

Institute for Integrity, Leadership, and Professionalism in Policing (IILPP)

Believing that tough, effective law enforcement is possible without sacrificing democratic principles and constitutional safeguards, the foundation, through the IILPP, is working with law enforcement agencies seeking to improve accountability, performance, service delivery, and community satisfaction with police services.



Photo Credit

The National Center for the Study of Police and Civil Disorder (NCSPCD)[.....Background](#)[.....Goal](#)[.....Objectives](#)[.....Program](#)[.....Resources](#)[.....Technical Assistance](#)[.....Foundation Studies and Reports](#)

South Central Los Angeles, Liberty City, Harlem, Watts—the names of these American urban neighborhoods instantly remind us of how deeply the nation's consciousness has been scarred by civil disorder. The spark that ignites the violence is always one incident, usually police-related. In its wake is a wounded city and a nation in shock.

Civil disorder impairs the economic strength of our cities, and even more fundamentally, threatens the frail bonds that hold communities together. The social upheavals that have erupted in American central cities at once feed upon old wounds and create new separations. We continue to relive the past, making the same mistakes and learning little from them.

The police have a vital role to play because they, more than any other institution, are at the epicenter of the upheavals that erupt in our cities. What they do or fail to do can affect fundamentally the scope of the damage to life, property, and community spirit.

Background

The beating of Rodney King by members of the Los Angeles Police Department, the subsequent verdict in the trial of the accused officers, and the devastation that followed in sections of Los Angeles should serve as an object lesson for all of American policing.

Having played a role in the work of the Christopher Commission, which examined the LAPD in the wake of the Rodney King incident, the foundation was asked to play a larger role in evaluating that department's preparedness for and response to the civil disorder that followed the acquittal of four officers accused in the King beating. The investigation was led by foundation president, Hubert Williams, and former foundation board chairman, William H. Webster.

What they learned was that the city was not well prepared for what it could face following a possible acquittal. They also established "the need for a profound change in the relationship between the police department and the communities of the city." It was their hope, based on this most costly and painful lesson, that law enforcement officials would begin to command a better understanding of the dynamics that lead to civil disorder and of the means to quell it should events begin to spin out of control.

In the course of their work, they examined the awareness of and preparedness for conditions that lead to civil disorder in other cities as well and they found that not much had been done since the last wave of civil disorder swept the nation almost three decades ago. Our institutions had largely failed to respond to the drastic changes that have overtaken our cities.

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unrest and lack standing policies and procedures detailing appropriate responses to incidents... problems that form the basis for the anger and disenfranchisement felt by many in our inner cities.

While it is clear that the police alone cannot create the social change needed to defuse the potential for civil disorder, there are constructive, effective approaches that the police can employ:

- The police can contribute to the community's sense of well being through the use of police strategies designed to build cooperative, mutually beneficial relationships between police and citizens;
- The police can monitor indicators of community tension and take action to relieve it before it reaches explosive levels;
- The police can respond to potentially troublesome situations in ways that defuse rather than inflame citizen hostility; and
- The police can face the challenge of full-scale disorder with a timely, appropriate, and effective level of force.

It is thus that the foundation launched the National Center for the Study of Police and Civil Disorder (NCSPCD) in 1993 with a national conference, *Civil Disorder: What Do We Know? How Can We Prepare?* The conference brought together over 300 police executives, community leaders, government officials, researchers and scholars to examine how to best apply what has been learned from the past to the challenges ahead.

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Goal

The goal of the National Center for the Study of Police and Civil Disorder is to enable police departments to plan for and to prevent civil disorders, and in the event they do occur, to control them in such a way as to minimize damage to the community and its people.

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Objectives

1. To provide opportunities to senior police planners, managers, practitioners, and scholars for advanced study in civil disorder and related police management issues.
2. To produce a stream of police managers well-trained in civil disorder who will influence future police policy, procedure, and strategic planning development.
3. To sponsor a series of national and regional conferences, training sessions, workshops, and symposia on police and civil disorder.
4. To assist police practitioners and scholars in researching and writing articles, monographs, and books on police and civil disorders, and to conduct or stimulate sales and distribution of these materials.

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Program

Clearinghouse to maintain an integrated information center for people to study and analyze police activities regarding civil disorder.

Fellowships and Graduate Internships for police personnel and scholars as well as internships for graduate students engaged in thesis work or other advanced study in law enforcement, especially police management.

