities; and
- prompt transportation to hospitals of all detainees who are suspected of having swallowed drugs.

The full report is available online at [www.homeoffice.gov.uk/docs2/deathpolcustody2002\\_2003.pdf](http://www.homeoffice.gov.uk/docs2/deathpolcustody2002_2003.pdf).

### ***Findings of Taser Trials Reported***

Findings of an interim report on trials of the M26 Advanced Taser currently underway in five British police forces have been released. The report is based upon 30 cases in which the device was used, or where use was threatened, and notes that the number of times the device was used was low due to the parameters set for its deployment. According to the report:

- more than one discharge was required to subdue the subject in half of the incidents where the Taser was used;
- the Taser appears to have a strong deterrent effect and is highly effective for de-escalation of potentially violent situations;
- minor operational problems have been identified, particularly in relation to the reliability of battery packs and the accuracy of serial number and date recording; and
- all Taser deployments have secured a positive outcome

Press Release, Association of Chief Police Officers of England, Wales and Northern Ireland, November 25, 2003.

### ***Mayor Calls for Purchase of Tasers***

Cincinnati (OH) Mayor Charlie Luken has recommended that the city fund the purchase of 1,000 Tasers for use by Cincinnati Police Department officers. The recommendation follows a widely publicized incident, captured on videotape, in which a man died following a struggle with Cincinnati officers. Luken reportedly told Cincinnati city council

members that he is “looking for any avenue to avoid another struggle.” *Cincinnati Post*, December 8, 2003; *Associated Press*, December 8, 2003.

## News Briefs

### ***Police Vests Investigated***

The U.S. Department of Justice has launched a major investigation into the reliability of Zylon-based bullet-resistant vests, a product once considered “revolutionary” by law enforcement and manufacturers alike. The study follows the non-fatal shooting of a Pennsylvania officer, who was wearing a Zylon vest which was pierced by a round fired from a 40-caliber semiautomatic handgun, and subsequent revelations that Zylon degrades and loses strength over time. While the vests carry a five-year warranty, studies and empirical evidence have shown the material to deteriorate after two years.

Toyobo Co., Ltd., the Japan-based manufacturer of Zylon, contends that it has long been familiar with the material’s potential to lose effectiveness, but maintains that the problem can be addressed and remedied in the production of the vests themselves.

While over 30 companies produce law enforcement vests made of Zylon, only one company, Second Chance Body Armor, has publicized a problem with its vests. Armor Holdings Inc., however, sent a letter to clients saying that its own tests on Zylon show “no anticipated degradation in ballistic performance.”

The Justice Department study, to be overseen by the National Institute of Justice, may help to determine whether

the degradation problem lies with vest production or Zylon itself.

Meanwhile, law enforcement agencies across the country are beginning to conduct their own investigations, replace vests, demand refunds, and pursue legal action. *Pittsburgh Post-Gazette*, June 25, 2003; *Seattle Times*, November 19, 2003; *Los Angeles Times*, December 2, 2003; *Kansas City Star*, December 3, 2003; *Arkansas Democrat-Gazette*, December 4, 2003 and Department of Justice, Second Chance Body Armor and Toyobo Press Releases.

#### ***Post-Dispatch Series Prompts Inquiries by Elected Officials***

An investigative series by the *St. Louis Post-Dispatch* documenting the use of uncertified officers and a systemic failure by a number of departments in the greater St. Louis (MO) area to investigate allegations of police misconduct has prompted two elected officials to commence inquiries of their own. St. Louis County Prosecuting Attorney Robert McCulloch announced that his office has launched a review to determine whether the use of uncertified volunteers to conduct police duties—such as writing traffic tickets and making arrests—is a violation of the law. Additionally, Missouri State Auditor Claire McCaskill has said she would send staff to review documents at the Missouri Department of Public Safety to ensure that the office “had been monitoring discipline properly.” In its series, the *Post-Dispatch* provided detailed accounts of cases where an officer facing a potential misconduct investigation was let go or forced to resign without the department ever conducting a formal investigation that may have cost the officer his police license. The series reported that this trend

leads to departments in economically disadvantaged communities hiring already-trained but potentially unfit officers. Charles Jackson, Missouri’s public safety director, expressed a desire to help the State Auditor in her investigation but acknowledged his limited role, “If departments don’t report [misconduct], how in the world are we going to find out about it?” *St. Louis Post-Dispatch*, November 30 and December 1-4, 2003.

#### ***Police Tactics in Miami Prompt Lawsuits***

Several organizations, including the American Civil Liberties Union, the AFL-CIO, and the National Lawyers Guild, are preparing multiple lawsuits against the City of Miami, claiming that police used excessive force and violated constitutional rights during the Free Trade Area of the Americas (FTAA) summit in November. Under the leadership of the Miami Police Department, approximately 2,500 police officers were on the scene of FTAA protests that drew several thousand demonstrators and led to over 200 arrests. Demonstrators have alleged that, among other violations, police arrested protesters without cause; used pepper spray and rubber bullets against peaceful and unarmed demonstrators; and destroyed personal property. *New York Times*, November 27, 2003; *Miami Herald*, December 8, 2003.

