

CRITICAL ISSUES IN POLICING SERIES

Advice from Police Chiefs and Community Leaders on Building Trust: **“Ask for Help, Work Together, and Show Respect”**



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*Advice from Police Chiefs and
Community Leaders on Building Trust:*
**“Ask for Help, Work Together,
and Show Respect”**

March 2016



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Acknowledgments

PERF IS PROFOUNDLY GRATEFUL TO THE Motorola Solutions Foundation for supporting the Critical Issues in Policing series. I encourage all our readers to look at the back cover of this report, for a list of the previous Critical Issues reports that PERF has produced with support from Motorola. I think you will find that just about every major issue you can think of has been the subject of a Critical Issues report. Issues like training officers to reduce use of force, de-escalation, the issues of Ferguson, managing large-scale demonstrations and other major events that often involve a joint response by multiple agencies, cybercrime, the heroin epidemic, changes in marijuana laws, active shooter incidents, federal investigations of local police agencies, new technologies in policing, labor-management relations in policing, gun crime, gang violence, the role of police in immigration enforcement, and many more.

Never has our support from the Motorola Solutions Foundation been more important than right now, as the policing profession faces one of the biggest challenges in memory: creating a new, “post-Ferguson” model of policing, one that prevents unnecessary uses of force and is built on community trust. As I write this, we are drafting a new Critical Issues report about PERF’s new “30 Guiding Principles” on police use of force, which will help agencies increase officer safety while also reducing the likelihood of police shootings in certain types of situations, such as a mentally ill person brandishing a knife. This forthcoming report will be based largely on three previous Critical Issues reports—the one you are holding, along with *Defining Moments for Police Chiefs* and *Re-Engineering Training on Police Use of Force*.

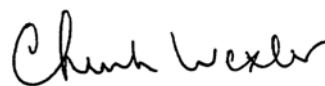
Among PERF’s funders, the Motorola Solutions Foundation is unique in providing PERF with the flexibility to address new issues the moment they emerge.

PERF is grateful for the leadership of Motorola Solutions Chairman and CEO Greg Brown; Jack

Molloy, Senior Vice President for Sales, North America; Gino Bonanotte, Executive Vice President and Chief Financial Officer; Cathy Seidel, Corporate Vice President, Government Relations; Domingo Herraiz, Vice President, North American Government Affairs; Matt Blakely, Director of the Motorola Solutions Foundation; and Rick Neal, retired Vice President at Motorola Solutions, who continues to assist us with Critical Issues projects.

Of course we are also most thankful to all of the police chiefs who participated in this project, and who invited the community leaders who provided their thoughtful perspectives. Nearly all of our Critical Issues projects are based largely on the knowledge and wisdom offered by our members, and this one is no exception.

Finally, PERF’s staff deserves credit for managing and organizing this project. Deputy Chief of Staff Shannon Branly was in charge of the entire project, under the supervision of Chief of Staff Andrea Luna and with superb assistance from Research Assistants Matt Harman and Allison Heider. Research Associate Rachael Arietti and Research Assistant Sarah Mostyn handled logistics. Research Associate Sunny Schnitzer, Executive Assistant Soline Simenauer, and Intern Jean Hyun assisted with the meeting. Communications Coordinator James McGinty took the excellent photographs for this report and managed the review of quotations. Communications Director Craig Fischer deserves special credit for drafting this report, and once again making sense of a very dynamic conversation. Graphic Designer Dave Williams brought his excellent attention to detail and design skills to this report.



Executive Director
Police Executive Research Forum
Washington, D.C.

Community-Police Relationships: An Essential Element of Moving Forward

By Chuck Wexler

THE LAST 18 MONTHS HAVE BEEN TRAUMATIC for the policing profession and for communities across the nation, with issues of use of force being questioned. To address these issues, the Police Executive Research Forum has been working to devise new training programs for police officers, emphasizing concepts of de-escalation, crisis intervention, and “slowing situations down” in order to give officers more time to evaluate what’s happening, consider their options, get additional resources to the scene, and devise effective responses that minimize use of force.

The national upheaval in policing since Ferguson is not only about issues of policing and training regarding use of force. Equally important is the impact on the level of trust by community members in their police departments. So we invited police chiefs and community leaders to a national conference in Washington, and asked them to discuss what’s going on in their cities, particularly with respect to issues of force and the level of trust in the police. We wanted to know how they see what’s going on in their city, and how they feel about what’s happening nationally. And to the extent that community leaders and police chiefs could tell us that they have solid relationships of trust, we wanted to ask them for their best advice about how they reached that point.

To get this project under way, we contacted PERF’s member chiefs, invited them to participate in a one-day meeting, and asked each participating chief to invite one community leader to the

meeting. We wanted frank, candid discussions that would produce useful information and guidance, so we asked each chief to “choose a community leader who is not necessarily your biggest fan, but who has credibility in the community.”

I think most of our chiefs took that guidance to heart. As you will see when you read this report, many of the community leaders were very candid in expressing their views about the police.

At the same time, we asked police chiefs to choose a community leader who is constructive and who wants to work with the police to build relationships of trust. And again, I think the discussions in this report show that our participating community leaders did have constructive attitudes and approaches.

With more than 150 participants, not everyone at the meeting had an opportunity to speak; there simply was not enough time in the day, even though participants honored my request that they focus on a few key points and speak concisely. In some cases, participants later told us that they did not speak because others had already made remarks that were similar to what they would have said. In other cases, participants later sent us comments by email to include in this report. I am grateful for everyone’s contributions, and I regret we couldn’t hear from everyone.

I hope you will find this report helpful. The bulk of the report is simply quotations from our community leaders and police chiefs. The final chapter summarizes many of the key observations that were

made and the suggestions and strategies for improving relationships between police agencies and the communities they serve.

As a number of chiefs and community leaders said at our meeting, this is a very serious business. Police departments cannot do a good job if they do not have a high level of trust from all of their various communities. Police rely on help from residents to find out what is happening in the neighborhoods and to work with community members to solve local problems. And building community trust often is not an easy thing to accomplish.

However, I don't think I have ever moderated a conference with a more passionate group of people who were so deeply engaged in trying to make things better. Police agencies across the nation can use this report to guide their efforts to build trust at this critical time. The world is changing; the work of policing is changing. We all need to work especially hard now at communicating with each other and developing mutual respect.

18 Points We Heard about Effective Community-Police Partnerships

FOLLOWING ARE SOME OF THE SUGGESTIONS AND INSIGHTS *that were offered by community leaders and police chiefs at the PERF conference. More detailed quotations from these leaders can be found in the next section of this report.*

1 | Don't Be Afraid to Apologize

We are human; we make mistakes. So apologize. *Apologize on the spot to the person.* It's such a "wow" for people to be told, "Hey, I'm sorry. That didn't go the way it should have gone."

—San Francisco Police Chief
Greg Suhr



3 | Be Open to Hearing People's Negative Experiences with the Police

You can never dismiss anyone's negative experiences with the police, what they have gone through, or what their loved ones have gone through.

—Boston Police Superintendent-in-Chief
William Gross



2 | Create and Enforce a Duty to Intervene

The community does not believe that the police will police themselves. I have seen cops standing right there and not intervene when it's clear that another officer is doing something wrong. A lot of these incidents are on video. But if the video were to show another officer stepping in and stopping the misconduct, do you know what that could do to improve relations between police and community? If you really want to fundamentally change the way people think about the police, you have to see blue checking blue.

—Dr. Joe Marshall,
Omega Boys Club, San Francisco



4 | Understand the Roots of Mistrust

My father said that people hate each other because they fear each other, and they fear each other because they don't understand each other...We are still divided in this nation, and we have to find a way to bring the community together with law enforcement.

—Dr. Bernice King,
The King Center



5 | Reach Out to Local Business Owners Who Know Their Customers

Reach out to barbershops and other small businesses, the Mom and Pop stores, because we are the community. As a barber, I hear all the things that you all don't hear. Your businesses where people congregate have been in these neighborhoods for years. They are the ones who know what's really needed. You can sit around and tell us what you think we need, but instead you should listen to us telling *you* what we need.

—Shaun Corbett,
NC Local Barbers Association



6 | Encourage Officers to Mentor Youths

A police officer made a difference in my life. If you want to save these 18- to 24-year-olds, you have to get them when they are 8, 9, 10, 11. You influence them, you inspire them, and I guarantee you are going to have fewer people being victims of gun violence, and you are going to have more active adults who are contributors to your society.

—Anne Arundel County, MD
Councilman Pete Smith



7 | Encourage Officers to Volunteer in the Community

People will view the police differently when they see us do things differently. So we ask officers to put in what we call “sweat equity.” Whatever people are doing in the community, that's what we do. If you pastors are giving away food, we put the apron on and help give away food. If you are planting trees, we plant trees. This takes a lot of effort, but it's worth it, because people start to see the police as a partner.

—New Orleans Police Chief
Michael Harrison



8 | Measure Officers' Performance in Building Relationships

One of the things that we are focused on is defining our identity as police officers. We talk about transitioning from the “warrior” to the “guardian” mentality. As police leaders we must change the evaluation systems that we use to gauge the performance of our officers. If we want officers to serve as facilitators and problem-solvers, we should not make the sole criterion of their effectiveness the number of arrests or the number of summonses that they generate.

—Camden County, NJ Police Chief
Scott Thomson



9 | Police Must Acknowledge that Mistrust Is Legitimate

It seems like a lot of young people just do not trust the police. And that is something that we must, first of all, acknowledge. You need to understand that the distrust right now is legitimate. These people are right to feel angry. They are right in their views to want to go out there and march.

—Otieno Ogwel, Community and
Police Trust Initiative, Phoenix



10 | Strive for Diversity in Police-Community Panels

It's important to create a citizens' panel that doesn't just include lawyers and ministers and the “respectable citizens” in our society, but also people who the police have contact with. I think we should be creating a citizens' panel that shares influence and power with directly impacted folks, formerly incarcerated people, law enforcement, community, faith leaders, and also a representative from the protest community.

—Rev. Ben McBride,
Oakland, CA



11 | Work for Mutual Respect

Police Chief Teachman and I are not buddies. It's not popular for me to sit here with him in my community, nor is it popular for him to sit here with me. But the chief and I have a mutual respect. I respect him because he has been a man of his word, and that's all I really need as a community leader, to believe that he is true.

—*Dr. Erskine Jones, Sweet Home Ministries, South Bend, IN*



12 | Police Should Approach Community Members, Not Wait To Be Approached

For the police, the best way to build trust is to go to the people. Do not expect them to come to you in an open forum, especially in communities that don't trust police or have had some issues with police before.

—*Clovia Lawrence, Community Outreach Director, Radio One Richmond, VA*



13 | Tear Down Stereotypes by Engaging with Youths

I want to share something that has really proven itself in building these relationships in Spokane. It's called the Youth and Police Initiative (YPI), and it brings together police and high school students to tear down stereotypes in how youth perceive police officers and how police officers perceive our young people.

—*Pastor Shon Davis, Spokane, WA*



14 | Take Action Immediately When You See that Something Is Wrong

If a chief quickly recognizes that something is wrong, it's better to take action immediately. We can no longer say, "This is under investigation" and sit coldly for a month. We have to move quickly.

—*Clearwater, FL Police Chief Daniel Slaughter*



15 | Acknowledge Mistakes

Officers are people, they make mistakes. So you need to step up and take accountability for the fact that an officer has made a mistake. Don't make the situation worse by covering up for the officer, or trying to make it seem like the officer is always right. The officers are *not always right*.

—*Pastor Strick Strickland, Kalamazoo, MI Citizens Review Board*



16 | Include Community Members in Recruiting and Hiring

For communities that don't have the diversity you desire in your police department, speak with your police chief and ask for an opportunity to participate in the hiring process. And you can advise your chief on where to recruit—for example, at a historically black college or other places where there maybe potential employees.

—*Ricky McNeal, President, NAACP-Garland, Texas*



17 | **Reach Out to Each Other
During Non-Stressful Times**

We need to recognize that for too many people, the only time they meet a police officer is when something bad has happened to them, or when the police think they have done something bad. And that's not the way to build trust. So please invite us into your lives. Ask us into your schools, invite us into your church basements after a service, invite us into your community meetings. We want to go where people are naturally congregating, and not just show up when something bad has happened.

—*South Bend, IN Chief
Ron Teachman*



18 | **Recognize that Young Officers
and Community Leaders
Face Big Challenges**

I have done more than 2,800 eulogies in 14 years. I have a eulogy tomorrow morning when I get back; a 26-year-old was shot at Viola Street. We have drug dealers on the street in Camden, we have the M13 and the Latin Kings—you name it, we got it. I think pastors have to come out of their pulpits, put their jeans on and their sneakers, and get out there and beat the pavement. We have a lot to deal with in the community. I think when you drop an officer straight from the police academy into Camden and he hasn't had a chance to deal with all this, the first day on the job he gets sent to a shooting site, and it puts him at a bad disadvantage. How can he deal with these issues?

—*Pastor Edward Barron,
Camden, NJ*



Community Leaders and Police Chiefs Talk Frankly about the Issues They Face, and How They Work with Each Other

**PERF President Scott Thomson,
Camden County, NJ Police Chief:**

Healing Between Police and Communities Is Long Overdue in Many Cities

If there is one thing I would ask for today, it is to please feel free to speak your mind. Don't be afraid to discuss challenging topics and situations. PERF is an organization of gentlemen and ladies, and we can disagree without being disagreeable. As my guest, the great Pastor Edward Barron from Camden, has said to me, "If everybody is thinking the same thing, then no one is thinking." So please, let's have an honest dialogue today, and you, the community leaders, can help us police officials work through this watershed moment in American policing. This

could be the pivot point to start moving our organizations towards the healing and reconciliation that's long overdue with many of our communities. I look forward today's discussions, and thank you all for being here.

**Reverend Ben McBride,
Empower Initiative, Oakland, CA:**

Reforms Can't Come Fast Enough For the People Who Feel Terrorized by Police

I am a Director in the PICO California National Network¹, and one of the things we are talking about is the reality of communities' experience with police. What we talk about today sits aside a larger conversation of historical white

supremacy in America, where black and brown folks across this nation were exposed to state-sanctioned violence that terrorized our communities.

So even though we might feel like we are living in a different season now, the truth is that when we were called



LEFT: PERF President and Camden County, NJ Chief Scott Thomson
ABOVE: Rev. Ben McBride, Empower Initiative, Oakland, CA

1. PICO is a national network of faith-based community organizations in 150 cities and 17 states. <http://www.piconetwork.org/about>

RIGHT: Miami Beach Chief
Dan Oates

FAR RIGHT: Stephen Johnson,
Miami-Dade NAACP Executive
Committee



by some of our clergy colleagues to come to Ferguson a week after Mike Brown was shot, we began to build relationships with the people on the streets in the protest movement, and it was very clear that young people feel terrorized and disconnected from the police departments that are policing in their communities.

We are beginning to step forward into the acknowledgement that it is impossible for every human being to have implicit bias *except police officers*. Police officers are human beings like everyone else; they have bias. And we must begin to provide not just training of officers, but also reform that is going to provide accountability to those who feel the pain of the situation the most.

I will finish with this Malcolm X quote that I think it is important:

*When you have two different people, one sitting on a hot stove, one sitting on a warm stove, the one who is sitting on the warm stove thinks progress is being made. He's more patient. But the one who is sitting on the hot stove, you can't let him up fast enough.*²

Many of us here at this meeting, we can sit on a warm stove without jumping off. We have a higher level of resources, a different level of access to power. But the masses of people who are dealing

with the pain and the challenge in the community do not have that margin. So they will get out in the street and protest, and we as community leaders must stay with our young people and get out on the streets and protest. And if we are going to talk about some real peace and some real way forward, we may need to talk about the acknowledgement of the historical challenge, and begin to have some serious conversation on what we need to do to create a new expression of police-community relationships and leadership together.

Miami Beach Police Chief Dan Oates:

***Communities Must Work with Chiefs
To Abolish Laws and Rules that
Undermine Discipline and Accountability***

In my career I have had the privilege of working in four police departments in four states, and I want to talk about a major issue in all these departments: police discipline.

One of the most important things police chiefs do is manage personnel, and a portion of that is using disciplinary tools for training and accountability—and occasionally to remove really bad cops from our ranks.

In my experience, in the places in which I have worked, I have regretted that the same community

2. "Malcolm X, Open Mind Roundtable, October 15, 1961." <http://malcolmxfiles.blogspot.com/2013/05/open-mind-roundtable-october-15-1961.html>

that wants to hold my organization and me accountable for officers' behavior hasn't been as invested as it could be in the disciplinary process.

This is a room full of very enlightened, experienced police chiefs, and probably every one of them could tell stories about disciplinary actions they have taken that have been reversed. I could tell you stories of police officers I have fired who have been put back to work, where the story of what they did is so compelling, there isn't a person in this room that wouldn't agree that those persons shouldn't be police officers.

If there is a practical thing to take from today's meeting, I think it's that our community members can be more invested and spend time with your police chiefs on what their hurdles are to holding cops accountable. All disciplinary processes are functions of things like state labor law, labor contracts, and city charters. These are all subject to the democratic process, so they can be changed.

A couple of years ago in Florida, a "police officer's bill of rights" was passed. The name of the bill makes it sound like a great idea. But in fact, there are significant hurdles in Florida to holding cops accountable because of that legislative action. That is an example of a law that if only modest portions were amended, police chiefs in Florida would be much more empowered to impose smart discipline on wayward cops. It's one of the crucial things in holding cops accountable.

**Stephen Johnson, Miami-Dade
NAACP Executive Committee:**

Our Children No Longer Want to Be Police Officers

I'm on the executive committee of the Miami-Dade NAACP, and I'm Vice President for Development for 100 Black Men of South Florida. First, I want to say to the police officers in the room that you have two problems brewing in the community. It's not only the black community, it's also the Latino community.

Second, I want to tell you that my father is 75 years old, and when I told him I was going to speak to a roomful of police chiefs, his response to me was, "Son, tell them to stop killing people."

And in my household lives a four-year-old boy who is afraid of police.

So you have two generations that you have lost—one that you should have had, and that is our elderly community, and the other one that you will be dealing with soon, and that's our children.

If you look at what happened in Baltimore, it was fueled by children. Everyone saw that image of a woman berating her son during the rioting because she saw him on TV and didn't want him to be involved in it.³

Our children no longer want to be police officers; they are afraid of police officers. Chief Oates mentioned one of the reasons why: Your departments can't fire the bad ones. Now part of that is because as a community, we are not stepping up and demanding that the police unions allow for dismissals. That's a real problem, because the bad ones stay on.

