



# RESOURCE GUIDE FOR ENHANCING COMMUNITY RELATIONSHIPS AND PROTECTING PRIVACY AND CONSTITUTIONAL RIGHTS

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Dear Colleagues:

November 2014

*Law enforcement professionals are charged with preserving the peace and protecting life and property. Effective law enforcement requires trust and mutual respect between law enforcement agencies and the communities they serve. Progress has been made in enhancing these relationships as a result of community policing efforts over the past several decades. More recently, a number of police departments are embracing procedural justice to build community trust, particularly among communities of color where relationships with police have been strained for many years.*

*Building strong police-community relations requires a sustained effort over time, yet maintaining these relationships is exceedingly difficult during and in the aftermath of a high-profile incident or civil unrest. Especially during these tumultuous times, professional law enforcement and effective police operations are necessary for preserving the peace and maintaining the public's trust. This requires planning and preparation before an incident even occurs and should include a close examination of police practices, policies, and operations—from evaluating protocols and training to choosing the appropriate equipment and uniforms.*

*For many years, the Bureau of Justice Assistance (BJA) and the Office of Community Oriented Policing Services (COPS Office) have been developing guides, publications, webinars, checklists, and tools for law enforcement on community policing, building trust, diversity training, protecting privacy, safeguarding first amendment rights, ensuring procedural justice, preventing racial profiling, and related topics. BJA and the COPS Office have partnered to gather these resources into a comprehensive guide to better assist your department or agency in your ongoing efforts to build stronger community-police relations as you fulfill your dual role of preserving the peace and maintaining the public's trust.*

*Sincerely,*



**Denise E. O'Donnell**  
Director, Bureau of Justice Assistance



**Ronald L. Davis**  
Director, Office of Community Oriented  
Policing Services

# Training

## BJA 28 Code of Federal Regulations (CFR) Part 23 Training

[www.ncirc.gov/28cfr/](http://www.ncirc.gov/28cfr/)

*For Public Safety Officials hosting and sharing intelligence information; offered online.*

This online training addresses the federal guideline for law enforcement agencies that operate federally funded, multijurisdictional criminal intelligence systems. 28 CFR Part 23 provides guidance for law enforcement agencies on how to operate criminal intelligence information systems effectively while protecting individuals' privacy and constitutional rights during the collection, storage, and dissemination of criminal intelligence information. This training is currently offered through webinars.

## Blue Courage

[www.bluecourage.com](http://www.bluecourage.com)

*For Line Officers, Law Enforcement Executives and Instructors; offered in-person.*

This BJA-funded 2-day training course, which can be customized to ½ day or 1-day, focuses on the human development and mind-set of law enforcement professionals. Blue Courage addresses personal challenges many law enforcement officers face, such as cynicism, identity, judgment, integrity, leadership, and stress management. Blue Courage training engages the heart-set and mind-set of law enforcement officers. The training underscores their role as guardians of our rights and freedoms and addresses the mind-set required to build effective police community relationships. Through Blue Courage training, participants will:

1. Go beyond learning tactical and critical incident survival and ensure officers' readiness to both prevent and recover in the aftermath;
2. Reignite a sense of passion, purpose, and commitment to the nobility of policing;
3. Awaken their moral compass and the courage to do what is right;
4. Improve decision making and judgment abilities under pressure;
5. Understand how to build relationships and trust with the community; and
6. Develop an organizational culture of learning, critical thinking, tolerance, and curiosity.

## Center for Task Force Leadership and Integrity (CTFLI)

[www.ctfli.org](http://www.ctfli.org)

*For Line Officers/Investigators and task force Commanders/ Executives; offered online.*

BJA's CTFLI provides web-based training for vetted law enforcement professionals. The CTFLI online instruction and resources are designed to reinforce local and state law enforcement task forces' integrity, accountability, and regard for an individual's rights to privacy and civil liberties.

## Community Policing Learning Portal

[www.cops.usdoj.gov/Default.asp?Item=1974](http://www.cops.usdoj.gov/Default.asp?Item=1974)

*For Line Officers, Law Enforcement Executives and Instructors, and Community Members; offered online.*

The Community Policing Learning Portal provides—free of charge—community policing training and tools to law enforcement, citizens, COPS Office grantees, and community policing instructors. The purpose of the portal is to encourage the advancement and institutionalization of community policing within law enforcement agencies and communities by providing easy-to-use, interactive online community policing courses and resources. As the premier single source for community policing training, the portal can be utilized by law enforcement agencies to increase the knowledge of their personnel and support staff, and, with the power of the Internet, bring these resources to their communities and local governments.

