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Mandation of Two Police Officer Per Patrol Unit and the Impact of Diversity

Abstract

The purpose of this research is to explore the operation of police patrol units. Many police patrol units currently lack diversity as well as accountability on police officers. The first phase of correcting the deficits of the patrol units is identifying pros and cons of the current police patrolling methods. The second phase involves alternative solutions that could be put in place to create safer and more efficient police patrolling units. I analyze these solutions to determine why they would be positive and what restrictions prevent them from being feasible. In the final phase of the paper, I present a solution to overcome financial and status-quo challenges in the police department for these needed adjustments to be achieved successfully.

Keywords: police patrols, diversity, race and law enforcement, community safety

Introduction

Individuals must not discriminate against anyone in a peaceful and prosperous society. In America, there are many cases where discrimination is perceived to have a major effect, which conveys America's lack of equity and the challenge it faces to make diversity more socially acceptable. In the typical American police department, for example, there are cases of discrimination by the Caucasian majority against minorities. Recently, there have been many controversies surrounding the efficiency of police departments across the U.S. The wrongful killings of African Americans by Caucasian police officers have truly become a controversial issue. The influx and severity of these killings has outraged many in our nation. In 2013, there were a record 461 felony suspects shot by police officers; the highest it had been in two decades (Johnson, 2014). In the first six months of 2015, there were 465 people shot and killed by police, and in the first six months of 2016, a total of 491 people were shot and killed by police officers (Kindy et al., 2016). These statistics clearly show how lethal law enforcement has become. Apparent problems within police forces have been brought to the surface because of these killings. The call to reform specific mandates suggests at least two possible solutions to these issues. Having two police officers present in a patrol vehicle and mandating that the officers be different races would greatly reduce these killings.

Speculation by police departments and the media have led a portion of the public to believe that the killings of Alton Sterling (Baton Rouge, LA) and Mike Brown (Ferguson, MO) may be justifiable. However, justification for these killings depends

on perception in each situation. An example of how perception has played a role in justification is displayed in the recent death of Sterling. In the incident, the video shows two officers taking Sterling to the ground aggressively. Some viewers may perceive the video as unjust because of the excessive force taken by the police officers to apprehend the man. In contrast, the shooting may be perceived by others as being just because Sterling did have a gun and he was resisting arrest. But how can viewers determine if Sterling had access to his weapon or not? In the video, there are two Caucasian police officers apprehending Sterling. Some individuals might assume these police officers were racially biased because of the historic precedence of racism in Baton Rouge.

Most individuals think twice about their actions when they feel someone else is watching them. This effect has been instilled in most citizens at a young age. The police department makes the mistake of putting their trust predominantly in one police officer to make the right decision for society. The downside to entrusting this responsibility to one single police officer is that there is no efficient form of accountability placed on the individual. In the process of reducing biased policing, police accountability and supervision are mandatory factors (Fridell and Scott, 2005, 310). Fridell and Scott (308), reflecting on different methods of evaluating officers, state “an important early step for any department committed to addressing racially biased policing should include an ‘audit’ of all operational and administrative practices that might result in disproportionate negative impacts on racial/ethnic minorities and that cannot be justified by race-neutral factors”(308). This audit could assist in eliminating prejudiced police officers before putting them in the field.

Another form of placing accountability on officers is the installation of in-car video cameras, if the funds are provided. In-car video has the capability to enhance supervisors’ abilities to observe police officers’ behaviors, repress non-acceptable behavior, and document acceptable or non-acceptable actions to defend or support allegations which may occur. The implementation of video cameras within the vehicles should be enforced, along with a policy which sets standards for supervisors to review video footage to detect problem behavior (310). Departments where police officers are forced to wear body cameras or there are cameras on the patrol vehicles, when a police officer is questioned on a wrongful act, allow the officer to misconstrue the video footage for plausible deniability.