I think we have to remember that our power comes from forcing our elected officials to rein in and exercise some control over how we are policed. We are not holding anyone accountable. Incumbents win year after year, so we need to go back and remind everybody that it is our governments and our legislators and our city councils who we need to hold responsible when our police are not patrolling and controlling our communities properly.

**Dr. Joe Marshall,
Omega Boys Club, San Francisco:**

Communities Will Trust the Police When They See Videos of Officers Stopping Misconduct by Other Officers

Police chiefs ask, "Why is there still distrust in the relationship between police and the community when crimes are down?" It's because crime

3. "Mom filmed berating her son at Baltimore riots didn't 'want him to be a Freddie Gray.'" The Washington Post, April 28, 2015. <https://www.washingtonpost.com/news/local/wp/2015/04/28/woman-called-mom-of-the-year-after-beating-a-young-man-out-of-baltimore-riots/>

rates don't get to the fundamental issue of distrust between the police and community.

No matter how things are going on crime rates, *the community does not believe that the police will police themselves*. They do not believe that. A lot of times, young men say that the police are just like a gang—they won't tell on each other. They are “down for their homie, right or wrong.”

And it's not about firing somebody. It's the fact that they don't see officers correcting other officers. Police are always telling the community, “If you see something, say something. Tell on somebody, stop somebody.” But police never, ever, do that themselves.

I have seen some bad stuff on the street, and I have seen cops *standing right there* and not intervene when they *know, it's clear* that another officer is doing something wrong. And if I try to step in, then I am going to jail because I am “interfering” with what the police are doing.

A lot of these incidents are on video. But if the video were to show another officer stepping in and stopping the misconduct, do you know what that could do to improve relations between police and community, if the video ends with the other officer stepping in and stopping it? If an officer would correct another officer when he is cussing somebody or doing something? I will say that's at the base of all of it. People don't trust police because they don't believe that they will police each other.

I don't know how to do that; it might cause anarchy in the police department. But if you really want to fundamentally change the way people think about the police, you have to see blue checking blue. And I don't mean Crips checking Crips, I mean police checking police.

And people have got to see it in person, in real time, on that video, before they will really believe. They don't believe in internal affairs and all that. They have to *see it* to really begin to believe that officers will stop other officers from doing something wrong.

San Francisco Police Chief Greg Suhr:

When Officers Make a Small Mistake, They Should Apologize on the Spot

I think it's important for us to acknowledge our history in law enforcement, and not all of it has been pretty. The movie “Selma” highlighted police suppression of civil rights marches in the 1960s.

It's true that most of today's police officers weren't even born when these things happened. But even though we are not responsible *for* it, we are responsible *to* it, because it did happen, and there are a lot of people who lived through it and remember it and have passed these stories down to their children and grandchildren. Incidents involving the police become part of people's shared experiences.

We have been talking a lot today about the young people, and there are things called “adverse



RIGHT: Dr. Joe Marshall,
Omega Boys Club, San Francisco
FAR RIGHT: San Francisco Chief
Greg Suhr



Rev. Jeffrey Brown, Twelfth
Baptist Church, Roxbury, MA



childhood experiences.” And one of the worst of these types of experiences for a child is seeing their parent get arrested. And in these experiences, who is the person making that arrest? It’s a police officer. So in many cases, cops think they are doing a good thing in making an arrest, but they don’t notice the collateral damage they are doing to the younger generation who just saw their parent taken away.

In San Francisco we have a new process for how we work with the young ones. We will even try to get the parents to explain to the young ones before we leave that they are coming back. We try to ensure that they can have a good goodbye with these little ones, because these adverse childhood experiences affect how kids can learn, which then beget more problems.

For the older kids in high school, you know that all of us police chiefs have a lot of hooks in the community, so we connect kids to jobs and opportunities, in the private sector and public sector. We want the kids to know why they are in school. If they stay in school, they can get a part-time job, and if they finish the job successfully, I will be a reference for them after that. It’s not bad having a chief of police as a reference on a job application. And the kids know we are in it for them.

It’s in the best interest of the cops to do these things too. If we can make this generational change in how the community sees us, it makes things safer for everyone, including us.

When it comes to making mistakes, whether it’s somebody calling another officer out on being wrong, or just a simple situation where an officer makes a little mistake, we are human, we make mistakes, so apologize. *Apologize on the spot to the person.* That would send a ripple effect through the community. And maybe a situation won’t get to the point of a complaint, because it’s such a “Wow” for people to be told, “Hey, I’m sorry. That didn’t go the way it should have gone.”

And another thing is that officers need to take the extra few minutes to explain to community members what they’re doing, why they’re doing

it, when they’re doing it. This can prevent a lot of misunderstandings, because people don’t always understand what our intentions are.

And one more thing, since a lot of police departments are hiring back now with the recession being over, community leaders can help by telling young people, “You change the system from the inside, not from the outside.” You can play a big role in changing things for the better by helping us with our recruitment efforts.

**Rev. Jeffrey Brown,
Twelfth Baptist Church, Roxbury, MA:**

*Police Misconduct, “Black-on-Black Violence”
Are Connected, Not Separate Issues*

I’d like to say something about how we frame the problem. There is an attempt in the media to frame police violence and police misconduct against what is called black-on-black violence. What people need to understand is that from the community’s perspective, *it is all connected.*

When you talk about decades of failed housing policies, poor educational structures, persistent unemployment and underemployment, poor health care, and then you throw drugs and guns into the mix, you have this culture of violence that ferments. And then when you add on that the lack of the community’s trust of the police department, it is all connected together.

So if police chiefs can talk about the connectedness of all of it, rather than one versus the other, it can go a long way to building community trust.

Secondly, there is so much that I could say about the Boston Police Department. I have been working with them for decades, and we have done some great work together. They drive community policing all the way down to the patrol level. They create a culture within the department of community policing. It is not a separate part of the Police Department; it is something that they do all the time. Former Commissioner Ed Davis here, we have been working together since my hair was black and he was skinnier. The Boston PD attempts in many different facets to have transparency with the community.

We had two recent officer-involved shootings. Within 24 hours of the shootings, they had footage of what happened, and they called community leaders, clergy, the NAACP representative, Urban League representatives into a meeting to show the footage. In one of the incidents, it was very clear that the young man was actually trying to kill the officer and then there were retaliatory shots. The other one was not clear, and what was impressive to me is that whether the footage was clear or not, the police commissioner brought the community together to look at the footage and to talk about what was there, and they did not try to control the community's response around that.

I think that is the level of transparency that begins to build trust. They have made shifts in policy in response to conversations with the community. They have done shifts in training based on conversations with the community. I think that as you move forward as a department, those are the kinds of things that a community is looking for.

This issue that we are facing, with race at the forefront, is just the beginning. It is not going to go away any time soon. Young people are looking for structural change, and they are not going to stop until they start to see change in the structure. So it is so important for us now to build relationships, and to keep those relationships strong as we go through the changes in our society.

**Superintendent-in-Chief William Gross,
Boston Police Department:**

*We Should Never Dismiss People's Stories
About Their Experiences with the Police*

I think that we have to have believability in our communities, and it all starts with respect. I am the first African-American superintendent-in-chief for Boston, and as I have mentioned to many people, Boston had a horrible reputation, especially in the 40s, 50s, 60s, and 70s.

Why do I bring this up? Because we are talking about history, and even as the first black chief, I own all of that negative history of the Boston Police Department, because I am the face of the department.

You can never dismiss anyone's negative experiences with the police, what they have gone through, or what their loved ones have gone through, no matter where they hail from or what neighborhood they are from.

With that being said, you can use those moments in history to showcase how you have made progress, to show what you are doing now that is positive, not only for the police department but for the city as a whole.

We have very strong community relationships in Boston with all of our neighborhoods. We have 11 districts. All of the districts have police community service offices, staffed by sergeants and patrolmen, and trust me, from the commissioner on down, we are truly in the spirit of community



Boston Superintendent-in-Chief William Gross



FAR LEFT: Associate Dean
Everett Mitchell, University of
Wisconsin-Madison

LEFT: Dane County, WI Sheriff
David Mahoney

policing. There is buy-in. For anyone in the department who doesn't get it, we teach them, because if the community doesn't believe in you, you are at ground zero. Fortunately, we have a community that believes in us, so we are able to work through obstacles and work together on many issues.

If you want to change the culture of your department, you have to *show* it. We have done that by addressing implicit and unconscious bias and procedural justice in our police academy curriculum. In addition to Academy instruction, we also rely on the community to teach us, as well as come in and interact with the recruit officers about these issues.

**Associate Dean Everett Mitchell,
University of Wisconsin-Madison:**

***A Legal Police Shooting May Not Be Moral,
And the Community Should Set the Standards***

I am Pastor of Christ at the Solid Rock Baptist Church as well as an administrator here at the University of Wisconsin-Madison, and an attorney in the city. I am glad to be here with Sheriff Dave Mahoney.

For us in the community, one of the things we struggle with is that we want to know how to fire a police officer. We had a young man, Tony

Robinson, who was killed in our community, an unarmed young African-American male, and the police investigation said there was no wrongdoing, and as of last week he was resuming his duties as a part of the Madison Police Department.⁴ From our perspective, this is becoming more and more frustrating.

The idea that something is legal doesn't mean it is moral. And who decides the moral standards? The community should be able to set those moral standards. And sometimes we sit in these places of privilege, but as clergy we need to be out in the streets to make sure that the community and the police force understand that there is a response to these acts of violence.

Dane County, WI Sheriff David Mahoney:

***Mentally Ill Persons Are Often Jailed
Because Treatment Programs Are Lacking***

As we discuss police-community relationships, one of the communities that isn't talked about much is the communities in our correctional facilities. Our largest mental health institutions today are our county jails all across this country.

When 48 percent of the population in my 1,100-bed jail is chronically mentally ill, is on heavy-duty

4. "Prosecutor: No charges for officer in Tony Robinson case." CNN, May 12, 2015. <http://www.cnn.com/2015/05/12/us/tony-robinson-madison-killing-investigation/>

psychotropic medications, that's a community problem. On any given day, the Madison police officer who encounters a mentally ill individual on the street can't get them into a community-based program. So they bring them to jail to get mental health care.

And it's even worse, because the only place to house somebody who can't be housed in the general population is in solitary confinement. So on any given day, I have 40 to 50 people or more in solitary confinement whose only crime is that they have a medical condition or they are mentally ill.

This is a problem all across this country.

**Pastor Floyd Flake, Great Allen
A.M.E. Cathedral of New York:**

*We Have to Help Our Young People Succeed
In Spite of Everything that Happens to Them*

As a pastor of a very large church, I have a number of funerals that are always coming because some of our young people are killing one another. I had a funeral, a young man who had been dealing drugs on the street corner, a member of my congregation. He got shot on the street, and somebody else got hurt because they had just happened to be at that location.

And then three days later, I had another funeral because somebody drove by and shot into a house. And now I have responsibility for a 29-year-old lady rearing her three children by herself. I am looking at these three kids and trying to figure out who would have the nerve to just drive by a house and kill someone.

I believe in all of this discussion that we are having here today, and I believe the New York City police try to do the best that they can. But they cannot meet every situation and every condition.

One of the things I will mention, because I used to deal with it when I was in Congress, is public

housing. We are going to have to look very closely at the whole public housing component, because many of our problems come from the reality of public housing.

If we only deal with the police, we will not solve the problem. We have to deal with some parents, we have to deal with some teachers in the schools, we have to get back to educating. My mother and daddy gave birth to 13 of us, and all of us have degrees. I don't know how we did that, but the one thing that they understood with our limitations was that they were going to make us succeed in spite of ourselves. We have to help our young people to succeed in spite of everything that happens to them, and we cannot do it in the conditions that we are working in right now.



ABOVE: Rev. Floyd Flake,
Great Allen A.M.E. Cathedral of New York
BELOW: NYPD Chief Joanne Jaffe

NYPD Chief Joanne Jaffe:

*We Must Find Ways to Help
Youths Who Feel Hopeless and Marginalized*

I am the bureau chief in the NYPD Community Affairs Bureau, and previously I ran the NYPD's Housing Police Bureau, which oversees 600,000 people in 200,000 apartments in New York City.

The housing projects in New York City have a tremendously disproportionate amount of violent crime. We are in a fight, a struggle for life. The youths are joining gangs and crews, and we are competing with those entities every day. People are exploiting these kids. They feel marginalized, they are powerless, they feel hopeless, and they live for today and don't think about tomorrow.

There are short-term issues that we have to deal with; in all of our major cities we are looking at increases in gun violence. There also are longer-term issues—social ills, kids having kids, leading to generational poverty. The research tells us that poor children born into poor families go on to have more poor children.

We as leaders are responsible to ensure all of our cops recognize that community relations and community engagement are the responsibility of every police officer—from the day they join this police department. It's not just crime reduction and locking up bad guys. Every interaction an officer has



Dr. Bernice King, The King Center

with a community member could potentially affect another officer for 10 to 20 years thereafter. It's our responsibility to make sure that crime reduction is not a distinct entity from community engagement. They go hand-in-hand.

Dr. Bernice King, The King Center:

*Lack of Accountability in Policing
Increases the Distrust and Divide*

First of all, let me thank you for having us here today. This is a most critical dialogue and conversation.

There is a saying that one bad apple spoils the whole bunch, and I think part of the issue that we are witnessing is that there are peers who cover up for law enforcement officers who are guilty. We know people are innocent until proven guilty, but over and over again, because these officers for the most part are not charged, much less convicted and sent to jail, the distrust and the divide grow every day.

I believe the issue is accountability and transparency. In Atlanta, we have a decent relationship between law enforcement and the community, and I want to thank Chief George Turner for the work that he is doing and for inviting me to be here. But we do have to improve in the area of accountability and transparency.

The other thing I want to mention is that my father said something very critical when he said that people hate each other because they fear each other, and they fear each other because they don't understand each other, they don't understand each other because they don't know each other, they don't know each other because they cannot communicate, and they cannot communicate because they are separated. We are still divided in this nation, and we have to find a way to bring the community together with law enforcement.

The work that we do at the King Center to continue my father's philosophy and methodology of nonviolence, we call it Nonviolence 365.⁵ It is a

5. <http://chosenonviolence.org/nonviolence365>

lifestyle of choosing nonviolence and of thinking, speaking, and creating actions of nonviolence to change the world.

I'd like the gentleman behind me to speak, Charles Alphin. He works with us and is a former police officer....

Charles Alphin, The King Center:

These Issues Are Systemic and Involve the Entire Criminal Justice System

Wexler: ...You are originally from St. Louis, Mr. Alphin, is that correct?

Charles Alphin: Yes, I'm a retired police captain from St. Louis. I have been converted from violence to nonviolence by Mrs. King. When I was a sergeant in the police department, I was angry because of racism I met in St. Louis, the racism I met in the police department. And I didn't know what to do with that anger until I met Mrs. King. She, with her sister, her aunt and others at the King Center, taught me how to direct my anger.

I think the challenge today is not to work on the symptoms, but rather to peel the onion and get to the cause of these issues that police departments are dealing with.

To reduce the distrust of the community, we need to sit down with the youths, the young people who are disruptive and ex-gang members. We have to involve the businesses, the educational system,

the volunteer associations, the interfaith groups, and the entire criminal justice system, not just the police. When something happens, firing the police chief is not the solution; there is something more systemic involved.

Atlanta Chief George Turner:

Policing Is a Noble Profession, So We Must Remove the Few Bad Apples

I want to thank Dr. Bernice King for spending time with us here. We go back several decades in Atlanta. Our community leaders have been involved with Dr. King's father and also her grandfather. In 1948, we hired black police officers in Atlanta—not because someone was standing up and protesting and forcing the organization to do that, but because the leadership in our community made decisions to hire black officers.

We can't lose sight of the fact that passion is a benefit in this business. I believe in the nobility of policing, and that people come into this work with a desire to protect and serve. 99.9 percent of all the men and women who come into this business have a desire to do the right thing. We have to give them an opportunity to do just that, and we do that by giving them the kind of situational training so that they can perform in these communities.

We have to make sure that our officers are supported in their actions, and we have to make sure that they are accountable. As police chiefs, we have



RIGHT: Charles Alphin,
The King Center



FAR RIGHT: Atlanta Chief
George Turner



FAR LEFT: Pastor Strick Strickland,
Kalamazoo, MI Citizens
Review Board

LEFT: Kalamazoo, MI Chief
Jeff Hadley

to be accountable to the actions that our officers take in our communities. We have to push the bad apples out, no matter how difficult it is with our citizen review board, in my city, as well as the civil service board. We have to do the right thing, and when we find officers who are not appropriate for this work, we have to eliminate them from this work.

If we want to make our police departments diverse, we have to recruit from our communities effectively, and we do that by allowing the entire department to reflect our communities, throughout the organization.

Finally, to all of you community leaders, I encourage all of our citizens to spend four hours in a patrol car with some of our young officers. If you take four hours to understand the nature of the work that these men and women are doing, it will change your life. And if you did a ride-along but it was a long time ago, get back in a car!

**Pastor Strick Strickland,
Kalamazoo, MI Citizens Review Board:**

***If Police Unions Prevent Accountability,
We Need to Deal with That***

Thanks to Chief Jeff Hadley for being as brave as he is and inviting me here, because I have not always been an ally of the police in Kalamazoo. But we understand each other and appreciate the honesty that each of us brings to the table.

We keep talking about trust all the way around the table here today, so let me be very open with you all as chiefs. I want to help, and I want to help you by saying some things that maybe you are not accustomed to hearing.

You are not perfect. Your departments are not always right. You have patrol officers who are perpetually wrong, and many times those issues continue to perpetuate distrust in the community when they are responded to poorly.

Officers are people, they make mistakes. It's not "if it's going to happen," it's "when it's going to happen." So you need to step up and take accountability for the fact that an officer has made a mistake. Don't make the situation worse by covering up for the officer, or trying to make it seem like the officer is always right. The officers are *not always right*.

I pastor 400 to 500 people and I'm 29 years old. All the people at my church help pay my salary, and those people respond to my leadership. But as police chiefs you tell me that you have people who are getting a salary, a pension, a career, and you can't change the culture of the whole department? Even though you hold the keys to all those benefits?

We *do* need stiffer mandates, chiefs *do* need help, they *do* need help dealing with some of these big union powers. If you've got a union in your city that's so strong that a chief can't discipline an officer who obviously is not upholding the law but is breaking the law, then we need to deal with it.

Wexler: A lot of the chiefs in this room will tell you that they try to fire officers who engage in serious misconduct, but they have arbitration boards that overrule the chief. How do we deal with that issue?

Pastor Strickland: I don't know exactly how you deal with that, but I think we understand the problem, and maybe it gives us a springboard to where we should go. With us having members from all throughout the country, maybe we need some form of national campaign to provide stiffer mandates so the chiefs will have the leverage, and the unions and arbitrations will not be so strong that the chiefs can't do what's right. I do know this, that until you deal with this.....