## Diversity Centered & Inclusive Leadership for Public Safety

[www.bjatrain.org/working-with-nttac/requestors/ta-request/form](http://www.bjatrain.org/working-with-nttac/requestors/ta-request/form)

*For Line Officers and Law Enforcement Executives and Instructors; offered in-person.*

Diversity Centered & Inclusive Leadership is a transformational, experiential learning based on a workshop that blends diversity/inclusion learning with leadership development. This intensive 3-day course targeted for Public Safety is also offered in other formats to include: a 4-hour course, a 1-day basic course, and a train-the trainer course. Areas of focus include: Understanding and Embracing Diversity and Inclusion, Building Trust within Law Enforcement and with the Community, Developing High Performance Teams, and Leadership Development. To request Diversity Centered & Inclusive Leadership training, visit the web address above and follow the steps to create a user account and submit a TTA request form.

## Training continued...

### Procedural Justice for Law Enforcement Agencies: Organizational Change through the Integration of Procedural Justice Core Principles into Decision Making and Policies

<http://cops.igpa.uillinois.edu/procedural-justice-resources>

*For Law Enforcement Executives; offered in-person.*

This procedural justice curriculum emphasizes procedural justice and its core principles throughout law enforcement. It focuses on respect, legitimacy, and the concept of fairness as demonstrated in interactions between law enforcement and the community. The purpose of the curriculum is to create a broader awareness of procedural justice and its core principles; provide practical steps to integrate procedural justice at the organizational level by training law enforcement executives on how to incorporate the core principles into organizational decision making and policies; and help agencies create an environment where these principles become standard practice. The curriculum will guide users on implementation considerations and strategies, while aiding them in becoming more effective in fostering an environment where procedural justice core principles become a standard practice.

### Promoting Fair and Impartial Policing Training

[www.cops.usdoj.gov/Default.asp?Item=2618](http://www.cops.usdoj.gov/Default.asp?Item=2618)

*For Law Enforcement Instructors; offered in-person.*

The Fair and Impartial Policing Train the Trainer (TOT) Program allows teams of trainers from academies and other law enforcement training organizations to learn to implement both the recruit/patrol officers' and the first-line supervisors' curricula. This 2½-day TOT walks trainers through every aspect of the Fair and Impartial Policing Training Program and provides opportunities to practice teaching the modules of both curricula. At the conclusion of the TOT, trainers will be able to understand and effectively communicate:

- The science of implicit bias and the fact that it can impact what we perceive/see and can (unless prevented) impact what we do, and
- That fair and impartial policing leads to effective policing.

TOT trainers will also be able to use the Fair and Impartial Policing Training curricula to teach academy recruits/patrol officers and first-line supervisors to recognize their conscious and implicit biases, implement controlled (unbiased) behavioral responses, and promote fair and impartial policing in their daily work.

### Responding to First Amendment-Protected Events—The Role of State and Local Law Enforcement Officers

[www.ncirc.gov/Training\\_First\\_Amendment.aspx](http://www.ncirc.gov/Training_First_Amendment.aspx)

*For Line Officers and Law Enforcement Executives; offered online.*

This is an online training that assists agency leadership in providing training to officers and agency personnel as they prepare for, and respond to, a First Amendment-protected event in a manner that diligently protects the privacy, civil rights, and civil liberties of those involved.

### The Importance of Privacy, Civil Rights, and Civil Liberties Protections in American Law Enforcement and Public Safety

[www.ncirc.gov/Training\\_Privacy\\_LineOfficer.aspx](http://www.ncirc.gov/Training_Privacy_LineOfficer.aspx)

*For Line Officers; offered online.*

This is an online training video that educates law enforcement line officers and other law enforcement and public safety personnel on the privacy and civil liberties issues they may confront in their everyday work. The training addresses the liabilities associated with the failure to adhere to sound policy and practice. The online delivery also proactively emphasizes the role line officers have in the ongoing protection of citizens' and community members' Privacy, Civil Rights, and Civil Liberties (P/CRCL) and other associated rights in the course of officers' daily activities.