A negative effect for police officers patrolling by themselves is that they may feel more threatened in certain situations. Some police officers riding alone may feel highly alerted when approaching certain individuals and mistakenly pull their weapon on an unarmed suspect. With two men in a patrol unit, “specialized training and adequate

supervision can offset many of the criticisms directed at one-man cars and provide a safe and more effective patrolling unit; the unexpected situation presents the hazards, and training and equipment cannot eliminate it; cannot drive and use weapon; practically impossible to use radio while driving at high speed; other interferences may prevent dispatching of messages when failure might be a factor in personal safety” (Day, 1956, 704). Both individuals and police officers feel more secure when they are accompanied in a situation, rather than the isolation they feel entering a situation alone. Another important factor that plays a role in these situations is that having a two-man patrol unit is that the second man can cover just as much of an area as two single-man cars (703). Brian Haas presents two arguments people make in efforts to determine if partner police patrols are worth the cost or not. The article displays a case which happened in Florida, and compares the procedure South Florida uses to other big cities such as New York. He addresses how “Broward Sheriff’s Sgt. Christopher Reyka didn’t have a partner or backup when he was shot on Aug. 10 in a Pompano Beach Walgreens parking lot, leading some in the community and in law enforcement circles to question whether a second deputy could have prevented his death” (Haas, 2007).

In some cases, police officers only partner up for rookie training and special circumstances. There has not been efficient research collected to prove whether a solo police officer is safe by him or herself or with a partner, but a criminology professor at the University of South Florida, Lorie Fridell, conducted research on the deaths of police officers in 56 large cities in the United States. She concluded that one had a higher rate of murders compared to those with two officers. In this research, suspects are being aggressive toward the police officers. In addition to Fridell’s work, Bob Kaminski, an assistant professor in the Department of Criminology and Criminal Justice at the University of South Carolina, researched police officer assaults in 190 cities within the United States and concluded that there were more police injuries in two-officer patrols in comparison to one-police officer patrol (Haas, 2007). Most humans would rather be injured, as opposed to being killed in the line of duty. Mandating two police officers would eliminate some police killings by civilians from happening that come along with one police officer in a patrol vehicle. The presence of another police officer would also help eliminate the fear of being harmed by a suspect.

The San Diego Police Department conducted a study that generally concluded that one-officer units should be the typical patrol unit in cities because they are safer and cheaper. However, this finding could be slanted if single-officer patrol units are only sent to low-risk areas, compared to two-person patrol units, which are sent to more high-risk areas. In law enforcement, saving money is not always the predominant solution to acquiring effective policing for the communities they serve (Pruncken

1990). Economic benefits do not always outweigh safety costs: “Pruncken (1990) contacted the San Diego Police Department to obtain a detailed update of the deployment policy 14 years after its implementation and found that the San Diego Police Department no longer used the methodology outlined in the 1976 study. This is because the police department reported experiencing the highest officer mortality rate of any major city in the United States following introduction of the policy. As a result, the San Diego Police Department deemed that it was safer to deploy two-person units. The police department concluded that officer safety was the most important consideration, rather than cost considerations. Furthermore, they determined that single person patrols should be used only in low-risk patrol situations” (Australian Institute of Criminology).

Policy Recommendation

The San Diego Police Department’s policy shows the importance of two-officer patrol cars. However, in the case of low-priority calls, violence could still occur. The FBI Uniform Crime Report concluded that “from 1988 to 1997, 688 officers were killed in the line of duty. 350 of these occurred when officers were responding to ‘low priority’ calls. Of these, 298 officers (86%) were working in single person patrols (Thomas 1999)” (Australian Institute of Criminology). Moreover, having two police officers in a patrol vehicle eliminates the room for false accusations during an incident. Research conducted by Frank Day (1956) concluded that a single-officer patrol is inefficient compared to a two-officer patrol unit because there are situations where some things may go overlooked by one police officer. When addressing a situation, two officers are often needed to perform the work and later to corroborate witnesses in court and provide protection from unjustifiable charges (Day, 1956, 703).

Another positive impact of two-officer patrol vehicles is that if an officer is guilty of misconduct, his or her partner could testify in court about what happened. If two police officers know the chances of being caught is higher when doing something wrong, they would be less likely to commit a crime on an innocent victim.

