

A person wearing a helmet, goggles, and a winter jacket is sitting in a snowy environment. In the background, there are snow-covered evergreen trees and some wooden structures. On the left side of the image, there is a large, stylized graphic consisting of a blue and black geometric shape. The text "Captain Sean Case" and "Anchorage Police Department" is positioned on the right side of the image.

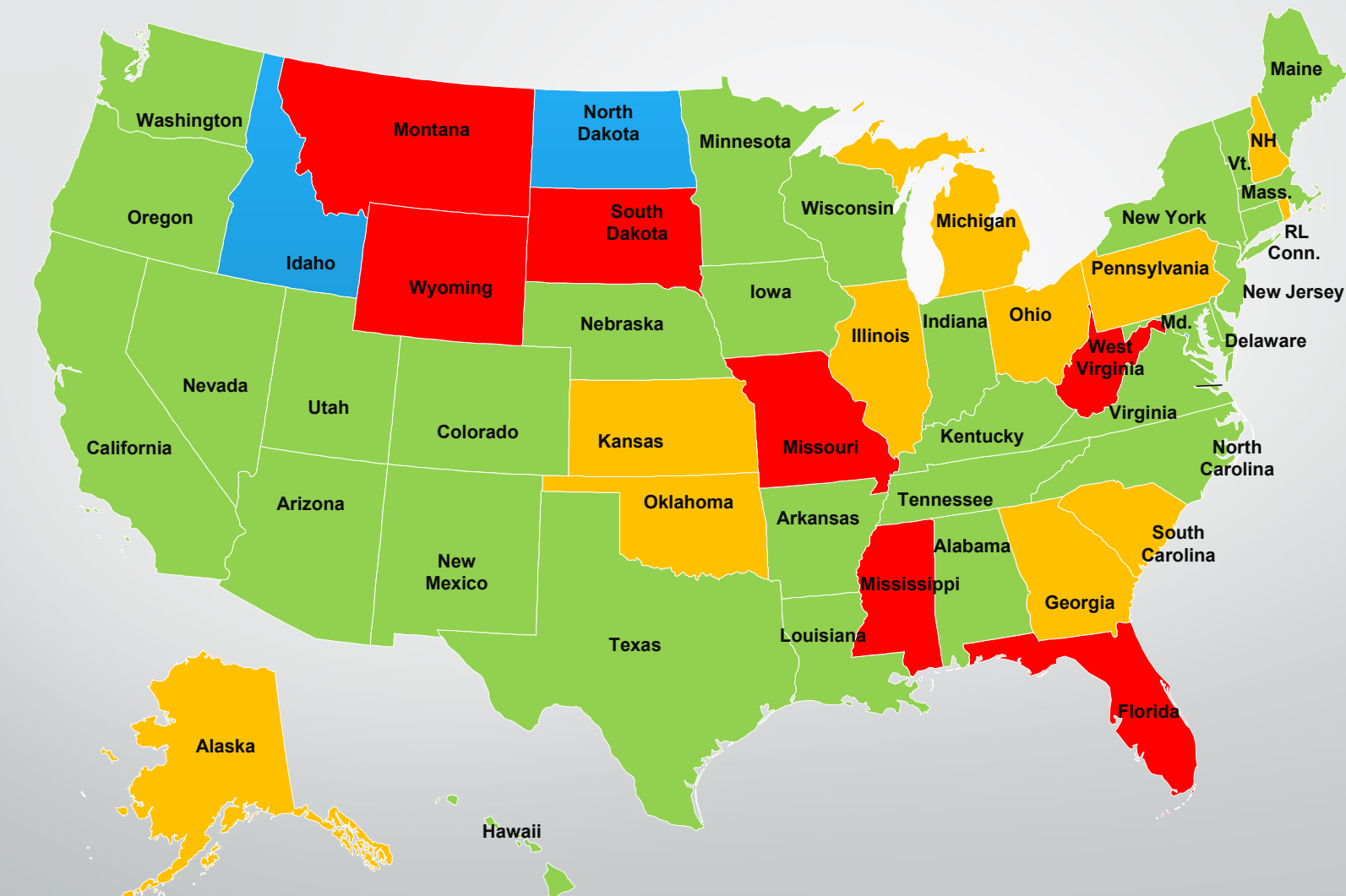
Captain Sean Case
Anchorage Police Department