## Other Resources and Initiatives

### Global Privacy Resources

<https://it.ojp.gov/global-privacy-resources.pdf>

This booklet supports law enforcement and other justice agencies in their efforts to implement P/CRCL policies and protections for the information they collect, store, maintain, access, share, and disseminate. Crucial components of this booklet include developing a privacy policy, implementation, and training.

### Managing Large-Scale Security Events

<http://nccpsafety.org/news/articles/civil-disturbances-and-emergency-preparedness>

The U.S. Department of Justice, Bureau of Justice Assistance developed a comprehensive planning primer for law enforcement regarding the management of large-scale security events that “highlights major findings learned from previous police departments related to planning, finances, logistics, operations, and command of a large-scale security event.” The consideration for potential violent demonstrations is included and the following areas are outlined:

- Pre-Event Planning
- Core Operational areas
- Post-Event Considerations
- Planning Toolkit

### National Center for Campus Public Safety

[www.nccpsafety.org](http://www.nccpsafety.org)

Current events serve as a reminder to higher education institutions to develop and maintain, or to review, comprehensive emergency preparedness response operations plans within the emergency management system. Emergency operations plans define the scope of preparedness and incident management activities necessary for an institution to stay safe during an emergency.

The National Center for Campus Public Safety posts information on its web site that assists colleges and universities to prepare for emergencies.

### National Initiative for Building Community Trust and Justice

[www.ojp.gov/communitytrust.htm](http://www.ojp.gov/communitytrust.htm)

The National Initiative for Building Community Trust and Justice is a multi-faceted approach to enhance community trust and help repair and strengthen the relationship between law enforcement and the communities they serve. In partnership with a consortium of experts on law enforcement, this project aims to promote procedural justice, reduce implicit bias, and support racial reconciliation in several ways: testing and implementing strategies in pilot sites, conducting research, and establishing an online clearinghouse that will provide information and assistance to law enforcement and communities. The National Initiative is supported by BJA, the COPS Office, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office on Violence Against Women, and the Office for Victims of Crime.

### Privacy, Civil Rights and Civil Liberties (P/CRCL) Brochure

[www.bja.gov/Publications/Privacy-Brochure.pdf](http://www.bja.gov/Publications/Privacy-Brochure.pdf)

It is critical for law enforcement to distinguish between criminal activities and constitutionally protected activities. BJA has created an informational brochure, *Privacy, Civil Rights and Civil Liberties*, to review these rights and to reinforce law enforcement’s departmental policies, procedures, and training.

### Recommendations for First Amendment-Protected Events for State and Local Law Enforcement Agencies

<https://it.ojp.gov/gist/35/>

This resource provides guidance and recommendations to law enforcement personnel so they can better understand their roles and responsibilities in First Amendment-protected events.

## Other Resources and Initiatives continued...

### The BJA Executive Session on Police Leadership

[www.bjaexecutivesessiononpoliceleadership.org](http://www.bjaexecutivesessiononpoliceleadership.org)

The BJA Executive Session on Police Leadership was created to develop new thinking that would help create police leaders uniquely qualified to meet the challenges of a changing public safety landscape. This effort engaged experienced police chiefs in documenting their own paths and invited leaders to participate in various audio and video forums to tell their stories and discuss the future of policing and police leadership. Additional information and resources available include:

Challenges examined for tomorrow's leaders

- Collaboration and Trust
- Community Building
- Organization of the Future – integrated model
- (Creative) Problem-Solving and the Law
- Work of Policing – eight discussion videos
- Leadership Development – One cannot create 21st Century leaders on 20th Century models
  - Experiential Learning
  - Training

### The Role of State and Local Law Enforcement at First Amendment Events

<https://it.ojp.gov/gist/36/>

This pocket-sized reference card provides background information to line officers who are responding to a First Amendment-protected event, including an overview of their roles and responsibilities, and of the rights of the participants of such events.

## Publications and Articles

### Command, Control, and Coordination: A Quick-Look Analysis of the Tampa Police Department's Operations During the 2012 Republican National Convention [Report]

[www.bja.gov/Publications/2012-RNC-Quick-Look.pdf](http://www.bja.gov/Publications/2012-RNC-Quick-Look.pdf)

### Command, Control, and Coordination: A Quick-Look Analysis of the Charlotte-Mecklenburg Police Department's Operations During the 2012 Democratic National Convention [Report]

<https://www.cna.org/research/2013/command-control-coordination>

National Special Security Events, especially national political conventions, pose unique planning and operational challenges. Due to their high-profile nature (i.e., political, economic, social,

or religious nature) and the large number of attendees, national conventions have the potential to adversely impact public safety and security. Though many conventions have occurred, detailed documentation to guide local law enforcement on planning and operational best practices is sparse.