Racially Diverse Patrol Units

Policy Problem

Along with the mandating of two police officers per patrol car, there should be a mandate requiring the two police officers be of different races. Statistics show that Caucasian police officers draw their weapons more than officers of other ethnicities. Due to there being a statistically lower chance that an officer from a minority background will draw a weapon, it is logical to expect that, with this policy in effect,

there would be a decrease in the number of shooting incidents by police officers. This implementation would also help eliminate racially motivated behavior in the police department. If there are two police officers of the same race patrolling in the same vehicle, the chance of those two police officers sharing the same values is high. This could have a positive or a negative effect. If there is a Caucasian police officer who is racist toward the minority community, that racially biased police officer could socialize his Caucasian partner to embrace those same beliefs. This could lead to those police officers engaging in wrongful killings of minorities. On the contrary, if there are two police officers of diverse ethnicities working together, then both races would have to get along with one another. If they did not get along personally, an investigation of prejudiced behavior could occur. This factor alone could eliminate the chances of an innocent shooting on a citizen. Two police officers of different ethnicities could help socialize one another in a positive way. The partnership would assist in individuals understanding each other better and make the partnership more effective. In many cases, the lack of awareness and in understanding another individual's culture is the core reason for miscommunication. Chapter 27, section 8 of the Community Tool Box states, "History shows that when groups are organized through common purpose they can wield great power and succeed. Because no one group is responsible for a problem, no one group alone can solve it. Competition among groups doesn't aid survival in today's turbulent world" (Brownlee, 2016). In a successful multicultural collaboration, there must be a common purpose, which in this case is to serve and protect. This would bring the two officers together to put aside their personal beliefs in efforts to adhere to the same common belief (Brownlee, 2016). Diversity helps us learn from one another, making us more receptive to change and less likely to be suspicious of people who are different from us. In a literature review written by the U.S. Department of Justice and the U.S. Equal Employment Opportunity Commission, experts agree that "workforce diversity may also have positive effects on law enforcement agencies; making them less insular and more receptive to change" (U.S. Department of Justice, 2015, 2). If there were a racially biased police officer paired with an officer of another ethnicity, that cop would think twice about his actions before carrying out a wrongful act.

Increasing Diversity in the Police Department

Policy Problem

Even though there are many positive impacts that come from these diverse, two-officer partnerships, there are some factors that prevent it from being exercised. In most police departments, there are more Caucasian police officers than there are minorities. The ability to place two police officers of diverse ethnicities would be difficult because

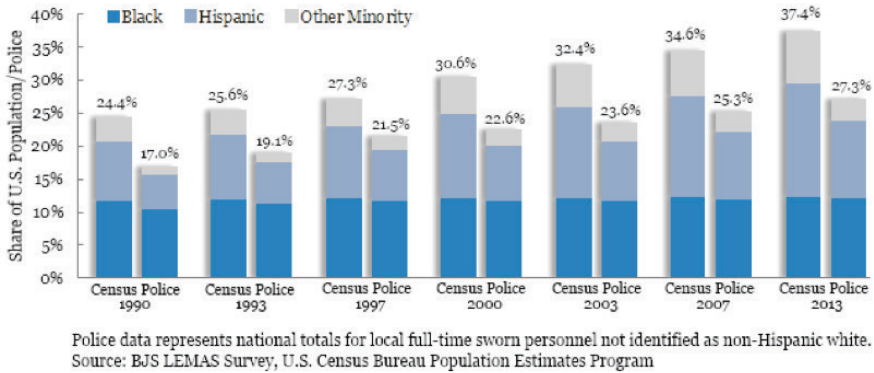
there is not enough diversity in current police departments to do so. If they are supposed to reflect the community they serve, why are police departments not more diverse?