Wexler: Right. This is an issue.

Pastor Strickland: And here is another aspect of it. In a law enforcement agency, you have a lot of discretion. One of the chiefs said you try to impose discipline when you have a really bad officer. Well, for everybody else, all you have to be is just a criminal, and you go to jail. Criminals go to jail, but officers have to be some kind of really bad terrible horrible criminal just to lose their *job*.

So when we see this double standard, it makes it really hard for people to trust law enforcement. And it's not just police. You are just the face of it, because you come into contact with people. It's about people not being able to trust the entire justice system to yield what is right. [applause]

Kalamazoo, MI Police Chief Jeff Hadley:

It Can Be Difficult When Police Receive Mixed Messages from the Community

We have been talking about the challenges to community understanding. From my perspective, it's not difficult to sit down across the table from many different folks and talk about issues. But to truly *understand* where the community is coming from and what their frustrations are, I think that's more of the challenge.

Another challenge is that those of us in law enforcement often receive mixed messages. Sometimes people tell us, "You are over here in our neighborhood too much. You are messing with these folks too much." But the next day someone tells us, "We never see you. You are never around. You don't care."

And for anyone, especially the young police officer with only a couple years of experience, it's difficult to process that contradiction, and to know how to go out and do the job in the manner that the community desires. That's a significant challenge for us. How do we process that and direct our officers?

Our officers will do what we want them to do, if we just tell them what to do. But how do we convey all these expectations and goals in a way that meets all the expectations of the community, when at times we seem to get mixed messages?

One consideration to always keep in mind is that culture and leadership absolutely trump everything. I think the 21st Century Task Force said this. We can write policies till we are blue in the face, but if we are not changing the culture of our organizations, we will be back at this again, year after year.

**President Helen Hunter,
East Valley NAACP, Mesa, AZ:**

We Must Address the Culture of Hate

I accepted the invitation to attend the PERF conference to hear strategies and best practices being implemented by community leaders and persons of color to address community policing, and to learn what police chiefs across the country are doing to improve community policing and to stop unjustifiable police shootings.

I travelled to this conference with a heavy heart. As an ordained minister in the African Methodist Episcopal Church, I mourned the senseless killing of Pastor Clementa Pinckney and eight church members in Charleston. These murders were carried out by a young white man, motivated by hatred, bigotry, jingoism, ethnocentrism, and ignorance.

The murder rate in America is appalling, perpetrated by U.S. citizens and non-citizens. Most

horridly, police officers, public servants charged to uphold the law and protect communities, are killing suspected offenders for the most minor, nonviolent infractions.

I want to address the “culture of hate” embedded in nearly every aspect of American society—education, business, recreation, entertainment, sports, neighborhoods, and private homes—and its impact on people of color. Police officers need to hear the distress, fear, and anger in minority communities. The police community must recognize and accept minority communities as equals—as U.S. citizens and as human beings worthy of fairness and respect. This can only be achieved through relationship building, positive police presence and interactions, and community forums, along with intensive, extensive, ongoing diversity training and encounters.



LEFT: President Helen Hunter, East Valley NAACP, Mesa, AZ

BELOW: Pastor Edward Barron, Camden, NJ, Higher Ground Temple Church of God in Christ



Commitment from officers across the U.S. to affirm that “black lives do matter,” and to implement de-escalation tactics and diversion programs for low-level offenders, are immediate remedies. Systemic changes are achievable when cultural differences are affirmed, stereotypes are dismantled, and racist practices are replaced with the Golden Rule: do unto others as you would have them do unto you. All lives matters, including the lives of the officers who do their jobs with integrity, compassion and understanding.

The Mesa PD is thoroughly committed to community engagement and to building bridges and relationships with community leaders, families and youth. Mesa police efforts are guided by President Obama’s “21st Century Policing” report. Keenly aware that former attitudes and practices must change, Chief Meza is working to change the policing culture from the warrior mentality, seemingly at war with the community it serves, to the guardian mentality, as protectors of the community. Mesa PD is already working on a strategy presented at the PERF conference, “Cops and Barbers,” which may also include beauticians.

Communities also have an obligation to engage. Every citizen must be concerned about officers’ safety. It is a two-way street, and change is in the air.

**Pastor Edward Barron, Camden, NJ,
Higher Ground Temple Church of God in Christ:**

*Young Officers Face Big Challenges
In Responding to the Problems of Camden*

Good morning everyone. You may have heard the success stories and also some of the horror stories about Camden, New Jersey. As pastor of the church, I have done more than 2,800 eulogies in 14 years. I have a eulogy tomorrow morning when I get back; a 26-year-old was shot at Viola Street.

Chief Thomson has done an unbelievable job. Usually police chiefs leave office after a short time, but Chief Thomson has stayed because he is concerned about the community. We have drug dealers on the street, 190 drug stands in a city with 77,000 people, we have the M13 and the Latin Kings—you name it, we got it. And he has come along and

forged the gap between pastors and young people on the street.

And I am going to throw this out there, I think pastors have to come out of their pulpits, put their jeans on and their sneakers, and get out there and beat the pavement. Grandmothers are raising grandchildren because their daughter is on crack. The projects are another world.



Shaun Corbett,
NC Local Barbers
Association

So we have a lot to deal with in the community. I think when you drop an officer straight from the police academy into Camden and he hasn't had a chance to deal with all this, the first day on the job he gets sent to a shooting site, and it puts him at a bad disadvantage. How can he deal with these issues? How can he deal with a baby getting his head cut off by his mother?

Camden County, NJ Police Chief Scott Thomson:

*When We Evaluate Officers' Performance,
The Criteria Must Be
Things We Want from Them*

The culture of our organizations is one of the most important things for us to honestly assess. The public is telling us that there are very high levels of frustration. In many ways, our relationship can be

defined by our worst cop, in their worst moment, with their last public interaction.

But the public's frustration is not just with the police; it's frustration with the system as a whole. We are the face of a fractured criminal justice system in which many people feel it's often better to be rich and guilty than poor and innocent. We play just one part in the process, but we have the role that involves the greatest amount of contact with the public. So, we bear the brunt of perceived and actual inequities.

One of the things that we are focused on, in shifting police culture, is defining our identity as police officers. We talk about transitioning from the "warrior" to the "guardian" mentality. Then as police leaders we must change the evaluation systems that we use to gauge the performance of our officers. If we want cops to serve as facilitators and problem-solvers, we should not make the sole criterion of their effectiveness be the number of arrests or the number of summonses they generate.

In our most challenged communities, excessive arrests are very polarizing and ineffective. So we always have to ask ourselves, are we contributing more to the problem or to the solution?

Shaun Corbett, NC Local Barbers Association:

*Barbershops and Other Local Businesses
Have Their Finger
On the Neighborhood Pulse*

I sit on the board of the North Carolina Local Barbers Association. Over the years, you've had the church and the barbershop as the cornerstones of the community. But somewhere along the line, the barbershop got forgotten.

So I am here to let everyone know that if there is a problem and you don't have a clue what's going on, (or you like to think you do but you don't), remember that people go to church to worship, but they come to the barbershop to "dish" [laughter]. As a barber, I hear all the things that you all don't hear.

And what I came up with is that a lack of information, mixed with frustration, equals no trust. So in the wake of Ferguson, I came up with a

Charlotte-Mecklenburg Chief
Kerr Putney (AT RIGHT)



solution. We created Cops & Barbers.⁶ We brought it to the police chief, they wrapped their arms around it, and it has been working.

In your own cities, you have to reach out to barbershops and other small businesses, the Mom and Pop stores, because we are the community. You can sit around and tell us what you think we need, but instead you should listen to us telling *you* what we need. That's a very big part of this.

So always remember, your barbershops, your dry cleaners, your businesses where people congregate that have been in these neighborhoods for years—they are the ones who know what's really needed and can help you to bridge that gap.

Charlotte-Mecklenburg Police Chief Kerr Putney:

We Try to Understand What's Happening On a Deeper Level

I've been with the Charlotte-Mecklenburg Police Department since 1992, and I was just named chief 13 days ago. And what resonates with me as a new chief is that you have to be true to yourself, and you have to make connections with people who can have the conversations that you can't.

Shaun Corbett came in with the idea of Cops and Barbers,⁷ and Shaun and I started talking. Everything is sparked by conversation. We have what we call Cops and Barbers Town Halls, where we have a police captain and a community member give their different perspectives.

The millennials are calling what's been happening over the last year a *movement*. We might want to get on board with that, because that's exactly how they feel about it.

The professors who are teaching us about cultural competence say we are part of a system that's racist and oppressive, and it bothered me when I first heard them say that. But we have to think about that. We are doing a year-long "self-assessment" project for all of our lieutenants. I wouldn't call it a training, it's more of an education. I can teach you how to train your head and hands to do the mechanics of the job, but I can't train your heart.

So, this journey that we are taking, and we are just two weeks into it, is touching people on a deeper level. It has to be deeper than just whether the chief is a man or woman of color. It has to be a gut check. It's about getting the right people from the beginning, and "testing" their hearts before we hire them, because not everybody belongs in the policing profession. And when we determine that somebody doesn't belong in the profession, we should use all resources, internal and external, to remove that person.

6. "Barbers in North Carolina Helping to Relieve Racial Tension." Barber License, July 22, 2015. <http://www.barber-license.com/2015/07/barbers-in-north-carolina-helping-to-relieve-racial-tension/>

7. "Cops and barbers" rally promotes peaceful response through dialogue." The Charlotte Observer, July 13, 2015. <http://www.charlotteobserver.com/news/local/article27110185.html>



Anne Arundel
County, MD
Councilman
Pete Smith

**Anne Arundel County, MD Councilman
Pete Smith:**

*When I Was a Youth, a Police Officer
Made a Positive Difference in My Life*

From my perspective, this seems like a very layered issue that we are dealing with, but the reality can be simple as well. My Mom had five kids. Four of the five of us were on probation—I am not one of those who were on probation. Two were incarcerated. We had a lack of resources.

But a police officer made a difference in my life. Another young man and I were climbing on roofs, and someone called the police because they thought we were breaking into houses. So a police officer arrives, his name was Officer Richardson, and I thought he would call my Mom, and I was going to get a whipping and get into trouble.

But instead, he took me to the police station and enrolled me into after school-programs. They had a swimming pool there at the police station, and they had karate lessons and a gymnasium and so on. And those things saved me. I learned how to swim, and that gave me a skill set. I became a lifeguard, so when I was 15 and 16, I didn't have to go stand on the corner and sell dime bags, because I was earning \$10 an hour as a lifeguard.

These relationships that you build with the community are very important. Officer Richardson became sort of like my father, because my father wasn't in my house. The men in our community

have to do more. My Mom and her two sisters each had five kids, so we all had cousins our age, and none of the men were in those households.

Finally, and I would say this a thousand times, if you want to save these 18- to 24-year-olds, you have to get them when they are 8, 9, 10, 11. You influence them, you inspire them, and I guarantee you are going to have fewer people being victims of gun violence, and you are going to have more active adults who are contributors to your society.

WBOK New Orleans Radio Host Oliver Thomas:

*Community Policing Is Difficult if People
Don't Feel They Are Part of Any Community*

I have a few quick points to make. First, we are past the day of community policing, because too many people feel like they are not part of any community. How can you do community policing with populations who don't feel they are part of a community?

Our chief has done the delicate balance of accountability within his police department, supporting his police department, but not abandoning the citizens that they protect and serve, and that is very difficult.

We are sick of seeing people pounding their chest and talking about being tough on crime. We have to find a way to give value to blackness and brownness. Darren Wilson said he saw a "demon"; he didn't say he saw an 18-year-old who did something stupid.

Finally, we love our Hispanic brothers and sisters; they don't deserve to be the new Willie Horton. And when our issues arise, it would be great to see the Hispanic community rally around us, the way we want to rally around and use our civil rights for them.

New Orleans Police Chief Michael Harrison:

*People Will View the Police Differently
When They See Us Do Things Differently*

I am approaching my one-year anniversary as chief, and am finding that changing the culture of a police department is the hardest challenge.



FAR LEFT: WBOK New Orleans
Radio Host Oliver Thomas

LEFT: New Orleans Chief
Michael Harrison

I think that one of the first things in building trust is to demonstrate that you really want to embrace change. So I try not to be defensive. If the community tells me that something is wrong, I don't argue and tell them what I think is right with the department. I accept what the community tells us, and work to fix the things they tell us about. And I try to get that message all the way down to every line officer.

Second, people will *view* us differently when they see us *do* things differently. So it has been my philosophy that we want officers to put in what we call "sweat equity." Whatever people are doing in the community, that's what we do. If you pastors are giving away food, we put the apron on and help give away food. If you are planting trees, we plant trees. We are asking officers to do all these things, and do them in uniform, so people realize that it's the police out there helping to paint a school.

This takes a lot of effort, because we still have to do all the traditional things that police do while we also do these community projects. But it's worth it, because people start to see the police as a partner. And once they begin to see us differently, then you can start talking about all these issues. As long as we are only the "protector and law enforcer," that's all they will see.

Body cameras have helped us, but they are not the "save all." We have had two police shootings in a six-month period in which the citizens died. The first one, I only got one question from the media;

and the second one, I had three questions from the media. We didn't get more questions because we were so transparent about the incidents.

I have an interfaith advisory council, with one person from each denomination, and I share information with them when there's a critical incident. So I don't have to ask the citizens to trust me; they can trust their faith leaders.

All of these things help. This is how we change the police culture.

Otieno Ogwel, Community and Police Trust Initiative, Phoenix

The Mistrust of Police Is Legitimate

We have a huge majority of Latinos in Phoenix, and a lot of the youths feel that some of the things that come out of Arizona make us look bad. There was SB-1070, and certain people felt they were being profiled. They would not want to speak to the police at a crime scene, because they are asked, "Do you have an ID?" So cases can't get solved.

Then we had a bill that was just vetoed, where they wanted to shield police officers' names if there was a shooting. To me and other youths, it felt like that's not really showing trust. How can we have trust when something happens and the officer's name is withheld?

I know that as chiefs, you might have been told that you can't say certain things when something happens. But to develop trust, you must show that



ABOVE: Otieno Ogwel, Community and Police Trust Initiative, Phoenix

BELOW: Phoenix Chief Joseph Yahner



people before I came here. I told them I was coming to this meeting and asked them what they wanted me to say.

This might seem simple, but the main thing that I heard from every single young person was, “Please tell the officers and the chiefs to stop killing unarmed citizens.” That was the main thing everyone kept saying, tell them to please just stop killing us. Find a way to make it happen; let your officers know that these are lives, these are souls that we care about. And if it takes more training, figure out a way to do that. We have a lot of smart people in this room. But the main thing they wanted me to say was to stop killing citizens.

Phoenix Police Chief Joseph Yahner:

We Will Soon Be Hiring, So I Need Help From the Community to Achieve Diversity

We haven’t hired new officers in Phoenix in almost six years; we are down 600 cops. But we are going to start hiring in the future. We are going to recruit from within our community, and we want to get minority recruits into the Police Academy. Everybody says they’re in favor of diversity, but it’s much harder to do it than to say it. So I need everyone to come forward and help us identify potential recruits from all our communities.

**Reverend Tony Lee, Hillcrest Heights, MD
Community of Hope AME Church:**

Don’t Let Negative Incidents in Other Places Discourage You about Your Own Progress

We have been talking with our Police Chief Mark Magaw about the importance of not allowing what’s happening nationally to override the good work that we have done in our local community. With the 24-hour news cycle, so much of what you see is

empathy. When someone is harmed and it is morally wrong, the public needs to know that you care.

Right now, it seems like a lot of young people just do not trust the police. And that is something that we must, first of all, acknowledge. And once you acknowledge that, instead of trying to keep on saying that nothing is wrong, then we can talk about these other programs.

You need to understand that the distrust right now is legitimate. Don’t think it is not legitimate. These people are right to feel angry. They are right in their views to want to go out there and march. And we need to find a way to bring younger people into these discussions. I canvassed a lot of the young

ABOVE: Rev. Tony Lee, Hillcrest Heights, MD Community of Hope AME Church

BELOW: Prince George's County, MD Chief Mark Magaw

the negative, which often causes people in the community to forget a lot of the positive strides that we make.

After the decision not to file an indictment in Ferguson, everyone was so upset that we called the chief and asked him to church that Sunday morning. We wanted to remind our community that we have been working for years together with our police department. When you look at the crime reduction in our community, we thought it was important to show people that not all police are bad. And the good relationship that we have has helped to override what is happening in the national dialogue.

I also think we need to acknowledge that some of the issues aren't policing issues, but governance issues. In Prince George's County, we realize that the police department can't do it all. There needed to be a reallocation of the resources of the government on social services, family services, poverty issues, homeless issues, etc.

The second thing is that police should utilize the capacity of your community partners do so some of the things that police don't necessarily have the ability to do. A good example is a gang shooting, a gang homicide. The chief calls me and says, "I need your team to go and help broker a truce, because this stuff is getting ready to get real hot." He showed us who they were, and we had the capacity and the expertise to go out and do what the police couldn't do. We brokered the truce. The gangs were out of two schools, and the chief walked us to the principals of the schools and said, "We want you to let this church shape a program in the schools for those young people." So they brought all the young people that they knew were in the gangs in those schools, and we built a program with them. And one of the young men just finished his sophomore year in college, out of the work that we did in that school.

I think that you can utilize us in ways that can give you, one, community intelligence, and two, we



can help alleviate some of the things from getting more heated.

**Prince George's County,
Police Chief Mark Magaw:**

*You Build Trust by Doing
What You Promised to Do*

Between 2000 and 2010, Prince George's County averaged 126 homicides a year. We've cut that by 54 percent in the last three years. And what's turned the table for us is the relationships with pastors and with our community. We have been pushing this at every level, every night of the week, every day of the year: building trust in relationships. Everything



LEFT: Bishop Flanvis Johnson, Akron, OH, House of the Lord Church

CENTER: NAACP President Deborah Shamlin, Stark County, OH

RIGHT: Akron, OH Chief Jim Nice

goes back to relationships. You can't trust somebody you don't know.

Wexler: You are a white police chief in a county that's predominately African-American. Does that make a difference?

Chief Magaw: When people look at you and what you say, they want to know: Do you mean what you say? And are you going to do what you say you're going to do?

I have been honest with people. Were we an occupying force at one time? Absolutely. The police department in Prince George's County—we were an occupying force. But we are not that way anymore; we are part of the community.

And when you look at the department now, the diversity on the police department matches very closely to our community. That's critical. When we hire, we look within our community. And our officers have buy-in. They have family here, they went to school here, they've got skin in the game.

