

PREFACE

THE STATE OF POLICING: A POLICE CHIEF'S PERSPECTIVE

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INTRODUCTION

From new tactics aimed at stopping tech-savvy criminals to innovative technology that helps drive officer deployment, policing as a profession and police forces across the country are constantly evolving. Over the past two years in particular, we as a law enforcement community have experienced transformational changes. The deaths of Michael Brown in Ferguson, Missouri;¹ Eric Garner in Staten Island, New York;² and others in cities across the country have had a profound impact on the policing profession and led police forces, law enforcement partners, and communities to assess our collective relationships.

Police departments are taking proactive approaches to evaluate what it means to be a police officer today and visiting (and re-visiting) communities' expectations. Forces are assessing and reforming policies, trainings, and even agency mission statements to focus on their role in their communities.³ At the Metropolitan Police Department (MPD), we constantly assess our policies and operations to ensure that they align with our communities' needs.

In this Preface, I discuss the evolution of policing mindsets from that of an "enforcer" to a "guardian." I highlight my experiences and community relationships both as an officer and as the MPD Chief of Police. I discuss some of MPD's strategies, partnerships, and efforts to expand the scope of criminal justice conversations outside of the traditional players to agencies such as health departments and school systems. I also examine the myriad possibilities that technology continues to bring to our Department and to law enforcement in general. Policing is one of today's most dynamic professions with exciting opportunities to make our streets safer every day. I appreciate this opportunity to highlight how MPD has evolved and connected with our community over the years.

I. EVOLUTIONS IN POLICING

The "Enforcer" Mindset

In 1982, political scientist James Q. Wilson and criminologist George L. Kelling published an article in *The Atlantic* outlining the "broken windows theory."⁴ The

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1. See, e.g., Julie Bosman & Emma G. Fitzsimmons, *Grief and Protests Follow Shooting of a Teenager*, N.Y. TIMES (Aug. 10, 2014), <http://www.nytimes.com/2014/08/11/us/police-say-mike-brown-was-killed-after-struggle-for-gun.html>.

2. See, e.g., *Staten Island Man Dies After Police Try to Arrest Him*, N.Y. TIMES (July 17, 2014), <http://www.nytimes.com/2014/07/18/nyregion/staten-island-man-dies-after-police-try-to-arrest-him.html>.

3. See, e.g., Associated Press, *After Ferguson, Eric Garner Chokehold Death, Police Look to Reduce the Use of Deadly Force*, AL.COM (Dec. 16, 2014, 10:34 AM), http://www.al.com/news/index.ssf/2014/12/after_ferguson_eric_garner_cho.html [<https://perma.cc/6U84-DCPZ>].

4. See George L. Kelling & James Q. Wilson, *Broken Windows: The Police and Neighborhood Safety*, ATLANTIC (Mar. 1982), <http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465/> [<https://perma.cc/LQ32-6ZFH>].

theory contends that buildings in disrepair, abandoned or damaged houses, and overrun properties can directly affect the behavior of communities.⁵ In these types of conditions, residents are likely to walk down their streets less frequently and feel disconnected from their neighborhoods.⁶ Communities as a whole weaken, making them more vulnerable to crime.⁷

The broken windows theory began to gain popularity around the time that the crack-cocaine epidemic was crippling major cities around the United States. Between 1984 and 1985 alone, the number of regular users of crack cocaine had increased from 4.2 million to 5.8 million.⁸ By the end of 1986, crack cocaine was being used and distributed in twenty-eight states and the District of Columbia.⁹ A 2005 study found that seventy percent of the most adverse impacts of crack-cocaine were experienced by large cities such as Philadelphia, New York, Boston, San Francisco, Los Angeles, and Washington, D.C.¹⁰