Police Culture









COMMUNICATION LED POLICING

SEAN CASE

In recent years, law enforcement has made political and media headlines because of poor relationships with minority communities that frequently results in excessive force concerns. These concerns, due to perceptions of excessive force, have led to protests and law changes that further contribute to the decline in a cooperative relationship between police and the community. The tense and uncertain relationship between the police and minority populations is not a new concept. Over three decades of research on racial and ethnic differences in patterns of police-citizen interactions (Manning, 2008). A significant incident, like the senseless death of

Continued from "Communication Led Policing", on page 7

The goals for future police-community relations should increase non-police related contact with the public. It should involve the public in problem and solution identification, increase the public's sense of security, and takes steps to ensure procedural justice.

These goals are important because they improve the opinions about the police, which leads to improved dialogue between the police and the community. Positive and effective communication between the public and the police builds trust and cooperation that is the foundation of a community response to local problems.

These goals can be achieved by asking the public to assess the police to ensure officers are engaging in procedural justice. These questions include the following:

- 1) Was the officer fair in their decisions made?
- 2) Did the officer give you the opportunity to express your views?
- 3) Did the officer listen to you?
- 4) Did the officer treat you with dignity and respect?
- 5) Was the officer polite during the contact?
- 6) Was the officer trustworthy?
- 7) Do you have confidence the police were doing the right thing (Mazzeolle et al., 2012)?

The police can also implement directed citizen contacts where officers engage in conversations about public safety concerns. These conversations can include the following questions:

- 1) What are the problems in your neighborhood?
- 2) What are the three most serious problems?
- 3) How have these problems impacted your family?
- 4) What are the causes of these problems?
- 5) What are some solutions to these problems?

The police can take the concept of a police community service center mobile. This concept places officers in the field walking a beat or consistently walking through businesses. The idea is to increase non-police related contacts and serve as liaisons between the community and other public agencies to address the needs of the individual community members. The police can develop a directed patrol task force that address enforcement problems the public have identified for the police. This significantly contributes to trustworthy motives and neutrality by the police. The police are simply responding to the needs of the community in a genuine attempt to better their neighborhoods for everyone.

CONCLUSIONS

Because the relationship between the police and minority communities has been deteriorating, the police should increase the quantity and quality of non-police related contacts with diverse communities to improve procedural justice and police legitimacy. Communication led policing requires a change in vision, mission, and goals for both the organization and the officers. For a department to successfully make the change from focusing on enforcement in minority or high crime neighborhoods to promoting positive relationships with the community requires a change in the way officers communicate with those living in diverse neighborhoods. The way police interact with these communities can change the way the police are perceived. Substantial friction is caused when minority

communities do not view the police as legitimate. A lack of legitimacy leads to the public not following directions from the police, an increase in physical resistance toward the police, and hostile relations with the police. Police legitimacy can be improved by ensuring the processes that the police engage in are just.

The change in the way officers interact with the public takes effective leadership. Just as the department expects the officers to establish a relationship with the public, the leadership has to establish the same personal and emotional relationship with the officers. This relationship is the basis to influence officers to accomplish the newly framed organizational goals. The primary goal of the police should be to build their community one contact at a time.

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About the Author: Captain Sean Case has been in law enforcement for over 20 years starting his career at the Los Angeles Police Department. He is currently serving as Captain of Administration at the Anchorage Police Department. At APD, Captain Case runs Recruiting, Hiring, Training, and Policy Development. In his 19 years with the Anchorage Police Department, he has held various roles including: SWAT operator, K9 handler, School Resource Officer, Patrol Sergeant, Internal Affairs Investigator and Commander, Patrol Shift Commander, and the Captain of the Patrol Division. He also serves as an instructor of firearms, use of force, police ethics and internal investigations. Outside of APD and APD Captain Case has continued his education obtaining two Master's Degrees in the Psychology of Leadership and Criminology.

Final Thoughts

- Creating a department the community is proud of, trusts, and shares the values of Tacoma
- Driving our vision and values into everyday interactions
- Policing philosophy that changes the interaction between the police and the community