Research Center to collect, analyze, and publish data pertinent to civil disorder.

Technical Assistance by compiling and sharing policies, procedures, and practices relating to civil disorder.

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Publishing and Disseminating materials in printed form and using the
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acquaint a larger law enforcement audience with the policies, procedures, and practices proven most effective in the prevention and control of civil disorder.

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Resources

The NCSPCD maintains a computerized database containing comprehensive data from the Los Angeles Police Commission Special Advisor's study of the 1992 Los Angeles riots, the 1980s Miami and Metro-Dade community disturbances, the 1991 disturbance in Crown Heights, Brooklyn, and volumes of other relative data.

In addition, over 1,400 additional documents (books, reports and journals) have been acquired by the Police Foundation and added to the Center's collection on subjects including community policing, ethics, integrity, race relations, crime, and use of force.

The Center's acquisition program is ongoing, and organizations, departments, and agencies wishing to contribute to its collection are encouraged to do so. Growing the Center's resources is a major goal of the foundation so as to offer a comprehensive resource to the entire law enforcement community and others interested in the dynamics of this important issue.

Documents of interest to the Center include general orders, policies, and training materials; after-action reports; and other material containing details of the preparation, chronology, experience, and handling of civil disorder by law enforcement and other agencies responsible for civil disorder preparation and response.

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Technical Assistance

Under the auspices of the Police Foundation's Institute for Integrity, Leadership, and Professionalism in Policing (IILPP), the NCSPCD provides technical assistance and training for municipal and law enforcement officials. Through an established network of experts, the center has assisted communities on the verge or in the wake of civil disorder.

The foundation has developed [The RAMS™ II](#), a comprehensive, user-friendly Risk Analysis Management System that alerts management whenever the performance of a police officer presents a risk to the officer, the department, or the community. By centralizing key performance data into one database, The RAMS™ II identifies critical risk areas, allowing for early intervention and strategic response to reduce the potential for liability, to assist officers, and to promote community confidence.

The [QSI™](#) (Quality of Service Indicator™) is a state-of-the-art system that allows for the collection and analysis of traffic stop data. The QSI™ captures information about drivers, their passengers, vehicles, the officer making the stop, and outcomes of the stop. Thus, police leaders and managers are able to make comparisons across officers, supervisors, and units with regard to the characteristics of officers and the individuals they stop. Data collected includes type of car, race of driver, reason for the stop, and other key data associated with vehicle stops. The QSI™ enables departments to gauge the quality of service provided by officers, thus enhancing the ability to improve service quality and maximize community trust.

The Police Foundation has done much of the research that has led to a questioning of the traditional model of professional law enforcement and toward a new view of policing—one emphasizing a *community* orientation—that is widely embraced today. By developing knowledge about and tools for [community policing](#) through its [research](#) program, its [Institute for Integrity, Leadership, and Professionalism in Policing](#), its state-of-the-art [Crime Mapping Laboratory](#), and as part of the [Community Policing Consortium](#), the foundation works to promote a philosophy of policing that recognizes the necessary partnership that must exist between police and the citizens they serve.

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Foundation Studies and Reports

The Police Foundation has a long history of publishing research and other reports relative to policing and civil disorder.

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For a complete list of foundation titles in print and ordering information, go to [Publications List](#).

VIndicates photocopied document; may be bound or unbound.

CIVIL DISORDER

THE CITY IN CRISIS: A REPORT BY THE SPECIAL ADVISOR TO THE BOARD OF POLICE COMMISSIONERS ON THE CIVIL DISORDER IN LOS ANGELES (1992).

\$30.00, two-volume set (450 pages) ISBN 1-884614-05-1

This 450-page work reports the results of a study—headed by former Police Foundation chairman, William Webster, and foundation president Hubert Williams—of the police preparedness for and response to the 1992 civil disorder in Los Angeles.

CIVIL DISORDER: WHAT DO WE KNOW? HOW SHOULD WE PREPARE? (1994).

\$27.95 (166 pages) ISBN 1-884614-03-5

In April 1993, a Police Foundation conference brought together national experts to consider the causes of civil disorder and the means by which it could be prevented or controlled. This book carries the edited proceedings of that conference. It offers practical approaches to controlling and preventing mass violence in our cities as well as insights into prevailing social conditions thought to lay the groundwork for such violence.