Washington, D.C., was especially hard hit. Dealers conducted their transactions all over the city, visibly waving signs displaying their prices.¹¹ The epidemic was so pervasive that as soon as one open drug market was busted, another one opened up.¹² These ad hoc markets attracted buyers and sellers and brought increased violence to the city. Between 1986 and 1991, the number of homicides grew from 194 to 482 per year, giving D.C. the infamous title of “the murder capital” of the country.¹³ The 1990s were also marked by an increase in violent attacks against police; in 1997, three MPD officers were killed over the course of three months.¹⁴

As the War on Drugs persisted throughout the 1980s and 1990s,¹⁵ the broken windows theory became a key component of the strategy to curb skyrocketing violent crime and drug use. Operationalized as “zero-tolerance policing,” this approach focused on identifying and arresting low-level users, prostitutes, and those caught on minor charges, “flipping” them to become informants, or sources of information who became critical in helping investigations and prosecutions of major drug rings. These tactics allowed police to work up the drug supply chain to reach the source (or King Pin) of major drug operations and to elicit information on open homicides and shootings. In this way, the broken windows theory became intertwined with the War

5. *See id.*

6. *See id.*

7. *See id.*

8. *See* U.S. DRUG ENF’T ADMIN., DRUG ENFORCEMENT ADMINISTRATION 1985–1990, at 60 (n.d.), <http://www.dea.gov/about/history/1985-1990.pdf> [<https://perma.cc/HL2G-VAUC>].

9. *See id.*

10. *See* Roland G. Fryer Jr., Paul S. Heaton, Steven D. Levitt & Kevin M. Murphy, *Measuring the Impact of Crack Cocaine* 19–20 (Nat’l Bureau of Econ. Research, Working Paper No. 11318, 2005), <http://www.nber.org/papers/w11318> [<https://perma.cc/Q4LT-6NT7>].

11. *See Crack: The Drug that Consumed the Nation’s Capital (Transcript)*, WAMU.ORG (Jan. 31, 2014), http://wamu.org/news/14/02/04/crack_the_drug_that_consumed_the_nations_capital_transcript [<https://perma.cc/ZAU9-TZXE>] (“An era when open-air drug markets became common in many neighborhoods.”); *see generally* RUBEN CASTANEDA, *S STREET RISING: CRACK, MURDER, AND REDEMPTION IN D.C.* (2014).

12. *See id.*

13. *See* Emily Berman, *D.C. Residents Caught Amid Crack’s Bloody Turf Wars*, WAMU.ORG (Jan. 20, 2014), <http://wamu.org/news/DC-Residents-Caught-Amid-Cracks-Turf-Wars> [<https://perma.cc/V43K-9ADF>].

14. *See Memorial to MPDC Officers Killed in the Line of Duty*, DC.GOV, <http://mpdc.dc.gov/node/145362> [<https://perma.cc/2KP7-YBNB>] (last visited May 17, 2016).

15. Coined by the Nixon administration in 1970s, the War on Drugs launched a forty-year effort to stop the distribution, addiction, and use of drugs within the United States. *See* Claire Suddath, *The War on Drugs*, TIME MAG. (Mar. 25, 2009), <http://content.time.com/time/world/article/0,8599,1887488,00.html> [<https://perma.cc/9YDH-M586>]; *Synopsis: Drug Wars*, FRONTLINE, <http://www.pbs.org/wgbh/pages/frontline/shows/drugs/etc/synopsis.html> [<https://perma.cc/W6BD-NCMM>] (last visited May 19, 2016).

on Drugs. At the time, the broader community—fed up with drug markets overtaking playgrounds, parks, and neighborhoods—supported this method of policing.

As officers witnessed increasing numbers of their peers shot and killed fighting the drug wars of the 1990s, an enforcement mindset took hold, leading officers to approach any individual they interacted with as a potential threat. Many law enforcement agencies instituted new policies, training, and strategies to institutionalize the zero-tolerance policing promoted by the broken windows theory. As the crack-cocaine epidemic subsided and violent crime and homicide rates began to decline, these same tactics began to strain relationships in local neighborhoods.