Bishop Flanvis “Joey” Johnson, Akron, OH, House of the Lord Church:

I'm Not Hearing Answers about Why We Are Having All These Police Shootings

I'm here with my chief, and we have a great relationship working in the City of Akron on a number of issues. I was also on the Ohio Attorney General's task force for law enforcement training, and we just made a report on that.⁸ One of the issues I am concerned about is that we aren't getting answers to the question of why we are having all these police shootings. Every place I go, people keep asking, “Why is this happening? Why is this happening?”

I think it has something to do with implicit bias—the difference between conscious prejudice and unconscious bias, and the impact of that on police actions. I'm not sure we are ready to have that conversation, but we need to have a national conversation on these kinds of things.

In Akron, we don't have many of the kinds of bad things going on that we see in other cities, but we do have unrest in the African-American community.

8. “Ohio Attorney General's Advisory Group on Law Enforcement Training, Report, April 2015.” <http://www.ohioattorneygeneral.gov/Media/News-Releases/April-2015/Attorney-General-s-Advisory-Group-on-Law-Enforemen>

**NAACP President Deborah Shamlin,
Stark County, OH:**

*We Are Starting to Build a Relationship
With Our Police Department*

I'm from Canton, Ohio, which is a community that really doesn't have a relationship with the police department, but is looking to build a relationship. We have a high unemployment rate, a low high school graduation rate, a high incarceration rate. I represent that community, and we want the police to be the guardians of our community.

So we have begun. The NAACP invited all of the law enforcement agencies in Stark County to dinner. Of the 24 jurisdictions, 22 of them showed up with their chiefs and rank and file. We talked about the idea that a good place to begin is reconciliation, to acknowledge that there have been some wrongdoings. For heaven's sake, 60 years ago, Jim Crow was law, and those laws were enforced, so maybe there's a conversation there.

We had a great dinner, we had great conversation, we talked about reconciliation, we had some initial conversations about procedural justice and implicit bias. And later we had a meeting about what to do when you are stopped by police. This was for young people, and parents and grandparents also showed up, to learn how to interact with police when you are stopped.

What I am looking for is what's next. I don't know what to do next. There is no cookbook for

this. How do we have a conversation where we get the community around the table and everyone's voices are heard? I hear the word trust, but what does that mean? We want this to work, and we are seeking help. I am open to any ideas. Thank you.

**Cambridge, MA Police Commissioner
Robert Haas:**

*Police Derive Their Authority
From the Community*

I believe that there has to be a fundamental shift in what we value, and what we see as our fundamental authority and where our authority comes from.

The shift is the police acknowledging that we don't derive our authority solely from the statutory powers that we were granted when we took the office. We derive our true authority from the community, and from what the community defines as its norms.

It's about the community being actively involved in empowering the police to do what they do in the communities.

I think this disconnect we have sometimes, when we are successfully lowering crime but the community is disconnected from the police, results from the fact that the police aren't going back to the community to figure out, "Okay, what is it you want, and how do we do it?" The community wants crime down too, but they want it done in a way that's respectful to the community.



FAR LEFT: Cambridge, MA Chief
Robert Haas

LEFT: Brian Corr, Executive
Secretary, Police Review and
Advisory Board, Cambridge, MA

I hear a lot of the ingredients of this in what we are talking about today. Fundamentally, the question is, “How does a police department understand that it’s deriving its authority from the community, and what does this look like operationally in terms of what we do?”

I suggest that this is a major departure from the way we have been doing things in policing all along, including how we have structured and developed community policing. Community policing is still a philosophy, but I think that when you look at community policing under the rubric of deriving your authority from the community, it’s very different across the board.

Brian Corr, Executive Secretary, Police Review and Advisory Board, Cambridge, MA

Cambridge’s Wide Range of Communities Brings a Wide Range of Policing Issues

I will speak from two perspectives—as a city employee doing civilian oversight in Cambridge, and as a national board member of NACOLE, the National Association for Civilian Oversight of Law Enforcement. In Cambridge, we are known for a specific incident with a certain Harvard professor,⁹ and for many people that has come to define us. But really that’s not who we are, and it’s not emblematic of our police-community relations or the problems we face as a community.

Cambridge is a very diverse community. We have very wealthy people; we have immigrants from around the world; some come for graduate schools and MIT; some come because they are escaping war-torn nations. It is a huge challenge to police a community like ours. The types of expectations vary greatly, and the types of problems are incredibly wide. So we give our police a lot of difficult challenges, and overall they do a good job.

We have to find a way for police and community members to see themselves as working together for the same goals, because we do have common goals.

I think all of us can agree that we want communities that are peaceful and just. We talk about legitimacy; we talk about procedural justice; we talk about working together to build relationships. All of this means that we can work together, if we have this as a framework. We can build something that moves beyond the warrior mentality and the guardian mentality, to something where we are workers creating peaceful and just communities.

So I ask people to think about how we can operationalize that and make it concrete, and not just rhetoric, not just a dream, but a lived reality for all of us, police and community.

Former Councilman Dan Benavidez, Longmont CO:

Everyone Needs to Feel Like They Belong

Latinos are not respected. We are not drug dealers; we are not rapists. We need to feel we belong. In my community, about a third of us are Latino, and many don’t trust the police.

I have been working in my community for a long time, and one day Police Chief Mike Butler called and asked me to walk with him down in the neighborhoods. He said he wanted to meet the people, but he didn’t speak Spanish, so he asked me to go with him.

So for a year, we have been going to neighborhood after neighborhood in my community, to talk with the people. The people say, “Chief, how are you? How are the police doing? How do you feel about us?” And the chief says, “What do you think of the police? Do you feel that you are discriminated against? Do you feel that you belong to this community?” And after a while, the chief gives them his business card and the people in the community are saying, “Next time you come here, we’ll have some lunch for you.”

So I am starting to feel I belong, because this

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9. The arrest of Harvard Prof. Henry Louis Gates, Jr. at his home in July 2009 by a police officer investigating a report of a burglary at Professor Gates’ home.

Perspectives from Federal Officials

Assistant Attorney General Vanita Gupta, DOJ Civil Rights Division:

Often, Community Engagement Is Missing In the Police Departments We Investigate

I appreciate PERF for convening these meetings. When the Civil Rights Division goes into jurisdictions, too often it's following a particular crisis, and we find that there has been very little active, sustained, meaningful engagement between the community and law enforcement—and not just at the chief's level, but with line officers.

Many of the points we have heard today reflect remedies that we try to build into our agreements. We try to structure sustained community engagement and dialogue, as well as the ability of police departments to reflect values and priorities that the community is setting.

Many community leaders said today that we need more young people in the room for discussions like this. They are the ones who I think are really struggling on these issues, and are on the front lines of some of the police practices. I think young people need to be a critical part of the conversation.

Director Denise O'Donnell, DOJ Bureau of Justice Assistance:

BJA Welcomes Community Input About What Our Priorities Should Be

It has been a privilege to be here today. Usually at a meeting like this, as I listen to what everyone says, I focus on what BJA can do to support law enforcement. But today I've been thinking that we've been remiss in not involving the community more in the things that we do. We try to scan the field to decide how we should invest resources to support law enforcement, and I think we do a

pretty good job of hearing from police chiefs about what they need. But we don't hear enough from communities about areas they think we should focus on.

So we have as much work to do as anybody else here, to reach out to community members about how BJA should focus its resources.

The second thing I want to mention is that BJA is focusing more on de-escalation, because we do a lot of law enforcement training—or I like the term “education”—to prevent unnecessary use of force, but we don't teach officers practical skills on how to deescalate conflicts.



LEFT: Assistant Attorney General Vanita Gupta



RIGHT: BJA Director Denise O'Donnell

The most surprising thing to me is that we haven't talked a lot about body-worn cameras. I think in some ways that's good, because we see body-worn cameras as only one part of how we build community trust. I appreciate the fact that this group doesn't think that investing in technology is going to be the end solution to building stronger police community relationships.

I'd like to hear from the folks in the room in the future about what we can do at BJA to focus on what the community believes we should be doing.

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man, Chief Butler, is starting the “Belonging Revolution.” All people need to know that they “belong.”

Longmont, CO Police Chief Mike Butler:

Police Have Been Given Power by Default, Because Social Capital Is Lacking

My concern is that we have a lot of police chiefs in this country who may not have the skills sets to understand organizational or human resources dynamics, and how to implement the changes to lead large organizations with budgets of tens of millions of dollars and hundreds or thousands of employees in the direction we want to go.

When I hear things like changing cultures and bringing about cultures of accountability, I wonder what’s happened in the last 20 to 30 years. Since the advent of community policing we have been having these discussions. Why are we still having these discussions, and what is not happening that should be happening in that regard?

When I go out in the community or make public presentations, I often say that the police have way too much power in our communities in large part because the community has abdicated power to us by default. If one looks at our calls for service, maybe 60 to 70 percent of the calls don’t have a crime attached to them.

But the police have very legitimate platforms in our community from which we can surface and activate social and spiritual capital. In our midst here today are men and women who represent our cities’ social networks and faith communities. I believe our capacity to activate extensive social and spiritual capital can be utilized to address our intractable social issues such as mental illness, addiction and homelessness.

As Dan [Benavidez] mentioned, we have started a “Belonging Revolution” in Longmont. Belonging has two dimensions. One is relational—I belong to this community. The other is one of ownership—this community belongs to me. And when people feel and believe they are owners of our communities, they will want to make an investment of their resources and expertise into creating a future that is distinct from our past.

One last thing I will say is that we have to pay close attention to who we are hiring, what are the skill sets of those we are hiring? I think that now and in the future, our police officers can be ambassadors for kindness and compassion, and still take care of our enforcement role.



RIGHT: Former Councilman Dan Benavidez, Longmont CO



FAR RIGHT: Longmont, CO Chief Mike Butler

ABOVE: Dr. Lloyd Gellineau, Brookline, MA Office of Diversity, Inclusion, and Community Relations

BELOW: Brookline, MA Chief Dan O'Leary

Dr. Lloyd Gellineau, Brookline, MA Office of Diversity, Inclusion, and Community Relations:

Hiring in Policing is Critical, Because What You Put In Is What You Get Out

I agree that police hiring procedures are important, because what you put in is what you get out. So it's important that we think about diversity and inclusion. I have an acquaintance on Facebook who is a police officer; in fact he's a police trainer. And some of the stuff he posts on Facebook is just horrific. This is a person who is training our police officers! So there has to be some kind of mechanism that we can put in place to show these folks there's probably a different path in life for them.

Regarding disciplinary actions, I think the community needs to have a better understanding of the guidelines, of what the appropriate disciplinary actions are for different actions by a police officer. I don't think there are clear guidelines out there that the community knows about.

One last thing: Our officers need to feel empowered, if they see a fellow officer engaging in inappropriate behavior, to feel safe in reporting that. A lot of times, I don't think that happens. We talked about culture, and I think part of that is instilling the idea that you have a responsibility to the department, to your town, your city, to report officers, or show officers who are engaging in inappropriate behavior a different way of doing things.

Brookline, MA Chief Daniel C. O'Leary:

Our Sergeants Monitor Data to Detect Possible Racial Bias in Officers' Actions

I'd like to follow up on the issue of implicit bias. I agree that we can make our officers aware of it, and I can tell you we have trained in it. And we are going to do another round of training this year, because this isn't the kind of thing you do once. You have to continually remind people of it.



We also take it another step. We provide statistics to our officers and to our first-line supervisors, and we require the sergeants, who are the bread and butter of the department, to check statistics and compare officers to our average rate across the board. If they see something that looks out of whack, they have to call the officer in and have a discussion with them about whether there is racial bias in what they're doing.

Over the last couple of years, we have had male and female officers, young and old, white, black, Asian and Hispanic officers all brought in for a talk because their numbers weren't in sync with the rest of our department. We stay on top of it, because you can make people aware if they are doing something wrong, and you can make them change their

enforcement policies, and that's what we are trying to do.

**Fairfax County, VA NAACP President
Shirley Ginwright:**

*Our "Communities of Trust Committee"
Brings Us Many Different Viewpoints*

Good morning. I am Shirley Ginwright, president of the Fairfax County NAACP. I'm also chair of

brought them to the table to discuss it with us.

So I would recommend to all of you to establish a Community of Trust Committee in your city, and involve the entire community. When you look across the table, you don't want everybody who's looking back at you to look just like you. The Muslim community might have different issues than what the black community is faced with. But you won't know unless you have them around the table.



FAR LEFT: Fairfax County, VA
NAACP President Shirley Ginwright
LEFT: Fairfax County, VA Chief
Ed Roessler

the Communities of Trust Committee for Fairfax County, which I would like to speak about.

Shortly after the incident in Ferguson, I met with our chairman of our County Board of Supervisors and our chief of police, sheriff, and fire chief to ask, "How can we ensure that we have nothing like Ferguson happen in Fairfax County?" And that is when we established the Communities of Trust. It is a very diverse group of leaders, including religious leaders from the Jewish and Muslim communities. In this committee, we talk about the issues in all of these communities in Fairfax County. And as a result, we have gotten a lot of things accomplished. We found that some of the communities don't get involved with police officers because of their culture. But we would not have known that if we hadn't

Fairfax County, VA Police Chief Ed Roessler:

*Police and Community Leaders
Should Write a Police Vision Statement*

Law enforcement agencies and the public must work together to develop sustainable vision statements which hold law enforcement agencies accountable to all community members. These vital efforts will provide stability and direction for our future agency leaders.

One such vision statement adopted by the Fairfax County, Virginia Police Department is: Ethical leadership through community engagement to:

- Prevent and fight crime
- Enhance the culture of safety

- Keep pace with urbanization.

Collectively, community members and law enforcement executives serve in leadership roles for their jurisdictions. These valued partnerships meld our shared responsibilities to prevent and fight crime. Through this robust engagement, both the police and community can review agency lines of business to find mutual understanding to build trust and a culture of safety. As a result, law enforcement executives will gain valuable community

I have been attending lots of meetings since the civil unrest, and what I have found is that we tend to keep talking about things that happened a long time ago, issues that we have been talking about forever, when it comes to the Police Department.

In my opinion, we are at a place now in Baltimore where we need to stop pointing fingers. We need to hold everybody accountable for what we do. It is not the job of the Baltimore Police Department alone to keep our community safe. It starts within



RIGHT: Jane Johnson, Executive Director, New Song Community Learning Center, Baltimore



FAR RIGHT: Baltimore Police Commissioner Kevin Davis

input to improve policing methodologies and policies to keep pace with urbanization, diversity needs, and sustaining a culture of safety in mission accomplishment.

Jane Johnson, Executive Director, New Song Community Learning Center,¹⁰ Baltimore:

It's Time to Stop Pointing Fingers And Try to Move Forward

Most people are familiar with the challenges that we face in Baltimore, which are not too much different from what is being faced in other communities.

our households, our neighborhoods, our communities, and the other organizations that are around.

When I think about the challenges we are facing, I can see that we are heading towards hopelessness, and that is because we are so divided. I am interested in moving forward, and it's a challenge. We are focusing on the Freddie Gray incident, and that case is being dealt with. But why we are still killing each other?

I challenge each of us to think about it—how do we really move forward? It's not just having police come into our community and play checkers with us and get to know the people. We need to have

10. <http://newsonglearningcenter.org/>

mutual respect for each other. I think once we gain that mutual respect, other things will fall in place.

There is no perfect community. No matter what programs or strategies you put in place, there are people who want to be in relationships with the police department, and there are people who don't. There are people who want to be involved with churches, and there are people who are just not interested. But the entire community, the city, everyone needs to be included.

During the unrest, I was watching it and I said to myself, "Why are we sitting back watching these people burn down our city?" But everybody else was saying, "What is the police department for? Why are they letting them do that?"

Well, it wasn't the police department's relatives out there. How about we go around and do a household check and see where our kids are, where our loved ones are. How about more of us go out and grab our kids like the lady who grabbed her son.

I think it is hard for us to move forward when we constantly finger-point and we are divided. That whole incident divided us, in a lot of cases by households, by blocks, by communities. We need to stop and have a greater understanding of what we are dealing with and how to move forward. And whatever the police department wanted to do pre-Freddie Gray is not going to work post-Freddie Gray, because we are dealing with a totally different mindset.

**Interim Baltimore Police Commissioner
Kevin Davis:**

Transitioning from Warrior to Guardian Requires Training and Cultural Shifts

Thank you, Chuck, for convening this meeting today, and thank you for hosting an after-action review of the unrest that occurred in Baltimore just a few weeks ago. Many of the people here today—like Mark Magaw of Prince George's County, Luther Reynolds of Montgomery County—participated in that after action-review, and it's something that we are going to benefit from.

The challenges that face Baltimore aren't unique to Baltimore. We are transitioning as an agency and as a profession from the "warrior" mentality to a "guardian" mentality, and from an enforcement mindset to a service mindset. That involves a lot of training of our officers, a lot of cultural shifts within our agency.

We police chiefs can't wait for the community to come to us, we have to make partnerships with the communities. In Baltimore we are partnering with people like Jane Johnson, who is here today, from the Sandtown-Winchester neighborhood, where the Freddie Gray incident started. We are only as strong as our relationships with the community. And we have Lieutenant Colonel Melvin Russell here, who is also a reverend in our community. We have a lot of work to do in Baltimore, and the discussions in this room today will help us get there.

Baltimore Police Lt. Colonel Melvin Russell:

A Chaplaincy Program Can Help Build Bridges to the Community

I'm head of our community partnership division, and I have heard about a lot of good initiatives today. I want to add something to the solutions on your list: chaplaincy programs. I think when we talk about changing the culture and stopping racial bias, when we talk about getting the community more engaged, there is nothing more powerful than creating a comprehensive chaplaincy program. We created a chaplaincy program that is not just for the police; it's for the communities, for the city.

When you start a chaplaincy program, you get transformation of the police officers, because when you have police officers doing ride-alongs with chaplains, let me just say this to you: It is really hard to be nasty when you are riding along in a rolling confession box [laughter]. You just can't do it.

We pick chaplains or clergy members who are very diverse. We have rabbis, we have imams. Try to find clergy members who have "relational equity" in the community. It doesn't do any good if you are a pastor or imam who isn't known in the community. We pick people with equity in the community.

And we don't take them all over the city; they help most in the neighborhoods where they have that relational equity. When community members see one of their faith-based leaders riding around with the police, it makes the community want to engage the police. The clergy are that bridge.

**Vernon Ricks, Montgomery County, MD
African-American Liaison Committee:**

Our Police Chief Meets with Us Monthly

Montgomery County is a relatively affluent community, but we have some of the same challenges as any other community. We are now a majority-minority community. We border on the District of Columbia; we used to be a bedroom community, but now we are an urban community.