#### ***Report Details Arrests of Pennsylvania State Troopers***

A report by the Pennsylvania State Police (PSP) has revealed that 82 PSP troopers have been arrested in the last nine years. Forty-five of those arrests resulted in convictions. The category of crime for which troopers were most frequently arrested was assault. Other charges

alleged drunken driving, extortion, and witness intimidation. The report follows the filing of a federal lawsuit against a former PSP trooper whose conviction for crimes against women and girls drew attention to a series of sexual misconduct complaints made against PSP employees. According to a department spokesperson, the PSP has taken a number of steps to reduce the number of crimes committed by PSP employees, including the use of polygraph and psychological tests for potential recruits. *Associated Press*, November 26, 2003; *Philadelphia Inquirer*, November 27, 2003.

#### ***Youth Participate in Police Panel***

The Mayor's Advisory Council to Improve Police/Community Relations in Sugar Land (TX) has taken the unusual step of placing five teenagers on its 42-member committee. City officials say they sought youth participation in order to make the panel more representative of the community. The committee is charged with finding ways to improve citizen-police relations, assisting in the development of standards for choosing a new chief and making recommendations to improve the department's citizen complaint process. The committee is also discussing a proposal to include community members in interviews of applicants for police positions. *Houston Chronicle*, November 27, 2003.

#### **Interview**

PARC recently interviewed Sheryl Robinson, the federal monitor assigned to oversee two consent decrees between the Detroit Police Department and the U.S. Department of Justice (DOJ). Robinson works for Kroll Inc., a New York-based global risk-assessment company.

**PARC:** *Please describe your background and job title?*

**SR:** After graduating from law school, I was an Assistant District Attorney in the Manhattan District Attorney's Office for nearly four years. After my first six months in a trial bureau, I began working in the Special Prosecutions Bureau in the Investigations Division. It was there where I gained my initial investigative experience prosecuting white collar crime, official corruption, schemes to defraud, organized crime, narcotics, and the like. When I left the DA's office, I was in the Frauds Bureau. Then I moved back to Washington, D.C., and began working as a federal prosecutor for the U.S. Department of Justice. I was at DOJ for over seven years in three different positions in the Antitrust Division, Civil Rights Division, and finally in a policy position in the Office of Intergovernmental Affairs. I left the Justice Department in September 2001 and came to Kroll as a Managing Director and head of the Washington D.C. office. Currently, I am Vice President of Kroll Government Services, Inc.

**PARC:** *What events lead to the consent decrees between Detroit and the DOJ, what do the consent decrees require, generally, and why are there two of them?*

**SR:** There were any number of things that happened over the years that led to the consent judgments in Detroit, including a number of police-involved shootings. In September 2000, then Detroit Mayor Dennis Archer and others requested that DOJ come in to investigate use of force by the Detroit Police Department (DPD). In December 2000, DOJ commenced an investigation of the use of force and conditions in DPD's holding cells. DOJ

expanded the investigation to include arrest and witness detention issues. DOJ issued three technical assistance letters to the City of Detroit and DPD during the first six months of 2002. These letters outlined various concerns DOJ uncovered during the course of the investigation. It is my understanding that DOJ, the City and DPD engaged in a cooperative process throughout. In July 2003, two consent judgments were filed in U.S. District Court by DOJ. The Conditions of Confinement Consent Judgment deals with the conditions of the holding cells in DPD precincts and the Detroit Medical Receiving Center including fire safety, medical and mental health, emergency preparedness, personal hygiene, use of force and restraints, incident documentation, investigation and review, among other areas of concern. The Use of Force, Arrest and Witness Detention Consent Judgment deals with use of force policy, incident documentation, investigation and review, arrest and detention policies and practices, and external complaints, among other issues. Both judgments deal with training and risk management. DPD is required to develop a risk management system, an internal audit function, a performance evaluation system and a disciplinary matrix. The nature of some of the requirements of the Conditions of Confinement Judgment deal directly with the facilities and are different from the use of force policy and investigative procedure changes required by the other judgment. The Conditions of Confinement Consent Judgment is for two years; and the Use of Force Consent Judgment is for five years.

**PARC:** *What steps did you take to become more familiar with the Detroit Police Department, the events that*

*precipitated the consent decrees, and the community's concerns?*

**SR:** We have met and continue to meet with the interested parties including police officers, the community, police unions, the City Council, precinct commanders, and others to learn more about historical events and community concerns. DPD developed a new bureau to coordinate the Department's compliance with the consent judgments called the Civil Rights Integrity Bureau (CRIB). In addition to our broader efforts throughout the Department, our monitoring team works directly with CRIB to become more familiar with the DPD and its processes and procedures.