THE YEARS OF CONTROVERSY: THE LOS ANGELES POLICE COMMISSION 1991-1993 (1995). C.A. Novak.

\$15.00 (45 pages) ISBN 1-884614-09-04

This report tells the story of the struggle to institute necessary changes in the Los Angeles Police Department in the period following the Rodney King incident, the trial of the police officers involved, and the devastating civil disorder sparked by that trial. In this monograph, the members of the 1991-1993 Los Angeles Police Commission provide a unique viewpoint of a difficult period in Los Angeles history. This is the first full account of how the commission fit into the puzzle of politics, media attention, public concern, and police policy that defined the city in the months and years following the beating of Rodney King.

COMMUNITY POLICING


THE ABUSE OF POLICE AUTHORITY: A NATIONAL STUDY OF POLICE OFFICERS' ATTITUDES (2001). David Weisburd, Rosann Greenspan, Edwin E. Hamilton, Kellie A. Bryant, Hubert Williams. \$24.95 (197 pages/41 tables/figures) ISBN 1-884614-17-5.

The results of the first truly representative national survey of how America's rank-and-file police officers and their supervisors view critical issues of abuse of police authority. Officer responses are also analyzed according to rank, race, region of the U.S., and size of department. The survey instrument with responses is included. Presented are officers' views on:

- Whether abuse of police authority is a necessary byproduct of efforts to reduce and control crime;
- What types of abuse and attitudes toward abuse are observed in their departments, including the code of silence, whistle blowing, and the extent to which a citizen's race, demeanor, and class affect the way police officers treat them;
- What strategies or tactics—including first-line supervision, community policing, citizen review boards, and training—do police officers consider to be effective means of preventing police abuse of authority.

THE CINCINNATI TEAM POLICING EXPERIMENT: A SUMMARY REPORT (1977). Alfred I. Schwartz and Sumner N. Clarren. \$10.00 (63 pages)

Concludes that neighborhood team policing is hard to maintain but is a potentially

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 \$30.00 (132 pages)

useful alternative to traditional police patrol methods

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This report is the evaluation of the effort by the Madison, Wisconsin, Police Department to create a new organizational design—structural and managerial—to support community-oriented and problem-oriented policing. The report describes the effort to bring about change in policing from "the inside, out." Internal changes would be followed by external changes.

COMMUNITY POLICING IN MADISON: QUALITY FROM THE INSIDE, OUT. TECHNICAL REPORT (1994). Mary Ann Wycoff.
 \$40.00 (413 pages)

This report summarizes the findings from a national survey conducted in 1993 to determine the number of departments in the U.S. that were implementing community policing or were planning to do so. The survey also sought to determine how community policing is defined operationally by the departments that espouse it and how it differs from more traditional forms of policing.

EVALUATING PATROL OFFICER PERFORMANCE UNDER COMMUNITY POLICING: THE HOUSTON EXPERIENCE. TECHNICAL REPORT (1993). Mary Ann Wycoff and Timothy N. Oettmeier. \$20.00 (147 pages)

The Police Foundation and the Houston Police Department worked to develop and test a new personnel evaluation process in support of neighborhood-oriented policing in Houston. The study concluded that a performance measurement process designed to reinforce officer functions can provide structural support for a philosophy of policing and for structural change.

NEWARK FOOT PATROL EXPERIMENT (1981). George L. Kelling, Antony Pate, Amy Ferrara, Mary Utne, and Charles E. Brown.
 \$15.00 (137 pages)

The results of this experiment suggest that while foot patrol may not reduce crime, it reduces citizen fear of crime. Residents see their communities as safer and better places to live, and are more satisfied with police services.

REDUCING FEAR OF CRIME IN HOUSTON AND NEWARK: A SUMMARY REPORT (1986). Antony M. Pate, Mary Ann Wycoff, Wesley G. Skogan, and Lawrence W. Sherman.
 \$15.00 (47 pages)

The research summarized here demonstrates that there are strategies police can use to reduce levels of perceived crime and disorder, reduce attendant fear, heighten satisfaction with police services and neighborhoods, and, in some cases, reduce crime itself.

FEAR REDUCTION REPORTS (1985).
 Executive Summary - \$10.00 each
 Technical Reports - \$25.00 each

Reports of various aspects of community policing in Houston and Newark. An Executive Summary and Technical Report were produced for each study.