No place is perfect, but one thing we have done that has been successful is that Chief Tom Manger established an African-American Liaison Committee and a Hispanic Community Liaison Committee. We meet monthly to sit down and talk about our concerns, and the chief doesn't send a patrol officer to talk to us. He meets with us personally along with his senior staff, all of the assistant chiefs, and many of the department heads. So it has opened up the line of communication. And whenever we need to talk, we are on the telephone constantly talking about our concerns.



**Pastor T.D. Hicks, Antioch Baptist Church,
Topeka, KS:**

*If Pastors Know and Trust a Police Chief,
They Can Help to Prevent Civil Unrest*

I think a lot of the struggle comes in because of the incidents in police departments across the country that cast a bad light on all departments. So you are guilty by association. And then if something happens in your city, a lot of people in the local barber-shop will say, "This is nothing new. This stuff has been taking place for so long." And now because we have video cameras and the Internet, things go public so quickly. So these are things that sometimes create a false perception about the police department.

When Chief James Brown came on board, he created the Chief's Advisory Board, and it is actually made up of the community. The Advisory Board is a way for the chief to tell us what's going on, and then we can go back to our congregations and say, "Listen, let me tell you what really went down."

So if the chief has the trust of pastors at the table who represent the community, then he has a voice in the community, and that helps prevent a lot of unrest as news begins to break.

I also want to suggest to the community leaders here that we all need to work directly with our police departments in helping to get some of our community members qualified to become police officers. People often do stupid things when they are young that may disqualify them to become police officers, like using drugs. So we need to look at ways to help people to become qualified, which could help change things from the bottom up.

FAR LEFT: Baltimore Police Lt. Colonel Melvin Russell

LEFT: Vernon Ricks,
Montgomery County, MD
African-American Liaison Committee

Topeka, KS Police Chief James Brown:

*Even in Topeka, We Are Suffering
Because of What's Happening in Policing*

One of the biggest issues we are faced with, as Pastor Hicks and I try to build a resilient community, are the negative controversies that are going on nationwide in policing. When issues happen elsewhere in the United States in policing, it affects the capital city of Kansas. Pastor Hicks and I are forced to take a couple steps back every time something negative happens in the nation regarding law enforcement. We need to figure this out, because it's ongoing and it's not getting better. Even in Topeka, Kansas, we are suffering because of what's going on in policing elsewhere.

Another issue is that 80 percent of my city's population looks like me, 10 percent looks like my friend Pastor Hicks, and the other 10 percent looks like my friend Dan Benavidez. Recruiting is very difficult in law enforcement in Kansas. For a class of 40, I have had five testing cycles and I had about 600 applications, and of that I was barely able to get 23 qualified recruits. Also, trying to recruit minorities into law enforcement is very difficult in the heartland of the United States. As I go about in the community and talk about the issues that we are facing in policing, I find that the youth in our community don't want to be police officers. They would rather work at the railroads in Kansas, because they

can make more money and they don't have to go through what they see on TV every day.

**Councilman Kenneth P. Boudreaux,
Lafayette, LA City-Parish Council:**

*We Want Community Policing,
Not a Policed Community*

We have to keep in mind that this is truly a case of an ounce of bad outweighing a ton of good. One bad shooting will outweigh 100 lives saved by officers every day, and we need to acknowledge that. Someone talked about the fear of police officers, but I have never feared police officers to date, and neither do my three children, because I make sure that we have relationships and I make sure that I participate in things that will facilitate those relationships.

Since yesterday when I arrived here in Washington, I have gotten four calls from my constituents. There were two nights of shootings back to back in the same neighborhoods. I have contacted my chief, my precinct commander, and they are working on some things. But here's the point: The people who are calling me for assistance now participated with us at an FBI symposium two weeks on civil rights, and they complained about the police. So again, sometimes it is about how you engage the police, and when you need them.



RIGHT: Pastor T.D. Hicks,
Antioch Baptist Church, Topeka, KS



FAR RIGHT: Topeka, KS Chief
James Brown



LEFT: Councilman Kenneth Boudreaux, Lafayette, LA City-Parish Council

BELOW: Lafayette Parish, LA Sheriff Michael Neustrom

Sometimes as a council member, I will hear people say, “Why are the police always in our communities? Why are they so present? What is the profile that they are making of us?”

And then when the shootings happen, the crime, the open-air drug dealings take place, those same constituents of mine are calling and saying, “Where are the police? Why aren’t they here?” I think we need to acknowledge that.

Unfortunately, people in our communities are not becoming police officers. The people who do become police officers don’t look like us, and they don’t have the same concerns of our communities. They are not the graduates of our high schools. So we don’t know them; we don’t understand them. Somehow, we have to make the profession of policing more appealing again, and hopefully we can attract more people from our communities who want to stay within those communities.

So I ask you the question, as you leave here today, “Do you want a policed community, or do you want community police?”

Lafayette Parish, LA Sheriff Michael Neustrom:

Change Begins at the Local Level

First, I think the criminal justice system is broken. And the way we have tried to address it in Lafayette



is to get all the key players—the judges, the DA, the superintendent of education, indigent defenders, minority community leaders—to meet periodically and hash it out.

I know this has happened in other parts of the country, and the thing that usually drives it is that the jail is full. And everybody says, “Well, we can’t keep doing it like this, we need to do something different.” If you have a coordinating committee, it improves the communications among the people.

The second issue is the whole issue of mass incarceration, which I think is one of the roots of the problem. It’s not the total root, but it’s one of the roots of the problem. There is some national attention being given by people from both political parties to do something about it. When you have the



FAR LEFT: La June Montgomery Tabron, President and CEO, W.K. Kellogg Foundation

LEFT: Battle Creek, MI Chief Jim Blocker

Koch brothers talking to the ACLU, that's a step in the right direction, I think.¹¹ And you have groups like the MacArthur Foundation investing money and looking at local jails.¹²

In Louisiana there are more people locked up in local jails than in state facilities. Why are there so many people there, and what do they look like? I think we can all figure out what they look like. But why are they there, and can this be handled in another way?

My final point is that Tip O'Neill said all politics is local, and I think all change happens on a local level first. It will eventually happen at the national level, but I think it takes people who are willing to step up—like the people in this room—and say, “Look, what we have been doing is not right, it's unfair, it's unkind, so let's fix it.”

But you have to be in a position of authority and have some power. You can't just sit back as a spectator and say it's not right. You have to get in the game and maybe run for local office. It's a hassle, it's a pain, it's a sacrifice, but I think change begins at a local level.

La June Montgomery Tabron, President and CEO, W.K. Kellogg Foundation:

Conversations About Race Don't Just Happen; We Provide Tools for Effective Communication

I want to tell a quick story about how I met Battle Creek Police Chief Jim Blocker, and then discuss what we believe is a way forward.

I moved to Battle Creek, Michigan, a very middle-American city, as president and CEO of the Kellogg Foundation, and I had an incident where my husband and I were followed home by a police officer. We were just driving one day and the officer followed us as we turned into the neighborhood, down the street, and right to our door. And I mentioned this in a public meeting, because I was trying to address the issue of denial. What I tried to express was that we can't deny what's happening; it happens to all of us.

A short time later, Chief Blocker was in my office, and we discussed whether what I had experienced was real or whether I could have been imagining that someone was following me. And we had a dialogue that was real and rich—the kind of conversation that is necessary for the community, moving forward.

11. CBS News. “An unlikely alliance forms between Koch brothers and liberal groups.” February 19, 2015. <http://www.cbsnews.com/news/koch-brothers-conservative-liberal-groups-unite-on-criminal-justice-reform/>

12. Mac Arthur Foundation press release, “MacArthur Launches \$75M Initiative to Reduce America's Use of Jails.” February 10, 2015. <https://www.macfound.org/press/press-releases/macarthur-launches-75m-initiative-reduce-americas-use-jails/>

And what I realized is that we don't have the tools to have these conversations. We all inherited this country, where we coexist in a place of denial around issues of race.

But we are in a moment now where that is changing. At the W.K. Kellogg Foundation we have an effort called America Healing,¹³ in which we provide tools and knowledge and techniques for people to have real dialogue about issues like the history of racial bias. Our goal is to move forward to a place of peace and one humanity.

We all talk about needing to have conversations, but they don't just happen. You can't just put five people in a room and say, "Have a conversation." You need tools, you need expertise, you need the truth, and you need a space, and that's what we offer at the Kellogg Foundation.

Battle Creek, MI Police Chief Jim Blocker:

Implicit Bias Training Can Help Police Have Better Encounters with Residents

I am glad that I can be here today with La June Montgomery Tabron from the Kellogg Foundation. She has been an incredible partner for the community and our department.

If officers are appropriately equipped, they will do anything we ask of them, whether it's engaging the community, responding to mentally ill persons, reducing use of force, or other issues. If we give them the time, training, and resources, they will go out there and do what we want.

One of the challenges facing all of us is this idea of implicit bias, as opposed to explicit bias. It can be tough for officers to acknowledge that we all have implicit biases. We have not appropriately equipped our officers on how to deal with this issue of implicit bias.

Years ago, I made a traffic stop that I have never forgotten. It was an innocuous stop, and I remember

the driver rolled down her window and said, "You only stopped me because I am black." And the only response that I had at that moment was, "You only say that because I am white."

If I had known then what I know now about implicit bias training, it could have been a much better encounter. We really need to get our officers on board with this. It's an opportunity to start to communicate effectively and let our community members know that "We see you, we hear you, we feel you, and we want to get it right."

Clovia Lawrence, Community Outreach Director, Radio One Richmond, VA:

Don't Expect the People to Come to You; You Should Go to Them to Build Trust

We've been talking about community policing, and what it looks like. In Richmond, we have pastors and police actually walking the streets of the city, into the subdivisions and the public housing. We are bringing back trust in the community.

For the police, the best way to build trust is to go to the people. Do not expect them to come to you in an open forum, especially in communities that don't trust police or have had some issues with police before.

We built trust with the community of people with special needs, by getting a law passed last year called JP's Law, which allows people to voluntarily add a code to their driver's license to let police know they have autism or an intellectual disability.¹⁴ So if you pull over a motorist with special needs and you say, "Put your hands on the steering wheel," or "Get out of the car," but they are looking at your flashing lights or they become distraught, you know what's going on, because the driver's license told you.

We in the community are also working on LGBT issues and the police department. We also have diversity training in the Richmond Police

13. America Healing, launched in 2010, has invested \$135 million in a national network of hundreds of organizations committed to rejecting racism, fostering healing, and changing unconscious biases that work against children and families of color. <https://www.wkkf.org/news-and-media/article/2015/05/ameria-healing-conference-2015>

14. "JP's Law to Help People with Autism and Intellectual Disabilities." ABC 8 News. June 18, 2014. <http://wric.com/2014/06/18/jps-law-to-help-people-with-autism-and-intellectual-disabilities/>

RIGHT: Clovia Lawrence,
Community Outreach Director,
Radio One Richmond, VA

FAR RIGHT: Richmond, VA Chief
Alfred Durham



Department. We have the Citizens Police Academy for Hispanics and seniors, and the Young Adult Police Commission.

Richmond, VA Police Chief Al Durham:

All of Us in Policing Are in This Together

Some of you may remember the cartoonist Walt Kelley, who had a cartoon character named Pogo the Possum, who said the famous line, “We have met the enemy and he is us.” I mention that because I have been the chief in Richmond for four months, and we have a problem with our relationships with the youths in the city.

I came upon a group of young artists, and I asked them, “How do you feel about the police?” One young man said, “That uniform you wear means nothing to me.” I asked him what he meant, and he said, “I look at TV, I look at social media, and you all are killing people. You kill black people, and nothing is being done to you. You are not being held accountable.”

I asked him, “Has any police officer in Richmond mistreated you?” and he said no.

What I took from this is that all of us in policing are in this together. What happens somewhere else impacts all of us as leaders in law enforcement. It’s all about accountability. Accountability leads to the relationship-building and the credibility in our communities.

Rev. Steve Brown, Hampton, VA:

We Have Lost the Personal Connections With Police That We Had 50 Years Ago

I am a local pastor in the City of Hampton and also a community organizer. I want to go back to my first encounter with a police officer as a young boy. Last May I turned 56 years old, but I have never forgotten my first encounter with the police.

Some of my buddies and I would play football at the United House of Prayer, which had a football field. And there was a neighborhood police officer, Brenton Musgrove, who would come out and put his revolver in the car, take off his clip-on tie, and play tackle football with us. So talking about this guardian vs. warrior mentality, the first officer I knew was a guardian.

At the end of that game, Officer Brent would take us all to the convenience store and buy us these little Cokes or Nutty Buddies or popsicles, and we would all sit around talking about what happened in the community. And Brent would say something like, “Last night—hypothetically, understand—Miss Mabel’s house was broken into. What do you guys think about that?” And because we had built trust with this police officer, we began to tell him what was going on in our community.

As we shift to the 21st Century type of policing, you don’t see cops who are comfortable on patrol like this. You don’t see much talking in the

ABOVE: Rev. Steve Brown, Hampton, VA

BELOW: Hampton, VA Chief Terry Sult

community, and it's not because we don't have a community. I am very proud to live in a community. Hampton has been recognized nationally and internationally for how we engage our citizens. We are being proactive.

We are starting the conversation about police, trust, mistrust and all these issues. It is painful, it is painstaking, but at least we are starting the conversation.

Hampton, VA Police Chief Terry Sult:

Crime Prevention, Not Enforcement, Should Be Our Primary Role

When we look at the “police as warrior” mindset and the “police as guardian” mindset, and we look at the different types of training we might put in our academies, it really boils down to priorities and what our actual mission is. How do we define success?

All too often, our police officers and even some of our chiefs think that our primary role is enforcement, when in fact our primary role is prevention, and that's what we should be focusing on first. I've got to commend you and your staff, Chuck, because your “Re-Engineering Use of Force” report¹⁵ goes right back to that priority on prevention. De-escalation was a big part of that discussion, and de-escalation is prevention. Use of force is enforcement. And so our first priority should be the prevention mindset.

Another issue is that we talk about the community's trust in the police, and that should be one of our top priorities. But what we haven't mentioned is whether police officers trust the community. If you don't have that, you get into problems with officers



stepping back from proactive policing. The good thing is that these concepts work together. If we can gain the trust of the community in our police department, the by-product of that is that our officers will trust the community.

Finally, I find it ironic that a central point of conversation here is community oriented policing, which has been a mantra in policing for decades. And yet, multiple Presidential administrations have defunded community policing initiatives, year after year. There is an awful lot of power in this room—many voices, and political influence. So I suggest

15. “Re-Engineering Training on Police Use of Force.” Police Executive Research Forum, August 2015. <http://www.policeforum.org/assets/reengineeringtraining1.pdf>

RIGHT: Pastor Shon Davis,
Spokane, WA Jesus Is the
Answer City Church

FAR RIGHT: Spokane, WA Chief
Frank Straub



that we all go back to our legislators and focus on trying to get these positive things that work in the community policing arena funded again.

**Pastor Shon Davis, Spokane, WA
Jesus Is the Answer City Church:**

*Youth and Police Initiative (YPI)
Has Helped Break Down Stereotypes*

I want to speak about the word “relationship” as it applies to police-community relationships. We pastors emphasize that any relationship has to be a two-way street. For example, in a marriage, people often tend to think, “If we’re going to have a relationship, the other party has to change.” But that’s not how it works. And sometimes as a community, we say, “Well, if the police will get themselves together, then our community will be better.” But it’s not that simple.

We have been trying to address the idea that the police *are* a part of the community. We need to recognize that when they take off their uniform, they are people just like us. So we have to understand

that if we really want a relationship, we need to come together and understand the other person’s point of view.

Another thing is that in building a relationship, we say, “Let’s talk,” but sometimes we don’t really *listen*. It is important that we learn how to listen to one another with an open mind, and we must value the perceptions that everybody brings to the table.

I want to share something that has really proven itself in building these relationships in Spokane. I really appreciate that Chief Frank Straub has brought this to our city. It’s called the Youth and Police Initiative (YPI),¹⁶ and it brings together police and high school students to tear down stereotypes in how youth perceive police officers and how police officers perceive our young people.

We found that young people sometimes look at police officers in a negative way, and police officers see young people as gang members, based upon their attire. So I asked the African-American young people in one of these sessions, “If an African-American were to do something wrong, would you feel bad if you were automatically stereotyped,

16. YPI is a nationally recognized program designed “to break the cycle of mutual distrust the commonly exists between youth and police. YPI is an early intervention and prevention program that works to build trust in the law while reducing stereotypes, using role play, discussion, and rapport-building activities between teens and officers. The program takes place over several days each month, with a special graduation at the end of the session. In 2014, more than 100 youth and 61 police officers participated in YPI.” Spokane Police Department, 2015 Community Outreach Strategy, page 5. <https://static.spokanecity.org/documents/police/accountability/spd-community-outreach-strategy-2015-07-15.pdf>

based upon what that one person did?” And all of the black kids said, “Yes, that would be wrong.”

And so I said, “Well, if one police officer did something wrong, do you feel that it would be wrong for you to stereotype all police officers?” And they had to admit that yes, that would be wrong.

A month later, we had an incident in Spokane where an African-American male unfortunately died at the hands of officers in our jail.¹⁷ One of the young men who went through our YPI program happened to be his relative, and as our chief quickly engaged the family, that young man who was in the YPI program stood up in his own family and said, “You know what, not all officers are bad officers.” Why? Because he had built the relationship with police officers.

So I just wanted to share that with us, that relationship is, first of all, learning how to take time and patience to listen and get to know one another. These walls and stereotypes are torn down when people see each other as individuals and don't generalize them in groups.

Spokane, WA Police Chief Frank Straub:

Before We Can Correct a Mistake, We Have to Own It

I was hired in Spokane in 2012, in part, because of an in-custody death of an individual who was challenged by mental illness.¹⁸ It wasn't just the incident itself, which happened long before; it was a lack of ownership of the incident by the police department's leadership, and a lack of awareness as to the effect the incident had in the community.

We have to own these issues, and do it very quickly. If we have taken a human life, even if it was justified, we have still taken a human life. That has a ripple effect within families, within neighborhoods, within our departments, and among our personnel.

The faster we own it, the faster we get the information out. We can correct our mistakes, we can correct misstatements, but first we have to own it. These incidents are not business transactions, these are human transactions.

Pastor Ricky Willis, President, United Black Christian Clergy of Washington State:

Seattle Police Accept Our Consent Decree And Are Working with the Community

In Seattle, our police have been under a DOJ consent decree. Our previous mayor was opposed to the consent decree, but that mayor was voted out, and the new mayor accepted it.