Guardian Policing

Today, the enforcer mentality is giving way to more proactive strategies based on a “guardianship” concept of policing.¹⁶ Guardian policing focuses on crime prevention, procedural justice, high standards of professionalism, and building public trust.¹⁷ In contrast, training under the enforcer mindset focuses on preparing officers for possible, but less frequent, dangerous encounters.¹⁸

The guardian model seeks to remove officers from an enforcer mindset and from the potential to place themselves and others in avoidable (and violent) situations.¹⁹ The guardian model focuses on communication and collaboration rather than command and compliance, placing greater weight on legitimacy over authority.²⁰

This shift in mentality requires officers to orient themselves in the community where they serve. From the first day at MPD as a patrol officer walking a foot beat to my current role as Chief of Police, a core part of my job has been building and maintaining strong relationships within my community. While this includes attending community meetings, it also means getting to know residents and families individually. Our goal as police officers is to not just be present in the community when crime occurs, but to be engaged and responsive all the time.

Moreover, to establish the necessary trust with our residents, we must also focus crime-fighting resources on the most dangerous and violent offenders. In Washington, D.C., we work tirelessly to keep the small group of repeat violent offenders out of our neighborhoods. If we do not work diligently to address the most violent individuals in our communities, the trust from the community will never come.

Connecting with the Community

Going to homicide scenes as the Chief of Police is important to me. Each member of our community matters, and it is essential that all of us in uniform do a better job in showing compassion and empathy to victims, families, and residents in the community. I make a point to put my arm around a mother who has just lost a child. I reach out to other residents who may have witnessed a violent incident to let them know that I am concerned about the community’s well-being and that we, as a Department, are committed to working with them to stop the violence. I want our

16. See PRESIDENT’S TASK FORCE ON 21ST CENTURY POLICING, FINAL REPORT OF THE PRESIDENT’S TASK FORCE ON 21ST CENTURY POLICING 11–12 (2015), http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf [<https://perma.cc/8CRL-GQZN>].

17. See *id.*

18. See Val Van Brocklin, *Warriors vs. Guardians: A Seismic Shift in Policing or Just Semantics?*, POLICEONE.COM (July 1, 2015), <https://www.policeone.com/leadership/articles/8633970-Warriors-vs-Guardians-A-seismic-shift-in-policing-or-just-semantics/> [<https://perma.cc/8WPJ-QPCZ>]. The “enforcer mindset” is also known as the “warrior mindset.” See *id.*

19. See *id.*

20. See Seth Stoughton, *Law Enforcement’s “Warrior” Problem*, 128 HARV. L. REV. F. 225, 231 (2015).

communities to be confident that we are dedicated to protecting and serving them each and every day.

In July 2015, I addressed a graduating class of police officers to be inducted into MPD. I emphasized to them what is expected of any police officer in my force: they should never become so efficient at their jobs that they forget people are involved. Being professional is not enough; officers need to be human beings. As part of academy training, MPD now emphasizes this as the norm and is incorporating empathy, compassion, and a “sanctity of life” mindset into our policies and trainings. Officers are taught that they are protectors—not invading armies—with a core principle to establish a strong connection with the communities we serve.

I regularly ask my officers to consider the impact of their daily interactions with their communities. The vast majority of these interactions foster mutual understanding, positive relationships, and sometimes critical information sharing. At homicide scenes, I have witnessed a family member or neighbor on the other side of the police tape provide crucial information that helps us close a case or arrest a violent offender. When combined, these individual interactions with the community are part of something much larger; they help MPD keep D.C. safer.

I have been to hundreds of homicide scenes where I have met with thousands of family and community members. I have learned that sometimes a hug or some clarity about an incident can shape a person’s view of the police forever. An officer’s actions, particularly during traumatic events, determine whether a police department is seen by the community as a symbol of hope or a symbol of oppression and fear.