Policy Background

Improving the diversity of police departments can change the argument addressing the lack of equity by these forces. If the efforts are to unify America, the efforts must start with unifying the government. People are born with the instinct to maximize their utility. If a police department is predominantly Caucasian, it is logical to assume they will protect their own race. Another important factor in diversifying the police department is “greater diversity in policing increases cultural participation in the policing process and helps develop representative bureaucracy (Sun and Payne, 2004; Theobald and Haider-Markel, 2009). Representative bureaucracy, where public agencies mirror the society they serve, is an often-cited organizational goal because diverse public-sector organizations are believed to be important to a well-functioning democracy (Mosher, 1982; A. E. Smith and Monaghan, 2013; Van Riper, 1958)” (Kringen, 2016, 253). Representative bureaucracy is understood to be vital in legitimizing power because it gives equal access to power to all citizens. This system of government prevents just one race from having ultimate power over decision-making. Since 1960 there has been an increase of diversity within police department’s, but there remain three issues. First, police departments have failed to succeed in establishing proportional representation of black officers; second, in recent years the progression of black officers has stalled; and third, the black representation in policing could be misrepresented by aggregate statistics (Kringen, 487). Statistics could be misconstrued to reflect only the police departments in more populous areas, and neglect to show the statistics of black representation within suburban or independent cities. Table 1 shows an estimate of diversity within police department’s from 1990 to 2013.

Table 1

Minority Police Representation Trails U.S. Population



(Maciag, M. 2015)

The chart shows there has been no increase in black or other minority presence within police departments, but there has been a steady increase among white police officers (Maciag, 2015). When police departments can reflect the racial demographic of the community they serve, it provides an image of equity to the public, most importantly in minority communities. This also increases the chances of police departments understanding the perspectives and attitudes of the minorities in a specific area and facilitates communication with those individuals effectively. Finally, police officers will learn to better understand and respect various races and cultural perspectives through interacting with those individuals on a regular basis (U.S. Department of Justice, 2015, 2). The question to answer in solving the current conundrum is how we can create more diversity within the police department.

The subject of diversity in the United States police departments has been of relevance for many years. However, the media plays a key role in exposing police brutality, such as the incident of Mike Brown, an unarmed teenager, shot and killed by a white police officer in Ferguson, Missouri. Even though Ferguson is predominantly black, there are only three black police officers within law enforcement there. This is consistent with other cities throughout the nation where

“755 cities, where the U.S. Census had data on police officers, 75% of the cities had a higher percentage of White police officers than the percent of White residents in the city’s population. In some of the cities, the difference between the racial composition of the police department and the community was quite large; in 52 of the cities, the percentage of

white police officers was 3 to 5 times greater than the percent of white residents (Keating, Badger, and Elliot, 2014). This underrepresentation has been highlighted as one of the issues that led to community mistrust in police” (Kristen, 2016, 486).

One reason behind the lack of interest in joining the police force is the lack of confidence Americans have for the police force.

Table 2

Changes in Confidence Ratings of Police, by Subgroup

Figures are percentage with "a great deal" or "quite a lot" of confidence in police

	2012-2013	2014-2015	Change
	%	%	(pct. pts.)
National adults	57	53	-4
Men	58	51	-7
Women	54	53	-1
White	60	57	-3
Nonwhite	49	42	-7
Black	36	30	-6
Hispanic	60	52	-8
18 to 29 years old	57	50	-7
30 to 49 years old	55	50	-5
50 to 64 years old	55	54	-1
65+ years old	62	58	-4
Postgraduate	63	52	-11
College graduate only	60	56	-4
Some college	56	53	-3
High school or less	53	51	-2
Conservative	60	63	+3
Moderate	57	49	-8
Liberal	51	44	-7
Democrat	55	42	-13
Independent	51	51	0
Republican	68	69	+1
Annual household income \$75,000 or more	63	56	-7
Annual household income \$30,000 to \$74,999	58	57	-1
Annual household income less than \$30,000	46	42	-4
Live in big/small city	55	52	-3
Live in suburb	61	57	-4
Live in town/rural area	55	51	-4

Place of residence based on respondent's description as living in "big city," "small city," "suburb of a big or small city," "town" or "rural area."