To address this gap, and in response to requests from law enforcement leaders, BJA worked in partnership with CNA Corporation to provide technical assistance and support to local law enforcement security operations prior to and during the 2012 National Presidential Conventions. The primary goal of the technical assistance was to develop an after-action report that documented key findings of the overall security planning and operations. CNA Corporation analysts deployed to Tampa, FL from August 26-31, 2012 and to Charlotte, NC from September 2-6, 2012 to support the Tampa (FL) Police Department's and the Charlotte-Mecklenburg (NC) Police Department's public safety and security operations for the 2012 Republican and Democratic National Conventions.

## Publications and Articles continued...

### Events with the Potential to Go Viral: Identification and Response [Article]

<http://cops.usdoj.gov/html/dispatch/01-2013/events-with-the-potential-to-go-viral.asp>

Even the most benign message can have unexpected negative consequences if it goes viral. Messages about an impending protest might spread exponentially and attract thousands of protesters, potentially causing public disruption and jeopardizing public safety. A policy of monitoring social media equips law enforcement to better identify and respond to such situations. This ability to monitor social media can be done with minimal equipment costs, but it does take personnel, training, and a 24-hour-a-day focus to do it right. As we know, the sooner you know of an impending situation, the better you can gather the information needed to address it, especially when events go viral.

### Law Enforcement, Emergency Managers [Report]

[www.nccpsafety.org](http://www.nccpsafety.org)

In September 2013, BJA released the findings from a focus group, during which college and university police executives discussed preserving order and maintaining safety during protests and demonstrations on college and university campuses. This document covers protecting the citizen's and community member's First Amendment Rights, protecting the health and safety of the demonstrators, ensuring the safety of responding officers, and facilitating the continuity of university operations. This document is classified as a For Official Use Only (FOUO) – Law Enforcement, Emergency Managers document. It can be requested through the National Center for Campus Public Safety.

### Legitimacy and Procedural Justice: A New Element of Police Leadership [Report]

[www.policeforum.org/assets/docs/Free Online Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20a%20new%20element%20of%20police%20leadership.pdf](http://www.policeforum.org/assets/docs/Free%20Online%20Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20a%20new%20element%20of%20police%20leadership.pdf)

The Police Executive Research Forum (PERF), with support from BJA, is producing a series of reports on legitimacy in policing, beginning with this report. In this paper, Yale Law Professor Tom Tyler, one of a few nationally recognized experts on this topic, defines legitimacy and procedural justice, and provides examples of how these concepts have been applied by police leaders in New York City (NY), Philadelphia (PA), and Cambridge (MA).

In any given community, residents will have opinions about whether their local police act legitimately. These opinions may be based on a particular encounter a resident had with the police, such as a traffic stop, or on larger policy issues. These opinions often vary from one subgroup of the community to another. For a police leader, the key is to think about the ways in which the public's perceptions of legitimacy and procedural justice can affect his or her police agency's efforts to achieve its goals.

### Legitimacy and Procedural Justice: The New Orleans Case Study [Report]

[www.policeforum.org/assets/docs/Free Online Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20the%20new%20orleans%20case%20study.pdf](http://www.policeforum.org/assets/docs/Free%20Online%20Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20the%20new%20orleans%20case%20study.pdf)

In this paper, PERF provides a more extensive analysis of the connections between leadership and legitimacy through an unusual case study: the New Orleans (LA) Police Department (NOPD). This report describes how NOPD Superintendent Ronal Serpas, who launched a wide-ranging reform program when he took control of the NOPD in 2010, is working to incorporate the principles of legitimacy and procedural justice in his efforts to reform the department.

### Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement [Guide]

<http://ric-zai-inc.com/ric.php?page=detail&id=COPS-W0703>

For law enforcement executives, command staff, and trainers who manage special events in their communities, the safety and security of the event itself, the people who attend the event, as well as the surrounding community are of the utmost importance. This COPS Office guide provides tips on all aspects of pre-event planning, security needs during the event, and post-event activities. Topics covered include threat and risk assessments; intelligence; staffing needs and resources; communications; access control and credentialing; traffic and transportation; logistics, training, and public information; hazardous materials; critical infrastructure; demonstrations; and security management.