Policing, however, is only one part of a holistic approach to criminal justice and crime prevention. The criminal justice community must expand its scope beyond the traditional partners—police, court systems, probation and parole services, and correctional services. Criminal justice conversations must also include behavioral and mental health agencies, school systems, and service providers for drug and substance abuse. We also need to analyze some of the core issues that lead to crime, such as mental health issues, drug abuse, homelessness, parental and guardian responsibilities, and a lack of basic services.

For example, to more effectively handle incidents involving mental health issues, MPD started the Crisis Intervention Officer Initiative in 2009.²¹ This initiative is a partnership between MPD, D.C.’s Department of Behavioral Health, and the National Alliance of Mental Illness and seeks to strengthen the District’s ability to support people with mental illness who come to the attention of law enforcement but do not meet the threshold for arrest.²² Today, hundreds of patrol officers have been trained as Crisis Intervention Officers (CIOs).²³ These officers are trained to recognize the signs of mental illness, determine the most appropriate response, and are equipped to resolve situations in the safest possible manner.²⁴ Providing agencies like D.C.’s Department of Behavioral Health with a seat at the table will better allow us to prevent community members from entering the criminal justice system.

21. See JENNIFER E. ALLEN, DC DEP’T OF BEHAV. HEALTH, DISTRICT OF COLUMBIA CRISIS INTERVENTION OFFICER (CIO) PROGRAM ANNUAL TREND REPORT 1 (2015), http://dbh.dc.gov/sites/default/files/dc/sites/dmh/publication/attachments/webpage.%20Report.%20CIO%20Annual%20Trend%20Report%20FY11-FY15_0.pdf [https://perma.cc/2CTP-AJLM]; Tisha Thompson & Rick Yarborough, *Hundreds of Area Police Officers Trained to Handle Increase in Mental Health Calls*, NBCWASHINGTON.COM (Feb. 18, 2015, 5:50 PM), <http://www.nbcwashington.com/investigations/Hundreds-of-Area-Police-Officers-Trained-to-Handle-Increase-in-Mental-Health-Calls-292452861.html> [https://perma.cc/SV2C-HRFD].

22. See ALLEN, *supra* note 21, at 1.

23. As of September 2015, 711 MPD CIOs were active in the field, with an additional 121 officers certified from other agencies. *Id.*

24. See Thompson & Yarborough, *supra* note 21.

II. THE ROLE OF TECHNOLOGY

Technology continues to be a multiplying force in policing—enabling us to be more efficient in how we do our jobs. New analytical and business intelligence tools and records management systems, among many other technological options, allow police departments to prevent crimes, better deploy resources, and connect with our communities (and vice versa) in innovative ways. Technology, however, is not a replacement to a conventional public presence. At MPD we take deliberate steps to ensure that technology is properly incorporated into operations, considering both the public interest and privacy implications.

Building Public Trust

When I became Chief in 2007, MPD was a paper and pencil agency; we carried pagers and no one had cell phones. After I took office, I started to push cell phones out to the force. The reason behind this was to enable detectives and managers to share their cell phone numbers with community members to foster more meaningful interactions and information-sharing between officers and community members. This direct link is critical—we need to hear from our community members in real time to ensure that their concerns are addressed and that we are aware of emerging situations.

Over the past nine years, this direct link has grown. MPD officials monitor active community e-mail listservs for each police district 24 hours a day, 7 days a week.²⁵ We communicate crime statistics, major events, and real-time updates, and our community members express concerns and ask questions to their district officers.²⁶ Through these exchanges, our officers get to know their community and vice versa.