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Jones, J. (2015)

Statistics (as seen in Table 2) have shown a decrease across the board in confidence of U.S. police departments. In addition to the statistics shown in table 1, African American confidence has not changed drastically across the years because African Americans already inherently carry a substantially low level of confidence for the police department because of the recent events occurring on a national level, this confidence will continue to decrease (Jones, 2015). In hopes of making police departments more diverse agencies, the tasks will be hard with lack of confidence in them. Statistics show there is currently a lack of minorities who show interest in becoming police officers. A reason for this could be because of historical prejudice or discrimination, police departments have exemplified toward minorities and related cultural issues that influence perceptions of police officers. An example showing this effect is that blacks may choose to avoid becoming a police officer because of the perception that police are hostile toward blacks (Kringen, 2016, 488). The reason behind this could be how minority children perceive the police as bad entities, and hold this perception through adulthood. In an interview published in *The Atlantic*, a young minority had intentions of becoming a police officer until he was consistently mistreated by police officers for doing nothing wrong. In police departments, there are quotas an officer must meet to gain promotion to a desired rank. Sometimes officers are forced to racially profile to meet those quotas and summonses:

In 2012, when Detective Debra Lawson brought a lawsuit in Brooklyn Federal Court alleging that minorities in her NYPD unit were passed over for promotion, her colleague, Detective Al Hawkins, testified that a superior regularly used the n-word, saying on one occasion, "If you have to shoot a nigger, do what you gotta do." Another colleague, Detective Gregory Jean-Batiste, said he was called "a black bastard." The testimony also included an anonymous retired detective who alleged that a superior officer said of minority suspects, "They are fucking animals. You make sure if you have to shoot, you shoot them in the head. That way there's one story," and that on raids in black neighborhoods, his superiors "didn't care if it was kids in there, they didn't care if it was women in there, naked women... They treated them as if they had no rights whatsoever. It was disgusting." One can either credit these allegations, or believe that three NYPD officers conspired to lie under oath (Friedersdorf, 2015)

In *The Atlantic* interview, the unidentified officer quoted his captain saying, "we're going to go out there and violate rights" (Friedersdorf, 2015). The problem that arises from this is black officers are going to be less likely to stop and frisk individuals of

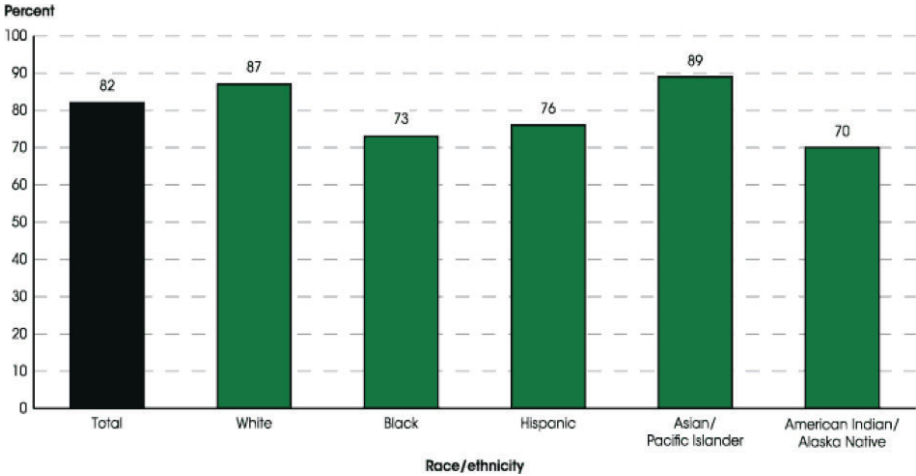
their own ethnicity because of racial bias. If there are more Caucasian police officers getting more arrests and summons throughout the community, the Caucasian police officers are more likely to get the desired promotions. The system puts pressure on police departments to increase its arrest and summons record for promotion. If the police officer does not do what is asked of him or her by his or her superior, they are penalized by getting transferred, put in dangerous communities to patrol, and are potentially put at risk of looking bad on paperwork which follows an individual through his or her career. We must change the perception of police departments from corrupt institutions to positive institutions mandated to serve and protect people of all ethnicities rather than existing as an institution that hunts people down.