- Citizen Contact Patrol: The Houston Field Test
- The Houston Victim Recontact Experiment
- Police Community Stations: The Houston Field Test
- Police as Community Organizers: The Houston Field Test
- Neighborhood Police Newsletters: Experiments in Newark and Houston
- Coordinated Community Policing: The Newark Experience
- Reducing the "Signs of Crime": The Newark experience (Technical Report not available)

INNER-CITY CRIME CONTROL. CAN COMMUNITY INSTITUTIONS CONTRIBUTE? (1990). Anne Thomas Sulton.
 \$15.00 (123 pages)

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strategies and techniques that should be considered in shaping urban crime control
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and juvenile and criminal justice agencies.

SAN DIEGO COMMUNITY PROFILE: FINAL REPORT (1975). John E. Boydstun
 and Michael E. Sherry.
 \$10.50 (136 pages)

An evaluation by System Development Corporation of the San Diego Community
 Profile Development Project, designed to increase—through greater community
 involvement—patrol officers' ability to deal with the problems for the citizens on their
 beats.

TEAM POLICING: SEVEN CASE STUDIES (1973). Lawrence W. Sherman,
 Catherine H. Milton, and Thomas V. Kelly.
 \$10.00 (108 pages)

Examines, on a case-by-case basis, team policing as it existed in several cities in
 the early 1970s.

USE OF FORCE

**THE ABUSE OF POLICE AUTHORITY: A NATIONAL STUDY OF POLICE
 OFFICERS' ATTITUDES (2001).** David Weisburd, Rosann Greenspan, Edwin E.
 Hamilton, Kellie A. Bryant, Hubert Williams. \$24.95 (197 pages/41 tables/figures)
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The results of the first truly representative national survey of how America's
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 treat them;
- What strategies or tactics—including first-line supervision, community
 policing, citizen review boards, and training—do police officers consider to
 be effective means of preventing police abuse of authority.

**OFFICER BEHAVIOR IN POLICE-CITIZEN ENCOUNTERS: A DESCRIPTIVE
 MODEL AND IMPLICATIONS FOR LESS-THAN-LETHAL ALTERNATIVES. A
 Police Foundation Report (September 1996).** Karen L. Amendola.
 \$5.00 (7 pages)

A descriptive model of police-citizen encounters and the role of the police officer in
 them is presented in this report. This model is built on the understanding that in
 determining influences on officer behavior, it is more important to focus on risk
 factors present in all these encounters rather than simply on the type of situation.
 This report is part of a larger study which analyzed data concerning several types of
 police-citizen encounters to ascertain characteristics of those encounters, paying
 particular attention to how control tactics and technologies might be applied.

**POLICE SHOOTINGS AND THE PROSECUTOR IN LOS ANGELES COUNTY:
 AN EVALUATION OF OPERATION ROLLOUT (1981).**

Craig D. Uchida, Lawrence W. Sherman, and James J. Fyfe.
 \$15.00 (72 pages)

This report evaluates Operation Rollout, a program of the Los Angeles County
 District Attorney's Office for investigating shooting incidents involving police officers.
 Under Operation Rollout, a deputy district attorney and district attorney investigator
 were called at any hour of day or night to evaluate the wounding or killing of citizens
 by police.

POLICE USE OF DEADLY FORCE (1977). Catherine H. Milton, Jeanne Wahl
 Halleck, James Lardner, and Gary L. Abrecht.
 \$10.00 (194 pages)

Based on an extensive review of literature on the subject of police use of deadly
 force and a survey of seven major cities. Police departments differ widely in their

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Anthony M. Pate and Lorie A. Fridell, with the assistance of Edwin E. Hamilton.
\$60.00, two-volume set (360 pages) ISBN 1-884614-00-0

A 360-page report of the first nationwide survey of law enforcement agencies regarding (1) the extent to which police use force, (2) the policies and procedures governing the use of force, (3) the rates and dispositions of citizen complaints, (4) the characteristics of officers and citizens involved in those complaints, and (5) civil suits and criminal charges stemming from alleged excessive force. It provides a baseline for future analyses of these matters.

READINGS ON POLICE USE OF DEADLY FORCE (1982). James J. Fyfe, editor.
\$15.00 (316 pages)

An anthology of major articles from some of the nation's leading experts on police authority to use deadly force.

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