Another way that we connect with our communities is through a vibrant social media presence. Social media is often seen as a way to convey specific information between the police and the public. We post on Twitter (more than 96,000 followers),²⁷ YouTube (more than 3,400 subscribers),²⁸ Facebook (more than 27,000 fans),²⁹ and on our website to inform the public of potential threats, communicate pertinent information, and raise awareness.³⁰

We have also found that social media is uniquely capable of humanizing police officers and disseminating those stories widely to the community. For example, in October of 2015, a female officer approached two groups of arguing teenagers in a D.C. park.³¹ The officer was then approached by a teenage girl who started to dance the “Nae Nae,” a popular hip-hop dance.³² Rather than raising her voice, the officer challenged the teenager to a dance off, on the condition that if the officer won, the

25. See generally *Police-Community Online Email List Groups*, DC.GOV, <http://mpdc.dc.gov/page/police-community-online-email-list-groups> [https://perma.cc/27GE-FU2L] (last visited May 18, 2016).

26. See *id.*

27. See @DCPoliceDept, TWITTER, <https://twitter.com/DCPoliceDept> (last visited May 18, 2016).

28. See DC Metropolitan Police Department, YOUTUBE, <https://www.youtube.com/user/OfficialDC> [https://perma.cc/5FGU-SQWY] (last visited May 18, 2016).

29. See Washington Metropolitan Police Dept., FACEBOOK, <https://www.facebook.com/DCPolice/?fref=nf> [https://perma.cc/2A25-QHQ3] (last visited May 18, 2016).

30. See *Metropolitan Police Department*, DC.GOV, <http://mpdc.dc.gov/> [https://perma.cc/6VWD-YSZN] (last visited May 18, 2016).

31. See Esther Castillejo, *Police Officer and Teen Compete in Epic Dance Off*, ABC NEWS (Oct. 18, 2015, 5:06 PM), <http://abcnews.go.com/Lifestyle/police-officer-teen-compete-epic-dance-off/story?id=34803347> [https://perma.cc/JT8M-95RK].

32. American rapper Silentó included the dance move in his widely popular song “Watch me (Whip/Nae Nae).” See Brittany Spanos, *2015’s Hottest Dance Crazes: The Dab, Hit the Quan and Beyond*, ROLLING STONE (Nov. 30, 2015), <http://www.rollingstone.com/music/lists/2015s-hottest-dance-crazes-the-dab-hit-the-quant-and-beyond-20151130/whip-nae-nae-20151130>.

groups would have to leave the park.³³ What transpired went viral, becoming such a media sensation that even the President Barack Obama commented.³⁴ The officer emerged from the dance battle victorious, hugged her competitor, and all the teenagers left without further incident.³⁵

This is just one of hundreds of examples of how social media has positively affected our officers' relationships with the community.³⁶ At a time when negative news about policing permeates social media, showing our officers dancing, playing basketball with neighbors, and projecting Disney's *Frozen* soundtrack through their car speakers during a blizzard,³⁷ highlights our officers' great spirits (and humor). As Robert Peel, Prime Minister of the United Kingdom in the mid-1800s, aptly stated: "[T]he police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence."³⁸

Information Gathering

Technology has also provided new ways of gathering critical information from our communities to fight and prevent crime. Our anonymous text tip line is one example of a mechanism for the public to provide information to MPD in real time.³⁹ The text tip line was conceptualized in 2007 when a gang war erupted in D.C.'s Trinidad neighborhood. The gang war was so severe that students and children felt the need to protect themselves by carrying firearms and weapons.

We knew that students might be reluctant to call 911 or tell a police officer about rival gang activity, so we developed an anonymous text tip line.⁴⁰ We publicized the tip line in a variety of ways throughout D.C. schools. Police are known as "the 5-0," so our text tip line is 50411.⁴¹ We put posters in schools saying, "Give the 5-0 the 411." Scared students started to text us when gang rivalries were heating up, and in some cases, they informed us of which gang members had guns and where they were keeping them.

In 2008, the first year we started the text tip line, we received 292 tips. As of 2014, we receive more than 4,000 tips per year. One notable case occurred in 2009, when we received a text tip directing MPD to an apartment where officers recovered five guns and a wanted felon. Through this type of community engagement, we have been able to stay ahead of some of D.C.'s criminal organizations.