We should also consider the pass and fail ratio on how many minorities fail the psychological test necessary to be a police officer. In recent studies regarding this issue, Kringen's examination of hiring policies found that civil services commissions routinely disqualify black applicants because of potential bias automatically built into the testing and hiring procedures resulting in disproportional biases when it comes to black officers. The development of this research shows that some of the processes used by municipalities does have negative consequences to diversify departments (Kringen, 2016, 482). An example of this bias toward black applicants is "written examinations have been shown to disproportionately affect black applicants (Ricucci and Riccardelli, 2014). Kringen quotes Ho (2005) who expresses that bias against black applicants is inadvertently built into the testing mechanisms which, in turn, disqualifies Black applicants who otherwise would qualify if not for their socioeconomic constraints (Kringen, 2016, 489). To bring change to the attitudes of minorities, we must find ways to improve police perception in communities where minorities live.

Another factor that plays into the abundance of prospective African American candidates' failure to pass the test are the rules within civil service. To meet the requirement to become a police officer a candidate must obtain a high school diploma or a GED; however, blacks and Hispanics graduate high school at rates nearly 20 percentage points lower than whites (Stillwell, 2010). "Thus, a smaller pool of racial/ethnic minorities is likely to meet educational requirements" (Matthies et al., 2012, 3). Table 3 shows the disparity of graduation between races. The national toll shows the lack of education blacks receive, but Table 4 breaks the statistics down even more by states.

Table 3

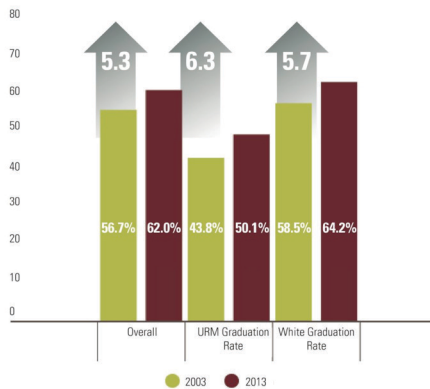
NOTE: The adjusted cohort graduation rate (ACGR) is the percentage of public high school freshmen who graduate with a regular diploma within four years of starting ninth grade. The Bureau of Indian Education and Puerto Rico were not included in United States four-year ACGR estimates. Race categories exclude persons of Hispanic ethnicity. SOURCE: U.S. Department of Education, Office of Elementary and Secondary Education, Consolidated State Performance Report, 2013–14. See Digest of Education Statistics 2015, table 219.46.



(National Center for Education Statistics, 2016)

Table 5

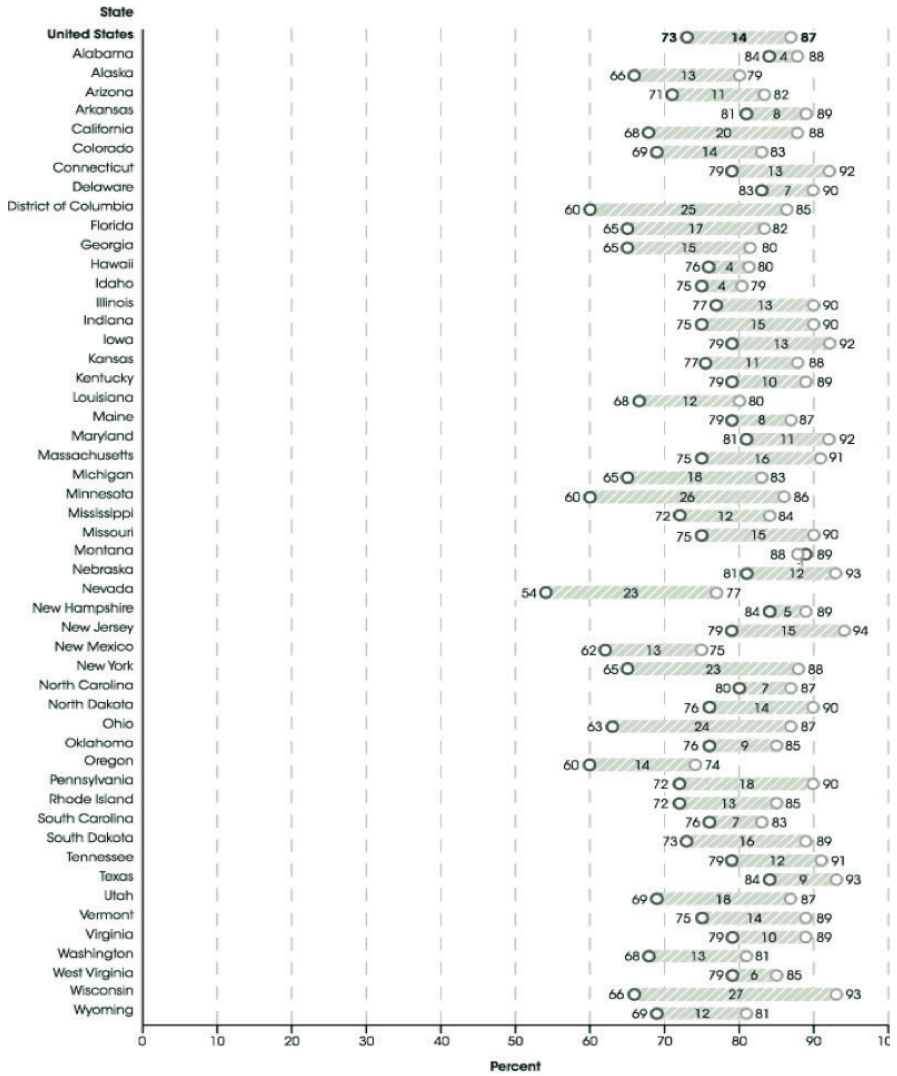
Figure 3: Average Graduation Rates for Underrepresented (URM) and White Students at Four-Year Public Institutions That Have Improved (2003-2013)