The community fought the first mayor, because they felt that we have been having this problem for so long, and the police were ignoring it. Now we have Chief Kathy O'Toole, who has been applying the consent decree to the community, working with the community on racial profiling, doing walk-alongs, doing ride-alongs. And the community is buying in, seeing the transparency that the police department is showing us.

As you know, Seattle is the rally capital, the demonstrations capital, and we have been going out and walking with the police department, marching and rallying for social justice along with the police department. And this has brought our community together.

And now with Black Lives Matter, we are seeing young people at the forefront, and the older community leaders are walking with the young people. We are saying, “You go on and lead, and we'll support you.” That's what we need to see more of—letting the young people come out front and be at the table. We are doing great work in the City of Seattle and in the State of Washington with the community and the Police Department.

17. “Restrained arrestee choked on vomit, died in Spokane jail booking area.” The Spokesman-Review, August 1, 2015. <http://www.spokesman.com/stories/2015/aug/01/restrained-arrestee-choked-on-vomit-died-in/>

18. DOJ News Release, “Spokane Police Officer Sentenced for Civil Rights and Obstruction Violations in Connection with In-Custody Death of Otto Zehm.” November 15, 2012. <http://www.justice.gov/opa/pr/spokane-police-officer-sentenced-civil-rights-and-obstruction-violations-connection-custody>

Seattle Police Chief Kathleen O’Toole:

*Done Right, Policing Is Not Just a Job;
It Is a Rewarding Vocation*

In policing, we do a terrible job of telling our story. Few people understand what policing is all about. They see car chases and gunfights in Hollywood scenes, when in fact we spend much more time providing services to people in need. We must engage and communicate more effectively with our communities.

Misperceptions about policing can potentially discourage quality candidates and also attract undesirable applicants. We need to focus on who we are recruiting, to be certain we’re finding people who understand that if it is done right, policing is a vocation, not just a job.

If we tell our story more effectively, we will attract a broader, more diverse candidate pool. We must reflect the communities we serve, in order to build trust and have the confidence of the community.

I think it’s great that youth has been a resounding theme today. Across our country, many young people are not taking their messages from our traditional community leaders or traditional civil rights leaders. We have to develop different ways to communicate with them. For instance, the Seattle Police Department now has more than 137,000 Twitter followers, and we are using new apps like

“Nextdoor” to connect with communities better, including young people.

I make it a point to get out and meet young people face to face. We all know that when we get together on a human level and look each other in the eye, we realize we have more in common than not. Nothing will substitute for that.

One final point: As everyone knows, Seattle has been under a federal consent decree for the last few years, and I am pleased to say that we are embracing change, not fighting it. I think many police departments in the country are trying to figure out where to start with reform. We have a head start in Seattle. We don’t claim to have all the answers, but we have developed new policies and procedures on issues like de-escalation, implicit bias, and crisis intervention. I attend these training courses and think, “Wow! I wish I had this training 30 years ago.”

**Pastor Les Simmons,
South Sacramento Christian Center:**

*The State of Police-Community
Relationships Is Not Good*

We community leaders are here to represent the voice of our community and the voice of the young folks in the community. And the question is how would we characterize the current state of police-community relationships? If you were to look around the nation, it is not good. I think we owe

RIGHT: Pastor Ricky Willis, President, United Black Christian Clergy of Washington State

FAR RIGHT: Seattle Police Chief Kathleen O’Toole



RIGHT, ABOVE: Pastor Les Simmons, South Sacramento Christian Center

RIGHT, BELOW: Isay Gulley, President and CEO, Clearwater Neighborhood Housing

BELOW: Clearwater, FL Police Chief Daniel Slaughter

it to the chiefs who are here today to give an accurate account of what's going on across our nation right now and in our communities.

The second question is in our *local* community, how we characterize the local relationship between police and community. Now, just because I may have a good working relationship with law enforcement in Sacramento does not mean that everybody else in our community does. So I surveyed 50 of our young folks in the community, and 40 of them didn't have a good perception and good interactions with law enforcement.

So I think we owe it to those who are here today to give that real moment of pause. This is that defining moment. How many more defining moments do we have to have before we have a positive conversation? This is the time to have that come-to-Jesus moment, where we lay everything on the table and say, "This is what's going on, and this is what we can work on to resolve that."

**Isay Gulley, President and CEO,
Clearwater Neighborhood Housing**

We Have Problems in the Community That Go Beyond Changes in Policing

I am active in the NAACP and other organizations, and am also a retired veteran from the Coast Guard Reserve of 22 years. There are underlying issues in our community, and we as parents, as adults in our community, have to get to the root of the problem. What's happening with the police departments is drawing our attention, and we are forgetting about



the underlying problems. There is something going on in the community that is bigger than policing.

When we see the kids on the street selling drugs, they are entrepreneurs, but they have jobs that we don't support, and neither does the police department. So we have to take responsibility for our communities. We have to not be afraid to meet with the parents of those kids.

I remember growing up in the South, at a time when older people could approach our kids and it was acceptable. But now we have some parents who don't want anybody to talk to our kids, to correct our kids. So when the police come in and say something to our kids, we are ready to just hit the ceiling. We have deep problems with our young people now.

We have a lot of things to do, but I don't want the conversation here today to make us think we are going to solve all of the community's problems. We



LEFT: Garner, NC Chief Brandon Zuidema

BELOW: David Forbes, Garner, NC



think the Tallahassee Taser incident is a good example of this.

Wexler: When Chief DeLeo had that press conference in the middle of the night about the cop who Tased a woman?¹⁹

Chief Slaughter: Yes, and I think that's really a good lesson to us all. We can no longer say, "This is under investigation" and sit coldly for a month. We have to move quickly.

should learn to be proactive, not reactive. We are reacting now to a lot of things that are happening nationally with police shootings. The challenge for all of us is to go back to our own neighborhoods and get involved and involve those parents.

I'm happy to say we have a new chief who is a go-getter. He hasn't been on the job a year yet, and he is holding his force *responsible*. We have had some incidents in a predominantly black community, but when it comes to the chief's attention, he deals with the officers. So I think it's really about roles and responsibility and being accountable. If you say you are not going to tolerate certain things, the community should hold you responsible. And if we work together, we can overcome some of these problems.

Clearwater, FL Police Chief Daniel Slaughter:

***We Must Take Action Immediately
When We See that Something Is Wrong***

I think that Isay is saying that we have to move quickly. If a chief quickly recognizes that something is wrong, it's better to take action immediately. I

David Forbes, Garner, NC:

***We Need to Restore Genuine Respect
For Law Enforcement***

I thank Chief of Police Brandon Zuidema, who invited me to be here. I am a founding member of SNCC, the Student Nonviolent Coordinating Committee. I would like to say three things. One, Garner does not have the kind of crime issues that I am hearing from other cities, and we are very grateful to our chief for the professionalism and the community connectivity.

Second, the name of this conference is "strengthening police-community relationships," but I would recommend that you put "community" first, because the community is not accountable to the police, but the police are servants of the community.

Finally, I agree with those who said that this issue has much to do with the community. I was raised to respect law enforcement. Even if I encountered something that was unfair or wrong, I was to respect the police. I honestly believe that there

19. "Florida cop on leave in tasing of woman, 61." USA Today, October 3, 2014. <http://www.usatoday.com/story/news/nation/2014/10/02/officer-placed-on-leave-tasing-woman/16574687/>



FAR LEFT: Bishop Robert Lee Jackson, Oakland CA Church of God and Christ
 LEFT: Oakland, CA Chief Sean Whent

would be fewer black men being shot if there was general respect for law enforcement. There are ways in which parents and community leaders can keep our police accountable to the fair practice of law enforcement.

Garner, NC Chief Brandon Zuidema:
Training on De-Escalation and Bias Must Be Embedded in Who We Are

As we try to move forward, one thing we can do is to collaborate with our community members to set meaningful and measurable goals. This will accomplish three things. First, it will require us to talk with and better understand our constituents while also educating them about our resources and intentions. Second, ideally it will generate “small victories” that can be celebrated together with the community. Third, it will help us to move past the “we’ve talked about this for years” concern and actually generate meaningful change.

In the context of training, we should not be short-sighted and focus just on “de-escalation training” or “biased-based policing training.” We need to commit to including this type of training as a component in as much of the existing and new training we do, so it more a part of “who we are” across law enforcement, as opposed to “what we do.” If it’s important, and it is, we can’t just train on it one

time. We need to do it over and over again in a variety of settings.

Bishop Robert Lee Jackson, Oakland CA Church of God and Christ:

Our Police Tutor Middle-School Boys Who Otherwise Would Be Destined for Jail

There seems to be a lot of truancy in Oakland. Of 47,000 kids, 4,300 are truant every day, at a cost of about \$5.5 million in the City of Oakland. These kids are burglarizing houses; they are breaking into cars; they are doing a lot of crime during the day-time when people are at work.

Another issue is that African-American police officer recruitment has been very difficult. I think some classes especially designed for African-American recruits would make a real difference with the police department and its make-up.

There is a program that I sponsor in the City of Oakland with my Police Chief, Sean Whent, who is here. I am also here with Chief Kenton Rainey from the BART Police Department. The program is called the OK Program²⁰. It couples the police department with the schools and the boys in the middle schools. We work with middle-school boys. We have sessions on Saturday, we have entertainment for them, we work on their grades, we tutor them. These boys have been marked for jails and gangs because they

20. <http://okprogram.org/>

can't read well. Everybody knows they build prisons around that. So we intervene in their lives. We have black police officers and other black men in the program with black boys. And the boys are going to school, and their grades are improving. We found that they are able to learn, they have intelligence, and they are graduating from high school. Gangs cannot get new recruits, because we have cut off their recruitment system.

Oakland, CA Police Chief Sean Whent:

Some Enforcement Strategies from the Past Have Contributed to Mistrust

One of the themes I heard repeatedly this morning was lack of trust in the police. In order to earn that trust, we need to admit that some of the tactics we have used historically have contributed to the state of relations as it exists today.

For example, when I started in policing, you measured success based on the number of arrests made, the number of car stops made, the number of tickets written. Sometimes this was reinforced through CompStat, where commanders were asked, "Where are your officers deployed? What are you doing about all these crime trends?" But in many cases, those activities contributed to the destabilization of communities.

So we need to ask new questions of our commanders, like "What community meetings have you and your staff attended? What three-on-three basketball tournaments have your officers done with kids? How many hours have your officers spent just walking around and interacting with people?" We need to ask about things we do that are absolutely part of the service end of the job.

I also want to mention that we put together a procedural justice training course in Oakland. We brought in community members to help develop the curriculum, and we have community members who teach in the course, including Reverend McBride, who's here with me today. This curriculum helps teach the officers about the history of community relationships with the police.

Rev. Ben McBride, Oakland, CA:

Police Should Seek Real Diversity On Community Panels

This is incredibly helpful for us today, and particularly to hear from the chiefs around the country. One of the things I think we need to add to the discussion is that it's important to create a citizens' panel that doesn't just include lawyers and ministers and the "respectable citizens" in our society, but also people who the police have contact with. In Oakland, most of the police contact is with young black men, so if we have a citizens' panel that doesn't reflect that, we are in trouble.

I think we should be creating a citizens' panel that shares influence and power with directly impacted folks, formerly incarcerated people, law enforcement, community, faith leaders, and also a representative from the protest community. We are in a movement cycle, so we need to talk to people who are actually involved in the agitation.

I think chiefs also need to understand the diversity of what community leaders look like. Some of us are community organizers; we scale up civic engagement, we advocate, we change policy, we do base-building in the community. Other community leaders do service delivery; they are about building programs and creating services. We have other community leaders who are in protests and agitation.



BART Chief
Kenton Rainey

So chiefs should understand the diversity of who you need to have on your team. Having five “collars” doesn’t mean that you have community leaders; it just means you’ve got a bunch of preachers, and they might not even be the right preachers.

Lastly, one of the things that we are lifting up in California is the data collection bill. AB-953 is a racial profiling bill that’s about tracking the data. I was in a spirited fellowship with the president of the police union in Sacramento, and I told him that if officers are not unlawfully stopping folks, then he should be in favor of this data collection bill, because it will prove that the police are not disproportionately stopping people and racially profiling people. And if in fact they are disproportionately stopping people, then it helps inform us about how we put the correct policies in place to correct that.

**Bay Area Rapid Transit
Police Chief Kenton Rainey:**

*Communities Must Hold Local Officials
Accountable for the Quality of Policing*

I was fortunate to have the opportunity to testify before President Obama’s Task Force on 21st Century Policing.²¹ I’d like to mention to my fellow



Amin Muslim, Director of
Constituent Services for
DC Council Member Yvette Alexander

police chiefs that we seem to have forgotten the lessons from President Johnson’s 1965 report, “The Challenge of Crime in a Free Society.”²² Like President Obama’s Task Force, President Johnson’s Commission on Law Enforcement and Administration of Justice was about many of the same issues—juvenile justice, how the police should be interacting with the community, recruiting, training, standards. We must provide transparency, and as paramilitary organizations, we must submit to civilian oversight. We have to bring in a new era of training that involves de-escalation and cultural competency. We also have to raise our standards and look at CALEA, the Commission on Accreditation for Law Enforcement Agencies. On issues of technology, we cannot wait for the federal government to fund body cameras. This technology is cost-effective.

And the community must take its part. You have to come on ride-alongs, you have to be in your police stations, you have to see what your law enforcement organizations are up against. More importantly, you have to hold your elected officials accountable for who they hire and what type of policing is being delivered to our communities.

**Amin Muslim, Director of Constituent Services
For DC Council Member Yvette Alexander:**

*You Will See Our Police Officers
At All Kinds of Community Events*

We have adopted a novel approach to community policing here in the District of Columbia. What we do is create non-law enforcement contact opportunities with the community. We don’t wait until there is a problem in the community before our police officers are engaging our residents.

You will see our officers at community cookouts, in the community, walking in the neighborhoods.

21. <http://www.cops.usdoj.gov/pdf/taskforce/submissions/Rainey-Kenton-Testimony.pdf>

22. <http://www.ncjrs.gov/pdffiles1/nij/42.pdf>



ABOVE: Dan Bryant, Senior Minister,
First Christian Church of Eugene, OR
BELOW: Eugene, OR Chief Pete Kerns



capture the spirit of the saying, “Good teachers don’t teach, they create an environment where learning takes place.” Our chief is in the community, she is transparent, she engages people. And that trickles down within the department.

**Dan Bryant, Senior Minister,
First Christian Church of Eugene, OR:**

*Let’s Work Together to Help
Our 5 to 10 Million Homeless Persons*

I would like to draw our attention to the homeless community, and I invite all of you to pay attention to the “point-in-time” count of homeless people, taken in January, which found that over half a million people in this country are homeless on a given night. And that number over the course of the year is probably closer to 5 to 10 million. Think about what that means to be unsheltered in January. They are members of your community. They are your residents, and you need to be watching out for them, getting to know them, helping them to understand their challenges and struggles, and finding solutions.

**Angelita Herron,
Southern California Ceasefire Committee:**

*Change Comes from the People,
Not from the Leadership of a City*

I am from Los Angeles, and I am here to talk about the changes that we have tried to implement in this very large city. We have had problems with our law enforcement over the years. It has taken a consent decree to change that, and it has taken community participants to push it. It didn’t just happen on its own; the people of the city had to come together and make decisions about what we wanted.

We had an officer a couple years ago, Officer Jason Medina, who realized that the community was lacking something, and he started a baseball team.²³ We had nothing but T-shirts and bats and balls. The unique feature about the baseball team was that we didn’t turn anybody away. The smallest guy came, the largest guy came, and everyone played on the team.

We have police officers participating in all kinds of initiatives. Tomorrow morning the police Youth Division is going to take nine kids from one of our most troubled housing projects white-water rafting.

What our police chief, Cathy Lanier, has done is

23. “DC cop, forever changed by baseball, pays it forward.” NBC Nightly News, June 6, 2013. <http://www.nbcnews.com/video/nightly-news/52126291#52126291>



FAR LEFT: Angelita Herron, Southern California Ceasefire Committee

LEFT: Los Angeles Deputy Police Chief William Scott

I am a proud member of the Southern California Ceasefire Committee²⁴ and a proud supporter of Watts Gang Task Force.²⁵ The Housing Authority of the City of Los Angeles program and the Watts Gang Task Force deal with our public housing directly; they have very specific tools at their disposal. We want to encourage that kind of policing.

I want to encourage those of you who are struggling with these issues, and to say that you cannot change anything without your community support. It has to be a collective. We are trying to appeal to the citizens, not the leadership.

I have been at this since 1988, and believe me, it is not the leadership of the city that made this change; it's the people who live in the community.

Los Angeles Deputy Police Chief William Scott:

Our Consent Decree Took 13 Years, But the Police Department Is Better for It

Wexler: LAPD is a different place today than it was 20 years ago, isn't it?

Chief Scott: Yes, it is.

Wexler: Especially in black communities, right? Why is that?

Chief Scott: Well, we were forced into a consent decree. We ended up embracing it, and it really changed the organization for the better. There was accountability to it. We had an expectation that we would implement those consent decree reforms in five years, but we didn't meet that goal, so our chief of police and many of the leadership teams had to stand in front of the police commission and explain why those reforms weren't met.

I think that met the public's approval for accountability, even though it took us 13 years to get out from under the consent decree. I think that most of the people in the department who were there when we entered that agreement will tell you that we are much better off today. And I think most of the community will tell you we are much better off.

There are a lot of good ideas in this room and across the country. Somebody mentioned President Johnson's commission report from 1967. A lot of those reforms and strategies took 30 years to be implemented, and some of them are still not done

24. "Tackling gun violence in South LA," February 4, 2013. Intersections South LA. http://intersectionsouthla.org/story/tackling_gun_violence_in_south_la/

25. See "What Does It Take to Stop Crips and Bloods from Killing Each Other?" The New York Times, July 10, 2013. <http://www.nytimes.com/2013/07/14/magazine/what-does-it-take-to-stop-crips-and-bloods-from-killing-each-other.html?pagewanted=1&r=1&smid=fb-share>



LEFT: Anton Moore, Founder and President, Unity in the Community, Philadelphia

CENTER: Jim Vincent, President, NAACP-Providence, RI

RIGHT: Providence, RI Chief Hugh Clements

yet. So I think that part of the narrative today has to be what the community and law enforcement can agree on, and what's realistic, in terms of these expectations.

Anton Moore, Founder and President, Unity in the Community, Philadelphia:

Our Community Leaders Must Speak Out on Local Issues

I think one of the things we need to do is get serious about building relationships. Some of the leaders who have been doing it for a long time come out and speak on national issues, but they aren't there on local issues.

We have problems in our community on a daily basis, black-on-black crime and other issues. So when we talk about building relationships, we need to do that from the ground up, hitting the pavement every day and actually engaging with the community members on a grassroots level. A lot of times in our community, when you are an activist or leader in the community, you need that solid voice, on the ground, to bridge that gap.