Our new Criminal Interdiction Unit (CIU) is another example of combining technological capabilities with traditional policing strategies. Launched in June of 2015, the CIU is an intelligence-based unit that focuses on the prevention, enforcement, and suppression of organized pattern crimes and repeat violent offenders.⁴²

33. See Castillejo, *supra* note 31.

34. See Andrew Giambone, *Obama Approves of Dancing D.C. Police Officer*, WASH. CITY PAPER (Oct. 29, 2015, 2:27 P.M.), <http://www.washingtoncitypaper.com/blogs/citydesk/2015/10/29/obama-approves-of-dancing-d-c-police-officer/> [<https://perma.cc/53PR-CMT4>].

35. See Castillejo, *supra* note 31.

36. For more examples, visit MPD's Twitter page. See @DCPoliceDept, *supra* note 27.

37. See ABC7, *Video: D.C. Police Car Appears to Blast "Frozen" Song While Cruising During Blizzard 2016*, WJLA.COM (Jan. 24, 2016), <http://wjla.com/news/local/video-dc-police-car-appears-to-blast-frozen-song-while-cruising-during-blizzard-2016> [<https://perma.cc/2WSP-ULXM>].

38. *Sir Robert Peel's Nine Principles of Policing*, N.Y. TIMES (Apr. 15, 2014), <http://www.nytimes.com/2014/04/16/nyregion/sir-robert-peels-nine-principles-of-policing.html>.

39. See *Text the Police: 50411*, DC.GOV, <http://mpdc.dc.gov/service/text-police-50411> [<https://perma.cc/4TMR-V426>] (last visited May 18, 2016).

40. See *id.*

41. See *id.*

42. See *The Criminal Interdiction Unit (CIU)*, DC.GOV, <http://mpdc.dc.gov/ciu> [<https://perma.cc/F2PJ->

These units use investigative technology, intelligence, and community-oriented crime-prevention strategies.⁴³ Specifically, the CIU develops strong ties with the community by attending community meetings and addressing crime and disorder issues along with the concerns of the areas they serve.⁴⁴ By pairing innovative investigatory technology with community collaboration, the CIU identifies and arrests some of the city's most dangerous criminals.

The Criminal Research Specialist (CRS) team is another unit developed to provide information and assist detectives in a real-time capacity during their investigation of serious crimes.⁴⁵ The unit provides support 24/7 and is staffed with talented civilian specialists. In the more than two years since the unit has been operational, members have assisted detectives on thousands of cases and have helped detectives get many serious violent offenders off the streets.

The CRS team and the CIU use a variety of technological tools to improve policing strategies. Police departments, however, have a responsibility to make sure technology will complement patrol and investigatory strategies. Technology must be used properly and should not unnecessarily infringe on public rights. MPD is just one of the many police departments across the country that is quickly adapting to a world of digital policing

Moving Forward

Officers used to handwrite their reports and file them away at the end of their shifts; the twenty-first century equivalent of those file cabinets is a database. Detectives query these databases as they investigate and build cases, identify suspects, and make arrests. Crime analysts use the data to determine crime patterns, conduct sophisticated analyses, and provide data-driven recommendations. Since 2007, our Department has experienced a technology transformation—installing and upgrading new records management systems, closed circuit television (CCTV) camera networks, license plate readers, and business intelligence tools. I have found it critical to keep an adaptable infrastructure because technology changes constantly, and we need to be ready to embrace it.

There is little doubt that technology opens doors for policing, but it is imperative that these technology options and the public interest do not infringe upon individuals' privacy rights. In 2014, I hired MPD's first Privacy Officer to ensure that our department conducts its due diligence before implementing data systems or deploying new analytical tools.⁴⁶ Our Privacy Officer's first major project has been the large-scale deployment of Body-Worn Cameras (BWCs).⁴⁷ I cannot overstate just how much BWCs are changing the world of policing.⁴⁸ MPD launched Phase 2 of our

KXGQ] (last visited May 20, 2016).