(Camera, L. 2015)

Notes: This analysis includes 255 institutions that showed overall improvement in graduation rates over the past decade and had at least 50 first-time, full-time underrepresented and 50 first-time, full-time white students.
Source: Education Trust analysis of IPEDS graduation rate data.

Table 4



(National Center for Education Statistics, 2016)

As Table 4 demonstrates, in each state, there are more whites graduating than blacks. If each state has a significantly more whites graduating, then there will be more Caucasian police officers employed because Caucasians qualify for the jobs. To improve blacks getting an education, there should be more government assistance to ensure their environment benefits their educational experience. Many minorities grow up in rural areas with unbalanced households so they lack the guidance and support to get an education. The school system and rehabilitation systems should step into these young adults' lives and provide more guidance and support to pursue a better education. Instead of rehabilitating young blacks, the system gives those young adults criminal records, which then presents another barrier preventing them from a job in law enforcement.

The rules within civil service give departments the permission to investigate criminal history. If an applicant's criminal history exceeds the standards set forth by the civil service employment agency, then the applicant is disqualified from the process. Although this process seems logical in a sense, we do not want police officers to be ex-cons, research has shown that many black applicants are disqualified to become a police officer because of criminal history, even when that history consists of just minor offenses (Kringen, 2016, 489). This standard automatically puts blacks at a disadvantage because there is "research that suggests that blacks may demonstrate more recorded criminal history simply as a reflection of their greater risk of being stopped or arrested" (Kringen, 2016, 489). The reasoning behind minorities having more criminal records is that there are many minorities who grow up in urban areas. Most urban areas are heavily patrolled by police departments because of higher crime rates documented. This does not mean that rural areas are anymore safer than urban areas, but because of the more often convicted black community, there is higher presence of police patrol units. This automatically puts the majority Caucasian community at a higher advantage.

In addition to the criminal history check, civil service rules also require background checks on things like employment history and financial responsibility, which also may influence minority applicants (Kringen, 489). In recent years, departments exercising these rules have not taken into consideration the fact that minorities face ongoing financial downturns and employment challenges (Kringen, 2016, 489). If there is a large ratio of minorities failing compared to Caucasian police officers, we should look at who is making the tests that are administered. Most minorities grow up in single-parent homes or urban areas, which could influence an individual's mental. Ann Li Kringen gives a similar example of this idea stating, "civil service commissions may adopt rules related to applicants' criminal histories or financial backgrounds based on beliefs that applicants' possessing negative histories should not be police officers. Criminal background rules may disproportionately affect minority applicants, who experience

excessive minority contact as youth, whereas financial rules may disproportionately affect minority applicants, who are more likely to have faced financial difficulty. The disproportionate disqualification of minority candidates can prohibit individuals from entering the profession; thus, it may inhibit police organizations' ability to diversify (Kringen, 482). This is a severe issue in that, when trying to establish a commitment to social justice, then diversity within the police department creates perceptions of legitimacy (Kringen, 482).