Jim Vincent, President, NAACP-Providence, RI:

Sometimes Good Ideas Don't Get Down To the Line-Officer Level

Rhode Island is a very diverse state. Approximately 25 percent of our residents are people of

color—black, Latino, Southeast Asian and native American—and maybe 70 percent of Providence is diverse.

Our relationships with chiefs of police, as well as the command staffs, are excellent. They seem to “get it.” We help select police chiefs, serve on the search committees, and I am glad that we picked Chief Hugh Clements for Providence. He has done an excellent job; he has excellent skills; and they are doing things we have recommended, like having monthly meetings with the community.

We also have just instituted midnight basketball for the first time in 10 years. We have a new mayor who wants to get ahead of things, as opposed to reacting to things. And we have Youth Pride Inc. program; we have a Police Explorers program for young people.

So I think that at the chief's level, at the command level, there is a lot of good that's going on. However, it doesn't necessarily filter down to the rank and file in every case. There are too many rank and file officers who feel that it's all about “occupy and contain,” not “protect and serve.” And I have told them, “Look, if you are having a bad day, don't go to go to work. It's not about disgracing your uniform and tarnishing your badge. It's about getting

the job done as professionally as possible. You cannot have a bad day.”

I also think there is a problem with the police officers’ “Bill of Rights.” It’s about getting rid of the bad apples. If you can’t get rid of the bad apples, you are always going to have a problem. Societal problems are broad, and we can’t always deal with those problems; we have the communities that we have. But when police officers protect each other when they do wrong—we have to get away from that.

Providence, RI Chief Hugh Clements:

We Reached Agreement on a Bill To Collect Race Data on Police Stops

I think we all firmly believe that police departments and their communities want to be aligned in joint efforts to making our communities better and improving the quality of life. It’s about fair and effective policing. But how we get there is the trick.

We never shy away in Providence from the fact that as a mid-size city, we have a gun problem, a violence problem, and a gang problem, and we aggressively enforce those areas as the community expects us to. We need to find the delicate balance between aggressive policing against violence in our



Ricky McNeal, President,
NAACP-Garland, Texas

communities, and not infringing upon the rights of the community, and particularly the young men in the community.

In Providence, we are doing the good things that others have mentioned—a Youth and Police Initiative, Police Explorers—with outstanding results. One of the things we have done is pass a bill to collect data on police stops. There was a bill in the legislature for probably 15 years, and it never passed for many reasons, one of which was that it was called a “racial profiling bill.” That was off-putting to officers who come on this job not to racially profile, but to do their jobs. So we made some compromises and we changed the name of the bill to CCPRA, the Comprehensive Community Police Relationship Act.²⁶ We got it passed, and it’s groundbreaking legislation that I think people should look at.

**Ricky McNeal,
President, NAACP-Garland, Texas:**

Community Leaders Should Ask for a Role In Recruiting and Hiring New Officers

One thing we have done that has been successful over the years is participate in the overview boards as officers go through the recruiting process. For communities that don’t have the diversity you desire in your police department, speak with your police chief and ask for an opportunity to participate in the hiring process. And you can advise your chief on where to go to recruit—for example, at a historically black college or other places where there maybe potential employees.

Secondly, we meet every other month with our police chief, Mitch Bates, and it’s not only NAACP members but members from Hispanic organizations, members from Asian communities. That has

26. State of Rhode Island General Assembly, “Assembly Approves Community-Police Relationship Act.” June 23, 2015. http://www.rilin.state.ri.us/pressrelease/_layouts/RIL.PressRelease.ListStructure/Forms/DisplayForm.aspx?List=c8baae31-3c10-431c-8dcd-9dbbe21ce3e9&ID=10961&Web=2bab1515-0dcc-4176-a2f8-8d4beebdf488. “The legislation requires that each search conducted by a law enforcement officer be documented and should include the date, time and location of the search, along with the reasonable suspicion or probable cause leading to the search.”

been sustaining and has brought lasting relationships and changes in our department.

Thirdly, our chief has been reaching out to the community and saying, “Look, there are other police departments in our metropolitan area that we should be speaking to.” So we are trying to bring that whole community aspect, and our chief has been instrumental in that.

Fourth, it’s important to reach out to diverse communities and make relationships, because they may not come to you. So as the chief, you have to take the initiative and go into those communities.

**Bridgette Johnson, Director,
Colorado State University,
Black/African-American Cultural Center:**

*Begin by Acknowledging
The Importance of Race*

I am here with Chief John Hutto from the Fort Collins Police Department. I am happy to say that we have established relationships with the Colorado State University Police Department, the Fort Collins Police Department, and the Cultural Center at the University.

The thing that’s really powerful for us is that we are acknowledging that race plays a huge part in this. When we sit down and have the critical dialogues about how race impacts our interactions with the police, we get down to the nuts and bolts of

it. Both sides come in with biases, and to be able to talk about those biases is extremely important.

I think we as a society have been looking at this “post-racial society,” which doesn’t exist. We can talk about black-on-black crime, and yes that does exist, but it exists in a system that’s built upon oppression. We need to figure out how to dismantle this system that is at the root of the problem.

Fort Collins Police Chief John Hutto:

*Officers Must Be Warriors on Occasion,
But Guardian Should be the Natural State*

I believe wholeheartedly that policing should be based on a guardian/service model, but I also believe the answer to the question is more sophisticated and subtle than merely “guardian versus warrior.” Society expects us to be warriors when the situation dictates. The best officers are those who can differentiate between the two responses and don’t live exclusively in one world or the other. Warrior should be reserved for those rare times it is called for, with a guardian outlook being the natural state.

I agree with Chief Turner from Atlanta and the others who talked about the value of ride-alongs. The time spent by community members being exposed to what the officer encounters day after day is invaluable. And the benefit is not just to the community member; having a community member in the car for a shift exposes the officer to someone



RIGHT: Bridgette Johnson,
Colorado State University, Black/
African-American Cultural Center



FAR RIGHT: Fort Collins Police
Chief John Hutto



ABOVE: Angela Austin, Lansing, MI,
CEO, One Love Global

BELOW: Leesburg, VA Chief Joseph Price



or unwillingness to act when confronted with a bad cop. As police executives, we should foster a culture that does not accept the all-too-common phrase, “We saw that coming,” about an officer’s bad conduct. It is incumbent on us to ensure that systems are in place to proactively prevent negative outcomes.

**Angela Austin, Lansing, MI,
CEO, One Love Global²⁷:**

*We Won’t Succeed Unless Our Youths
Believe They Have a Stake in the Future*

What I have heard around the room is that structural racism happens on multiple levels, and we need strategies to address each level. Internalized oppression is real, and now we have a system where our young people don’t need bars, because the prison is in the mind, it’s internalized. When you believe you have no value, you don’t even try to achieve.

So we can change policies and we can create programs, but it won’t succeed if our young people do not believe they have a stake or a place in the future. We need to get real about where we are and our responsibility to call out the truth for what it is. And we must be prepared to address the truth with the strategies that actually get to the root cause, and don’t just make us look good and bring more money into our programs.

I want to acknowledge our police chief, Michael Yankowski, for joining Black Lives Matter-Lansing as a partner. When we call him, he shows up time and time again, going out in the neighborhoods. What we hear from police is that they see the quality-of-life issues that most of us will never see, that most of us have never lived. If we have a hope of beginning to transform these broken systems, it has

who can engage in a dialogue about the community from their perspective. This gives the officer insight into their beat that might otherwise go unseen or unknown.

Chief Oates of Miami Beach and others talked about the challenges of getting rid of bad officers, and the impact that has on relationships with the community. I agree and would add that until we do a much better job of publicly telling our story of self-accountability, this will be an issue. It is important to not only weed out the bad once a negative event has occurred, but to take steps aimed at prevention. One of the most detrimental attitudes a police organization can have is a culture of apathy

27. One Love Global is a community organization dedicated to “revitalizing urban centers and creating sustainable communities where justice, peace and opportunity are attainable for all children.” <http://www.iloveglobal.org/home.html>

RIGHT: Tucson, AZ Police Chief
Roberto Villaseñor

FAR RIGHT: Prince William County, VA
Chief Stephan Hudson



to be informed by the people who actually see it at a level that most of us will never see it.

Leesburg, VA Police Chief Joe Price:

*Young People Are the Future,
In the Community and in Police Agencies*

Leesburg is a wealthy suburban area 20 miles west of Washington, and we don't have some of the issues of poverty and crime that are being discussed. But we both have a lot of concern about our relationships between the community and the police.

And it's the young people we have to connect with, whether it's community leaders or law enforcement leaders. We have to find a way to communicate with young people to build that level of trust. The future of our communities, and the future of the policing profession, are with the young people.

Tucson, AZ Police Chief Roberto Villaseñor:

*The President's Task Force Listened
To a Very Wide Range of People*

Each of us brings a different perspective on the issue of community relations, because we all have unique communities. Latino issues are critically important for me in Arizona and particularly in Tucson, because of immigration and because we're a border state. But I can't just focus on Latino issues, because there are many communities in Tucson.

I served on the President's Task Force on 21st Century Policing, and that was probably the most enlightening thing I've done in my career, because we brought in elements of every community we could think of. We tried to hear testimony from as many different groups as we could. And this is important for us as police chiefs. We all listen to each other again and again at our meetings, but it's also important to listen to the community and incorporate their perspectives on what we do.

This isn't a one-time deal. We have to constantly keep applying pressure and make sure we do the things that we are talking about today.

**Prince William County, VA
Police Chief Steve Hudson:**

*Sergeants and Other First-Line Supervisors
Set the Tone and "Culture" of Policing*

Prince William County is about 25 miles south of Washington, D.C. We have dealt with a number of issues in the last decade or so, with huge demographic changes in our population. And the only thing that has remained consistently helpful through the change process has been our ongoing community relationships. We communicate with every facet of our community, every geographic region, every demographic makeup. I think all of us here in this room "get" that; it's part of the reason we are here. We understand the importance of relationships between communities and the police.

I agree with the gentleman from Providence, Mr. Vincent, who said that things have to trickle down to the rank and file. In police departments, the first-line supervisors are very important; that's really where the culture of our agency hits the road. We can set all the policies we want, we can mandate all the training we want, we can set the disciplinary consequences, but our first-line supervisors really carry the culture of our organization. They carry our messages to the troops daily, so we need to make sure that they are all getting it.

One of my challenges is to make sure that I am engaged with community. I know my street officers are engaged because they are responding to the calls for service every single day. We need to make sure that our first line supervisors are just as engaged with the community, if not more so. The sergeants have to understand the needs from both sides of the street, whether it's the officers or the citizens that they are dealing with.

Newport News, VA Police Chief Rick Myers:

The Accreditation Process Helps Police Bring Themselves Up to National Standards

First, as president of the Commission on Accreditation for Law Enforcement Agencies, I want to thank the gentleman who extolled the virtues of CALEA earlier this morning. For anyone who isn't familiar with CALEA, it's a voluntary process in which police



Newport News, VA Chief
Rick Myers

agencies work to bring themselves up to national standards on policies and procedures. Our standards are not prescriptive; they provide guidance about what police departments should do, but not every detail about how to do it. The standards are a living document, designed to help police departments stay current with best practices. I strongly urge all chiefs to take a look at it. In the wake of everything that has been happening in policing over the last year, some are suggesting that accreditation should be mandatory for police agencies, but we are resisting that. The strength of CALEA is that it's a voluntary process. You have to want to be in it, and so that requires a commitment.

I also want to mention that I have Chuck Wexler to thank for the valuable experience I had in 11 months as interim chief in Sanford, Florida, in the aftermath of the Trayvon Martin killing. Many of the lessons I took from that experience, I apply every day in my current job.

One of the strongest impressions I have is that our country has a probably centuries-old unresolved tension between the police as an institution and minorities in America, particularly the African-American community. For too long I think we have been in a state of denial. And when September 11 hit, I think many of my colleagues felt like, "We have a new mission now," so we could move beyond the discussion of racial profiling that had been a major issue in the 1990s. But we haven't moved beyond it, and we are going to keep having the same conversation until we get to a point of reconciliation on the history that led us to this state of tension.

Pittsburgh Police Chief Cameron McLay:

Developing Trust in the Community Starts Within a Police Organization

I want to follow up on Chief Butler's comment that we keep having this same conversation over and over again. In my earlier life in the Madison, Wisconsin Police Department, I was put in charge of

strategic planning for trust-based policing. In order to do that, I convened a group of citizens, particularly some of our communities of color.

We had facilitated discussions over a period of time, where I watched community members and my officers start to genuinely understand one another as human beings. Community members were saying to my officers, “Do you understand that when you police this way, here is how it makes me feel?” And the officers began to understand and would say, “Well, we are only doing that because of this...” And the way that the groups came together was really transformational for everybody involved.

But at the end of this process, a leader from a community group looked at me and said, “Whatever you do, don’t come to us and talk about trust.”

I was taken aback, and I asked what she meant. She said, “First you need to get your own trust issues in hand within your organization. Because if your officers are not walking the talk, then anything you say about trust will be worse than if you had never brought it up.”

In other words, our actions must match what we are saying.

And for me, that started a personal journey learning about organizational leadership. The men

and women of our organizations aren’t going to treat our public any better than we treat them. So we have to create a culture and a climate of compassion. We have to develop an understanding of implicit bias and how we view one another. The hard work for police-community relationships in my opinion starts within our own organizations. As we develop our people and develop the climate and cultures within our organizations, the community service piece will come along, but I think it starts within our own organizations.

**Rev. Rodney Lyde, Pennsylvania
Interfaith Impact Network, Pittsburgh:**

*Reforms Are Shaped by a Narrative
That Articulates Our Shared Values*

The one thing I want to add is that it is a narrative that largely shapes and defines a culture. What we need to add to this is a shared narrative that articulates our shared values. “We the people, in order to form a more perfect union...” That’s a narrative that shapes everything we do. People of faith understand the value of a shared narrative. Narrative is what informs policy.

LEFT: Pittsburgh, PA Chief Cameron McLay

CENTER: Rev. Rodney Lyde, Pennsylvania
Interfaith Impact Network, Pittsburgh

RIGHT: Flint, MI Chief James Tolbert





FAR LEFT: Pastor Daryl Arnold,
Knoxville, TN Overcoming
Believers Church

LEFT: Knoxville Chief
David Rausch

Flint, MI Chief James Tolbert:

*We Need Implicit Bias Training
In the Community as Well as in Policing*

I think we should look at the “front end” when we talk about these problems of “how police do what they do.” We have to understand that police officers come from the community, so they come into the department with implicit biases and prejudices that they learned in the community. Our environment shapes all of us, so we have to address these issues of bias in the community, in the schools, in the churches. We need to have implicit bias classes in the community, so that everybody understands what’s going on, just as we have training in our police academy about how to deal with bias.

Wexler: Can implicit biases be fixed? Is there anything you can do?

Chief Tolbert: Yes, you can make people aware of them, and once you’re aware of it, you can do things to correct it. It’s important that we use our academy and our field training programs as a way to monitor and check for biased behavior. The first-line supervisor is very important. It can’t all be about statistics; it has to be about the performance of the officers. And it’s the job of supervisors to hold the officers accountable.

**Pastor Daryl Arnold, Knoxville, TN
Overcoming Believers Church:**

*I Work Directly with My Police Chief
In the Community*

Chief Rausch and I have been working together as brothers. We really believe that one of the ways to turn this thing around is to just have relationships. And I think it needs to be *public* relationships between a police chief and community leaders.

The chief and I decided that we would have a joint worship service. I pastor an urban community. But they all come to church; the Crips and Bloods and Gangster Disciples, they come to my church every single week. Hopefully they will change sooner or later, but they are there. The church is right in the middle of two housing developments, and we decided we would have a joint worship service. And I am not talking about an “appreciation for the police department” event, I’m talking about a worship service. When you came in the door, the police were handing you envelopes and bulletins, the police were part of the choir, they had a bluegrass band, and it was *powerful*.

After that, we took groceries to the urban communities, knocked on the doors with the church people and the police. So you had the police banging on the doors saying “Open up,” and people thought they were going to get locked up, but they

actually were getting groceries. So it was powerful, and we have been doing things like that to create an atmosphere where we can be comfortable and have conversations with one another.

Knoxville Chief David Rausch:

We Put a High Value on Officers' Involvement in the Community

Relationships are the key, and I have been working with our folks in the department about engaging not only in what we do every day, but also being involved in other aspects of the community—getting on community boards, being involved in all of our nonprofits in our city.

We put value to that, so when I look to reward our officers, one of the things I look at is whether they are engaged. It's not how many arrests you make, it's not how many citations you have written, it's how are you engaged in this community and how are you connected.

**Dr. Leroy Williams, New Haven, CT
Community and Police Relations Task Force:**

The mayor and the chief decided that they needed a police-community task force, and I was retired from 40 years in the New Haven Public Schools, so they called me and said I need to do this work. So I came to this meeting today, and now I know what I'm supposed to be doing, because I didn't before this day. I've been getting a lot of ideas from people,



Dr. Leroy Williams, New Haven, CT
Community and Police Relations Task Force

have been taking down phone numbers, I've met new friends, and I realize there is a lot of work going on out there.

The crime rate is down in New Haven, and shootings are down, but the perception is bad.

Wexler: So the crime numbers go down, but perception is bad. What's the difference between reality and perception?

Dr. Williams: It's the same as when I worked in the school system. It used to be, as long as we "taught," we didn't have to worry about the actual results. But now the kids have to actually learn, and if they don't learn, it means we are not teaching.

So the numbers are down in terms of shootings, but the perception is that when a black young man gets stopped by a police, the police automatically assume he is guilty. In the neighborhood, it's now "you are guilty until you are proven innocent." And that isn't the American way. It's supposed to be, "You are always innocent until proven guilty."

Wexler: You would think that lower crime would engender more community trust, but it doesn't.

Dr. Williams: It does not.

Wexler: Why is there that disconnect? I think that this is an issue across the nation. In many cities, we are down to 1960s-level crime rates. New York City used to have 2,200 homicides in a year, now they're breaking 400, 300. But if you do these surveys on community trust, community trust has declined in many places. Is it the practices that the police have used to reduce crime? Are we paying some price for that today? That's the disconnect for many of the police chiefs in this room.

Dr. Williams: Exactly, which is why when your office called me and interviewed me, they said you're going to help me with this stuff, and that's why I am here. I need more information! [laughter]

RIGHT: President Tyrone Terrill,
African American Leadership Council,
St. Paul, MN

FAR RIGHT: St. Paul, MN Chief Tom Smith



President Tyrone Terrill, African American Leadership Council, St. Paul, MN:

I feel that we missed an opportunity to include in this conversation the officers who are “boots on the ground” every day in our cities and towns across America. All of our chiefs are polished and “the best at selling ice to Eskimos.” They got to be chiefs through hard work and being politically correct and savvy. If I shut my eyes, many of the chiefs here today are saying the same things as the community leaders.