## The Role of Community Policing in Managing Protests [Report]

*[This report will be available by June 2015](#)*

The Occupy movement, like many social movements before it, posed great challenges for police. Its rapid emergence took many communities by surprise. Some police agencies were inexperienced at handling protests and were unprepared to deal with the effects. Other agencies made international headlines by reacting in a harsh and oppressive manner, using excessive force, and undermining the Constitutional rights of protesters, journalists, and spectators, often with cameras rolling. Others found ways to avoid unnecessary confrontation with protesters, using minimal force and relying on community policing principles to preserve order.

American University, in partnership with the COPS Office, sent research teams to visit seven police departments around the country. They conducted interviews with various stakeholders, including police officials, prosecutors, city officials, and protesters, to learn more about the policing of protests in each jurisdiction. The goal was to achieve a detailed understanding of how police agencies prepare for and respond to protests. Preliminary analyses show that while there were clear differences across sites, there were also common themes. These themes provide a useful foundation for thinking about the most appropriate and thoughtful approaches for managing protests in an effective, efficient, respectful, and just manner.

## Podcasts

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### Groups, Crowds, and Mobs

In this podcast, Mr. Steven Crimando, Principal at Behavioral Science Applications, discusses the dynamics of groups, crowds, and mobs, as well as officer safety during citizen events.

**Podcast:** [www.cops.usdoj.gov/html/podcasts/the\\_beat/02-2013/TheBeat-022013\\_Steven\\_Crimando.mp3](http://www.cops.usdoj.gov/html/podcasts/the_beat/02-2013/TheBeat-022013_Steven_Crimando.mp3)

**Transcript:** [www.cops.usdoj.gov/html/podcasts/the\\_beat/02-2013/TheBeat-022013\\_Crimando\\_Transcript.txt](http://www.cops.usdoj.gov/html/podcasts/the_beat/02-2013/TheBeat-022013_Crimando_Transcript.txt)

### Viral Events

In this podcast, Captain Mike Parker of the Los Angeles County Sheriff's Department discusses events that go viral and how police can use crowd management techniques to maintain order while keeping good community relations.

**Podcast:** [www.cops.usdoj.gov/html/podcasts/the\\_beat/02-2013/TheBeat-022013\\_Mike\\_Parker.mp3](http://www.cops.usdoj.gov/html/podcasts/the_beat/02-2013/TheBeat-022013_Mike_Parker.mp3)

**Transcript:** [www.cops.usdoj.gov/html/podcasts/the\\_beat/02-2013/TheBeat-022013\\_Parker\\_Transcript.txt](http://www.cops.usdoj.gov/html/podcasts/the_beat/02-2013/TheBeat-022013_Parker_Transcript.txt)





# BJA

**Bureau of Justice Assistance  
U.S. Department of Justice**



# COPS

*Community Oriented Policing Services  
U.S. Department of Justice*

The Bureau of Justice Assistance (BJA) has as its mission “to provide leadership and services in grant administration and criminal justice policy development to support local, state, and tribal justice strategies to achieve safer communities.” BJA provides such leadership in criminal justice policy by focusing on the needs of the state and local justice systems today and in the future. Additionally, BJA continuously scans the federal sector for key policy and other requirements that BJA can assist state and local justice systems with implementing in order to improve the efficiency and effectiveness of the entire justice system.

[www.bja.gov](http://www.bja.gov)

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation’s state, local, territory, and tribal law enforcement agencies through information and grant resources. The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. [www.cops.usdoj.gov](http://www.cops.usdoj.gov)



This resource guide was developed in partnership with the Bureau of Justice Assistance (BJA) National Training and Technical Assistance Center (NTTAC). BJA NTTAC coordinates the provision of BJA’s rapid, expert, and data-driven training and technical assistance (TTA) to support practitioners – at no-cost – as they work to reduce crime, recidivism, and unnecessary confinement in state, local, and tribal communities. To learn about requesting TTA services, organizations should complete a TTA request application form found on the BJA NTTAC web site at [www.bjatrain.org](http://www.bjatrain.org).