In addition to the rigorous process minorities must go through to become a police officer, they also face a challenge receiving equal pay. For a police officer to receive increased pay and promotions, "As with the hiring process, the promotion process may consist of both formal exams and informal assessments that could potentially impact the demographics of who gets promoted" (Matthies et al., 2012, 3). The purpose of the test is to reveal any predictive bias, but a test could be biased against a group when the test relays false predictions of how those individuals will perform in the future (Matthies et al., 2012, 3). Studies collected have shown that minorities believe they do not have the support of management to apply for a promotion (Matthies et al., 3). If there is a lack of minorities in leadership positions within police forces, this may eventually influence target group recruitment as well. In addition, the lack of support of some minority police officers, lack of extensive education to get promoted, and the lack of support generally bar any opportunities black officers hope to have. Promotions are competitive and if a candidate has a bachelor's degree, they will more likely get picked over someone who does not. Table 5 shows a significant difference between the amount of whites graduating from college in comparison to minorities. If the significance of a bachelor's degree plays a role in promotion, blacks are at a disadvantage because of their failure to further their education. Many minorities who have the knowledge to go to college often do not have the funding to pay for a college education.

In conclusion, the efforts to require more accountability from police officers should be essential to improving police departments' efficiency. Assigning two police officers, rather than only one, per patrol car greatly impacts officer performance in fairness and equal treatment. Single-officer patrols are not equipped to handle situations alone. If police departments are going to train officers with partners, then they should maintain that partnership and relationship. In addition to the assignment of two police officers per patrol car, research has shown that racial diversity has a significant impact on better law enforcement performance. If the community responds more positively to the police department, then there would be a decrease of unjust force. In diversifying patrol units, minorities would logically have more respect and confidence for the police department. In the process of creating a fair and just society, we must work together and acknowledge each other as equals with the same amount of respect.

Solution

A solution to resolve the conflicts in lacking the personnel and funds to acquire two-officer policing units with diverse races is to delegate more tax funds towards law enforcement budgets. American people depend on the police department to protect them from unwanted dangers and it is hard to assume that they would object to more of their tax dollars being allocated to police departments. These tax dollars would not only provide more jobs in police department's, but would also enable police to provide efficient programs within urban communities of underrepresented minorities. These programs would provide minorities a positive view of law enforcement and in turn would raise the chances of those residents wanting to be police officers themselves. Police departments would also have more funding to conduct programs to provide better trained officers in the field.

An example of an effective program would be the Law Enforcement Advocate Program. The program was launched by TASC and the Denver Police Department in 2003 focusing on juveniles. The three initial goals of the program were “(1) improved client outcomes through officer/client relationships that focused on accountability and public safety; (2) improved citizens’ perceptions of the police; and (3) enhanced police/community relations” (Rodriguez et al., 2013, 22). Research concludes that the program achieved all three initial goals and more. In the article, the results from the observation “revealed that the program was effective in meeting key metrics aligned with the original LEA program goals, including positive client-level outcomes, positive effect on community relations, and increased officer satisfaction. Pre/post evaluation identified other results aligned with the project goals, including reduced police calls for service to high-profile addresses, lower criminal recidivism and substance abuse, and increased identification and early intervention services for drug-endangered families” (23). In 2006, the program expanded its assistance to adults as well (2013). Currently, the organization is a major part in 90% of adult and juvenile TASC programs and assists 600 families annually (2013).

This organization is a key example of the role programs can play in communities. The program is directed mostly toward drug abusers, but assisting families with this issue does so much more. When an individual trusts a police officer to provide them with help and keep information confidential, it promotes trust between the individual and the police officer. Assisting individuals through programs, instead of correctional facilities, gives people a second chance at life and hope that there is more to come. The more funds allocated to police departments, the more programs can be conducted to provide a beneficial community presence.

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