**PARC:** *Did you select the members of your monitoring team? If so, what criteria did you use in picking them? How does your team operate, i.e., how have you divided up monitoring responsibilities among your team?*

**SR:** I had the privilege of personally selecting members of our monitoring team. First, I looked within Kroll at individuals who have monitoring and law enforcement expertise. Then I looked for outside law enforcement consultants with specific expertise. I divided the team into five groups with a team leader for each. The teams are Use of Force and Investigations, Audit, Arrest and Detention, Training, and Conditions of Confinement. There are law enforcement experts who work with each team leader.

**PARC:** *How has your experience as an assistant district attorney and as a lawyer with the Civil Rights Division of the U.S. Justice Department prepared you for the monitoring role?*

**SR:** My experience as a state and federal prosecutor has been invaluable. I learned to conduct and evaluate investigations early in my career. In the Civil Rights Division, Criminal Section, I had an opportunity to evaluate and/or investigate hundreds of allegations of excessive use of force and other misconduct in police agencies and jails all across the country. In the course of these cases, I evaluated law enforcement internal investigations, policies, procedures, and training. One of the duties of the Monitor in Detroit is to review completed use of force, critical firearms discharge, prisoner injury, and citizen complaint investigations to determine whether the procedures comply with the mandates in the consent judgments. My practical experience has been a tremendous help in this process. Furthermore, my experiences on the policy side have allowed me to become familiar with law enforcement “best practices” throughout the country. This knowledge base helps in finding the right resources to provide recommendations and technical assistance to DPD.

**PARC:** *Could you summarize the most important aspects of the consent decrees regarding use of force?*

**SR:** The consent judgment requires that the DPD’s use of force policy be revised a number of ways including incorporating a use of force continuum, prohibiting the use of choke holds, and providing that a strike to the head with an instrument constitutes a use of deadly force, to name a few. DPD is required to revise its firearms policy and officers must re-qualify biannually. Another major aspect is that DPD must choose an intermediate force device between chemical spray and firearms on the force continuum. Furthermore, revisions are required in

DPD’s chemical spray policy. Another important aspect of the consent judgments regarding use of force is in the requirements for incident documentation, investigation, and review. There are numerous detailed changes required in the use of force investigative process including the creation of a command level force review team, the implementation of a *Garrity* protocol, and various changes in investigative techniques and procedures. DPD is mandated to provide annual use of force training to all recruits, officers, and supervisors; and to develop a firearms training protocol.

**PARC:** *During the course of the monitoring process, if the department comes into apparent compliance before the monitoring period is over, does that satisfy a requirement indefinitely, or does it need to be revisited?*

**SR:** It must be revisited. A police department can come into compliance on a particular paragraph for a period of time and then fall out of compliance. There is a reason that these agreements/judgments are usually for at least five years. The question is: Can a department achieve sustained compliance? For example, if a policy revision is made, then we must look at whether there is adequate training and effective implementation. That is the reason that the Monitor reports are released on a quarterly/periodic basis. Compliance can change over time. The ultimate goal is that a department can monitor itself after the judgment period is complete. The audit function that is required will help the department to eventually be able to monitor itself and thereby correct itself.

**PARC:** *What lessons have you learned during the first six months on the job?*

**SR:** I have learned that there are some extremely committed individuals involved in this process in the DPD and in the City. I know that change is difficult for any individual or organization to grasp. I know that dealing with outside scrutiny is difficult for any individual or organization to grasp. I know that the saving grace is that all parties involved want the same ultimate result. I've learned that I will learn something new from this process every day.

**Conferences**

**February 17-28, 2004 - Sacramento Police Department**, Western Regional Racially Biased Policing Summit, Sacramento, CA. Online at: <http://www.sacpd.org>

**March 8-10, 2004 - Americans for Effective Law Enforcement (AELE)**, Critical Incident Response Workshop, Las Vegas, NV. Online at: <http://www.aele.org/Seminars.html>

**March 17-20, 2004 - Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)**, Spring Conference, Pasadena, CA. Online at: <http://www.calea.org/newweb/ConferenceInfo/Pasadena/conferenceinfo.htm>

**April 21-23, 2004 - Police Executive Research Forum**, Annual Meeting, San Antonio, TX. Online at: <http://www.policeforum.org/>

**June 16-18, 2004-Office of Community Oriented Policing Services (COPS)**, Second Annual National Community Policing Conference, Washington D.C. Online at: <http://www.cops.usdoj.gov>

**June 26-30, 2004 – National Sheriffs' Association**, Annual Conference and Exhibition, Seattle, WA. Online at: <http://www.sheriffs.org/>

**July 10-15, 2004 – National Organization of Black Law Enforcement Executives**, 28th Annual Training Conference and Exhibition, Dallas, TX. Online at: <http://www.noblenatl.org/>

**August 19-22, 2004 – National Association of Women Law Enforcement Executives**, 9th Annual Conference, Arlington, VA. Online at: <http://www.nawlee.com/>

**October 14-16, 2004 – National Latino Peace Officers Association**, 31st Annual Training Institute and Convention, Miami, FL. Online at: <http://www.nlpoa.com/>

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