43. *See id.*

44. *See id.* ("The members of the CIU recognize their responsibility to the community they serve and will diligently strive to forge strong community partnerships, through positive citizen interaction, communication, and education.")

45. *See generally Office of Research and Analytical Services*, DC.GOV, <http://mpdc.dc.gov/node/141232> [<https://perma.cc/R7X5-MVPS>] (last visited May 20, 2016).

46. *See* Angeliqne Carson, *She's Not a Cop, She's Their CPO*, IAPP.ORG (June 23, 2015), <https://iapp.org/news/a/shes-not-a-cop-but-shes-their-cpo/> [<https://perma.cc/5U9E-TZHM>] (noting that MPD was the first police department in the United States to hire a specific privacy officer).

47. *See generally MPD and Body-Worn Cameras*, DC.GOV, <http://mpdc.dc.gov/page/bwc> [<https://perma.cc/7KEW-V7C3>] (last visited May 18, 2016).

48. *See, e.g.,* Nick Wing, *Study Shows Less Violence, Fewer Complaints When Cops Wear Body Cameras*, HUFFPOST POL. (Oct. 13, 2015, 3:14 PM), http://www.huffingtonpost.com/entry/police-body-camera-study_us_561d2ea1e4b028dd7ea53a56 [<https://perma.cc/BUZ7-3444>] (noting that in a study of Orlando police officers who wore BWCs, use-of-force incidents among those officers decreased by 53

BWC program in June of 2015.⁴⁹ A team of national researchers, in collaboration with MPD officials, project managers, and our Privacy Officer, designed our deployment schedule and are analyzing the potential impact of BWCs on issues including community complaints and use of force incidents. Our BWC program aims to benefit community members and the Department alike, by improving police services, increasing accountability for individual interactions, and strengthening police-community relations.⁵⁰ The cameras also provide a rich training tool to ensure our officers are handling situations effectively. BWCs also gives us the opportunity as a Department to review and refine tactics to keep officers and communities safer and to improve transparency, helping to furnish better community relationships in the process.

CONCLUSION

Even with the fast pace of today's policing technology, the core of MPD's strategy remains in our relationships with our communities and neighborhoods. We are at a time when those relationships may be strained across the globe, but it is also a time when there are ample opportunities for progress. We can bring new partners from the health, education, and social services sectors into criminal justice conversations to bring forth sustainable change efforts. We can couple our unwavering focus on identifying and arresting those repeat violent offenders who pose serious threats to our city's streets with our empathy and compassion for those residents who most need our help.

Every day I push the Department to serve our city and communities and to uphold MPD's values. A large part of maintaining MPD's values is being adaptable and open to the necessary changes—in technology, policy, or practices—that occur over time. These changes not only help us fight and prevent crime, but they help us meet our community's evolving expectations and needs.

percent and civilian complaints decreased by 63 percent against officers with BWCs); Stav Ziv, *Study Finds Body Cameras Decrease Police's Use of Force*, NEWSWEEK (Dec. 28, 2014, 2:31 PM), <http://www.newsweek.com/amidst-debate-study-finds-body-cameras-decrease-polices-use-force-295315> [<https://perma.cc/5ZQY-DMTQ>] (noting that the study found that the “perceived benefits that body-worn cameras offer . . . outweigh potential drawbacks”).

49. See generally *BWC Phase Two Message from Chief Lanier to the Community*, DC.gov (June 19, 2015), <http://mpdc.dc.gov/page/bwc-phase-two-message-chief-lanier-community> [<https://perma.cc/F8TM-W9EU>]; *Phase Two: BWC Program FAQs*, DC.gov, <http://mpdc.dc.gov/page/phase-two-bwc-program-faqs> [<https://perma.cc/4GQ7-2GYH>] (last visited May 18, 2016).

50. See *MPD and Body-Worn Cameras*, *supra* note 47.