What I am concerned about is the officers who were responsible for the senseless deaths of Tamir Rice, Walter Scott, Eric Garner, etc. They are the real threats to African-Americans, not our chiefs of police. We must have a sense of urgency, not only to educate our officers through the police academies, but with continuous education, as you cannot change a lifetime of prejudice, racism and discrimination in an academy.

I have heard countless times from young officers that once they come out of the academy and were assigned a Field Training Officer, they were told, “If you want to make it home every night to your family, starting today, [forget] what you learned in the academy and listen to me.”

A former chief of police said to me in 1996, “Police officers only fear the chief—not the mayor, city council, judges, lawyers, or community leaders.” So today if you show me a department that

does not have a strong chief, I will show you a city with the greatest chance of becoming the next Ferguson or Baltimore.

The following are things that we do well in Saint Paul:

- Dating back to Chief William Finney, Chief John Harrington and Chief Smith each have been key contributors to the African American Leadership Council (AALC). This relationship has allowed us to have an open, honest, and committed relationship with SPPD.
- We have community leaders prepared to have “boots on the ground” if we have an incident in the City of Saint Paul. You cannot have police alone, dressed in riot gear, hoping to keep a community calm after the death of a community member. It takes community leaders and police working together.
- Key leaders from the NAACP, Saint Paul Black Ministerial Alliance, and AALC are called by Chief Smith when there has been a shooting or incident that he feels these leaders need to know about—within an hour of the incident when possible.
- The most important thing is consistent communication. The chief meets monthly with his Advisory Committee, which has key leaders from all the communities of color in Saint Paul.

St. Paul, MN Police Chief Tom Smith:

*We Do a Lot of Different Things
To Build Relationships in Communities*

The president of our African-American Leadership Council and NAACP member, Tyrone Terrill, has always said that if we wait till something happens and a crisis hits, we have waited too long, and we have all seen that.

I want to talk a bit about social work and things that I believe we have do today that are different from what we have done before. I learned some of this from Chief Rick Myers when he was in Sanford, Florida. I was giving a presentation for LEEDA in Tampa, and Chief Myers talked about officers knocking on doors and doing things to repair relationships.

So I went back and we started knocking on doors, and we got some business people to help out. Every single Thursday night from June to August, we go into some of our more challenged parks and recreational areas and we feed people. We average 600 to 700 every night, and guess what? Gang members come to those parks, and they bring their children. Their children get on our motorcycles and take pictures and pet our dogs and our horses, *and a relationship starts*. And those nights we had a 63-percent reduction in Part I crimes in those neighborhoods. We served more than 24,000 meals at our evening picnics this year.

We also have an Ambassadors program,²⁸ and this is outside of city coffers. This is about partnerships. A few African-American leaders and myself raised \$500,000 from foundations, and we hired 30 people, ranging in age from 18 to 66 years, who worked with youth already. We pay them a stipend to go into our toughest neighborhoods where I get the most complaints about police officers, and they act as buffer between the police and our citizens. The Ambassadors come to roll calls and do things with us. We also partner with four nonprofits and go out and try to get young men and young women

**Turlock, CA Police
Chief Rob Jackson**



to get out of gang activity. We have found jobs for 32 young people through the City of Saint Paul's "Right Track" program.²⁹

I went on that historic march to Selma earlier this year, marking the 50th anniversary of the marches from Selma to Montgomery in 1965. Sixty leaders in the City of St. Paul, our NAACP president, our Black Ministerial Alliance, and others decided to go to Selma. We spent two days in Birmingham with our good friends, Chief George Turner from Atlanta and A.C. Roper, the Chief of Police in Birmingham, who is also a pastor.

But you don't have to go all the way back to 1965 or 1963, when we had the bombing at the 16th Street Baptist Church and four young girls were killed, or the days of Bull Connor to see how some of the things in the past have created problems today.

All of this is about building relationships and partnerships that make things work. These things seems simple. They are *not*. But they work.

Turlock, CA Police Chief Rob Jackson:

*Police Exist for No Other Reason
Than to Serve and Protect the Community*

The strengthening of relationships with the community and the police involves open and honest

28. "Community Ambassadors: Peacekeepers on St. Paul Streets." Minneapolis Star-Tribune, August 19, 2014. <http://www.startribune.com/community-ambassadors-peacekeepers-on-st-paul-streets/271942621/>

29. <http://righttrack.stpaul.gov/>



Hyattsville, MD Chief
Douglas Holland

communication. First we must have a common purpose of wanting our communities to be better, and then establish trust that both want the same thing. Our relationships must be built on factual information, and not based on agendas from either side of the partnership. We both must understand that police are the community, and our community are the police. Police exist for no other purpose than to serve and protect our community.

Everyone in this room has a common goal; we all want to develop stronger relationships. Those of us in attendance here are not causing division among the police and community in our nation. It is those who are not interested in taking part in strengthening the relationships that are the issue.

Hyattsville, MD Chief Douglas Holland:

*Violence in Our Communities
Is Fueled by Many Social Problems*

Chuck mentioned that there are approximately 18,000 police departments in the United States. A great percentage of those agencies are small to mid-sized agencies. After Ferguson, the general perception is that these agencies are ineffective and unprofessional, and should be folded into larger county or metropolitan departments. This perception is simply not accurate. A very large number of small and mid-sized agencies are accredited thru CALEA. The professionalism of police agencies is determined not by size, but by the quality

of the officers, leadership of the chief, and support of the elected officials and community members. In fact, smaller agencies are often in a better position to implement a community policing philosophy, because they are less likely to be saddled with reactive responses to calls for service, and there are more opportunities for officers to get to know the residents they serve.

Expectations of police reform outcomes must be realistic. I have been asked, “What are you doing to ensure a Ferguson-type incident doesn’t happen in Hyattsville?” I have responded that I cannot ensure that there will not be a use-of-force incident that will result in civil unrest. We can re-examine and improve our training and tactics to lessen the likelihood of such an incident. We can do better at our outreach, partnerships and transparency to lessen the likelihood of such an incident. However, as long as there is violence in our communities, there will be violence in police work. As long as we have easy access to assault type weapons and realistic looking toy guns; easy access to synthetic drugs, PCP, methamphetamine and other controlled dangerous substances; and as long as we have large homeless populations, many with mental illness and no access to treatment, we will have violence in our communities.

All we can really do is work to re-establish community trust and legitimacy through engagement, partnerships, transparency and accountability.



Stockton, CA
Chief Eric Jones



FAR LEFT: Dr. Erskine Jones, Sweet Home Ministries, South Bend, IN

LEFT: South Bend, IN Chief Ron Teachman

Stockton, CA Police Chief Eric Jones:

Anyone Can Request a Meeting with Us, So We're Hearing from the Entire Community

Wexler: Stockton is a poor city, you went through bankruptcy, you've had high crime. How have you been dealing with all your challenges?

Chief Jones: First, I want to say that I hope everyone realizes that the police leaders in this room are amazing. They're progressive, they're compassionate, and they acknowledge historical wrongs and current wrongs. You might not have heard these things from police chiefs a decade ago, so I am proud to be part of this group.

Yes, Stockton is a city that had very high crime. We went through bankruptcy, and had to cut about a third of our police force. Unfortunately, and we are not proud of this, our department went into a bunker mentality. We kind of reeled in our bridges to the community, somewhat by necessity, and we just became 911 responders.

But with challenges come opportunities. We basically began to reinvent ourselves, and realized that we need the community more than ever. First, we are letting the community know that this issue of use of force is important to us. And we don't just say this in public forums; the city manager and I are doing what we call a "use-of-force listening tour." What that means is that anybody in the city of Stockton can ask for a meeting with us; it can be in

people's living rooms or wherever. So we are hearing from the entire community. We are also taking this to the barbershops; that's what we are working on next. It's about messaging to the community that we care, and that we do want to hear from the community.

We also talk about the strategies we use to fight crime. You can drive violent crime down, but if you use the wrong strategies, the community's trust in the police force might also be going down. Like some other police agencies, we use a "Ceasefire" type strategy, which is very data-driven; it's not just a "carpet bombing" of a neighborhood with enforcement. We have realized that type of data-driven policing not only can reduce violent crime, but at the same time can improve community trust.

Dr. Erskine Jones, Sweet Home Ministries, South Bend, IN:

Chief Teachman and I Aren't Friends, But We Have a Mutual Respect

I am a pastor and a community leader, and I have to say that Chief Teachman and I are not buddies. It's not popular for me to sit here with him in my community, nor is it popular for him to sit here with me. I have said some things publicly criticizing our administration, maybe some warranted and some not warranted. But as people have been saying, it's about respect. There are some things that the administration has done that I have not agreed

with, and I am public about it. I will get on television and say, “I don’t like that.” But the chief and I have a mutual respect. We don’t go to dinner and talk about family, we go to lunch maybe, and talk about issues. I am allowed to say, “Your officers do this,” and he is allowed to say, “But your community did that,” without it showing up in a lawsuit later about what somebody said.

I respect him because he has been a man of his word, and that’s all I really need as a community leader, to believe that he is true. My job is not to tell him what to do with the police department, my job is to listen to him and the police department and go back to my community and say, “This is what they are saying about us. Is it true?”

Wexler: Respecting each other is more important than being friends, isn’t it?

Dr. Jones: Oh, yes. The respect level is way more important than being friends. There was an issue where I felt that his administration was wrong, and he corrected some things on his part. So now when my side is wrong, I have an obligation to correct some things that I have learned. I have a responsibility to tell the truth to the community. Being in the community is not about taking sides.

South Bend, IN Chief Ron Teachman:

*My Message to Community Leaders:
Please Get to Know Your Police,
And Invite Us into Your Lives*

Thank you, Chuck, for putting this together. It is great for chiefs to have 70 or 80 people in the room representing the community, and we don’t often have this opportunity, so let me speak briefly to the community leaders in the room.

I hope that the community leaders here today will go back to your cities and say, “It’s not just my chief who gets it. It’s not just my chief who understands that our communication has been filtered through the prism of prior racial injustice. It’s not

just my chief who understands that our communications with immigrant communities have been blocked by the paralyzing fear of deportation and the destabilization of random removals. There are other chiefs saying these things.

We need to recognize that for too many people, the only time they meet a police officer is when something bad has happened to them, or when the police think they have done something bad. And that’s not the way to build relationships, let alone rebuild trust. I echo George Turner’s invitation: come ride with me in a squad car. Or come to my community police academy and get to know us. We showcase our officers, we are proud of them. We want to share that with you.

And please invite us into your lives. Ask us into your schools, insist that your school principals have us come in and read to your kids. Invite us into your church basements after a service. Invite us into your community meetings, your neighborhood meetings. We want to go where people are naturally congregating, and not just show up when something bad has happened.

And when we talk about diversity, I hope the community leaders in this room will go back and ask, “How many people have I brought to the chief to recruit?” It’s not just the chief’s job or the police department’s job to recruit. It should be a community effort, and we need your assistance on that. We want a diverse community, so please give us your best. Motivate them to come to us.



Attleboro, MA Mayor
Kevin Dumas

ABOVE: Mickey Bradley, Albany,
NY Citizens' Police Review Board

BELOW: Mark Thompson,
Wicomico County, MD Board of Education



Attleboro, MA Mayor Kevin Dumas:

*Settling a Discipline Case Can Be Costly,
But Better than Letting the Officer Return*

A question was asked about what we do with bad officers. For us in Massachusetts, we are a civil service community, so all of the discipline that we give can end up going up to the state, and it can be overturned.

My experience in disciplining officers has taught me, through a very long and tedious process, that no matter what, you have to do the right thing. You have to document everything appropriately; you have to make sure that everything is lined up the way that it needs to be for the discipline, and that it's reasonable. And you need to hire some damn good legal counsel to support you, to make sure that the things we are writing are done in the right way and it doesn't backfire. These employees can come back.

I have had some police employees come back, and it went to mediation and settlement. It's long and hard, but you have to think about it in terms of, "What happens if this person comes back? We know that this person did something wrong and that's why the person was terminated." It can be a tough pill to swallow, especially if you are going to do a settlement that's hundreds of thousands of dollars for back wages and such. But balance that against the men and women who work for you, and the message it sends if you allow someone to come back who did something severely wrong and broke the public's trust.

**Mickey Bradley, Albany, NY
Citizens' Police Review Board:**

*When You Get People Face to Face,
A Lot Can Be Achieved*

I want to thank everyone for all the perceptions they have exchanged here. Sometimes it starts to feel like too much, that it's impossible to get your

arms around it all, because there are so many things that are systemic, cultural, and historic, that have a huge impact.

But when I look around the room, I see that every pair of chief and community leader here is already modeling the very things we are talking about. They have come to some kind of respectful partnership with each other, and I am sure we have had our own perceptions of the other person challenged or moved in some way.

When you get people in a room being human with each other, a lot can be achieved.

**Mark Thompson, Wicomico County, MD
Board of Education:**

*We Should Give the News Media
Stories about How We Are Working Together*

I believe that one of the major causes of unrest in many communities is the unbalanced reporting of

RIGHT: Albany, NY Chief Brendan Cox
BELOW: Oro Valley, AZ Vice-Mayor
Lou Waters

the media. Any time there is an item that can cause controversy, they will make it the lead story and run it for weeks. I believe as community leaders we should demand that our local news cover issues that will bring our community together and not separate us. There are many positive stories we can present to show how the community is working together and not apart.



**Oro Valley, AZ Vice-Mayor
Lou Waters:**

*The News Media Must Be Included
In Building Community Trust*

“Americans are significantly less engaged with their communities than was true a generation ago,” writes Harvard Professor Robert D. Putnam. Why? Putnam’s reply: “television.”

On average, Americans spend 40 percent of their free time watching television, and television usually paints a negative picture of American society. Putnam uses the example of overestimating crime rates.

I am a founding member of CNN’s original news team, starting an electronic revolution with unintended consequences now being felt. Professor Putnam indicates that technology may indeed be causing fractures in our communities. In fact, the latest Gallup Poll suggests the American people’s hatred of the media—all media—has intensified.

CNN’s street-corner reporting in Boston after the Marathon bombing that a “brown-skinned man” was suspected was not only wrong but irresponsible. Fox News has dwelled on reporting that later had to be apologized for. The Internet and cable TV confuse Americans about what is real

and what is not. Paranoid conspiracy thinking has become common currency, says journalist George Packer. And that’s alarming.

My suggestion for the people here today is this: nurture local journalists. Help them help you cut through “opinion journalism.” NPR recently took a local reporter through a “Hogan’s Alley”³⁰ and put her to the test training in life and death situations. She failed, badly. The reporter, duly educated, now is passing on reliable information.

A reporter’s job is to illuminate, educate, or inspire. Otherwise television news is just lights and wires in a box. The news media must be included in building community trust.

Albany, NY Police Chief Brendan Cox:

*It Can Cause Trouble When Police
Are Tasked with Solving Social Problems*

Moving forward, as we work in our communities, I think we need to continue to work on finding alternatives to solve problems outside of the criminal justice realm. We end up dealing with a lot of issues, and we are asked to solve those and we always solve them in a criminal justice realm. I think sometimes

30. “Hogan’s Alley” is the FBI’s name for a training facility in Quantico, VA that simulates a town, with a bank, post office, hotel, barber shop, shops, homes, and other buildings where law enforcement agents can engage in scenario-based training. <https://www.fbi.gov/about-us/training/hogans-alley>

RIGHT: Roanoke County, VA Chief
Howard Hall

FAR RIGHT: Cindy Pasternak,
Riverdale-Grandview Heights
Neighborhood Watch, Roanoke, VA



we wind up causing more harm than it's worth. I think historically the police have been used as pawns, and I will just mention the war on drugs as an example. It puts us at odds with the community, and as Commissioner Haas from Cambridge indicated, we need to make sure that we stay away from being at odds with the community.

Roanoke County, VA Police Chief Howard Hall:

When Crime Is Low, It Can Be a Challenge To Get the Community Engaged

We are a suburban to rural jurisdiction in southwestern Virginia, relatively affluent, and we are very fortunate to have an overall positive relationship with our community. The department was created just 25 years ago, and my two predecessors as chief did some things early on that I think laid the groundwork, including getting the department accredited and establishing Neighborhood Watch groups and Citizens Police Academies. We also were one of the first departments in Virginia to use Crisis Intervention training, for handling incidents with mentally ill persons or other conditions.

I think these strategies have helped us establish a good relationship and maintain it. I think the challenge moving forward is trying to get more members of our community engaged. Our biggest challenge is apathy—getting people who live in safe communities to engage with us before there is a problem, so we will know each other and have a person-to-person relationship if we encounter a problem.

Cindy Pasternak, Riverdale-Grandview Heights Neighborhood Watch, Roanoke, VA:

I'm Working To Keep Communications Going

I agree with Chief Hall. Neighborhood Watch has been up and running for eight years, and it has been very beneficial for the community. Crime has gone down. But the community has kind of gone to sleep again, so I keep putting messages out there saying, "We've got to stay awake and keep communicating with each other, so we don't slide back to the way it was." We won't see the potential of everything we can be if we drop the ball.

Summary

Understanding the Problems and Devising Solutions: What Community Leaders and Police Chiefs Told Us

FOLLOWING IS A SUMMARY OF COMMENTS *made by police chiefs and community members regarding the issues and challenges they see in community-police relationships, and the strategies and programs they have found to be effective:*

Status report: There was wide agreement that the state of community-police relations in many cities is not good, largely because of controversial uses of force over the last 18 months in many cities across the nation.

Local incidents have a national impact: Controversial uses of force or other incidents in various cities are impacting police nationwide. Millions of people see these incidents on the news or on social media and take their impressions of police from those incidents. Community leaders and police executives in agencies that have not had controversial incidents in recent years report that they also feel a loss of trust in the police because of incidents in other cities nationwide.

Historical injustices: There is a history of police enforcing Jim Crow laws and other injustices that must be acknowledged. Many officers were not born when these events happened, so they are not responsible *for* it, but they must be responsible *to* it. They must understand that there are many millions of people who lived through this history, or have heard first-person accounts of it from family members, or are simply aware of this well-documented history of injustice. This history contributes to a lack of trust in the police, particularly when it appears that racial injustice is continuing today.

Mistrust of police is often legitimate: It is important for police to understand that mistrust of the police in many communities is legitimate. Police should never dismiss people's stories about their encounters with officers.

Officers should be required to intervene to stop misconduct: Community members want to see police officers intervene when they see misconduct or excessive use of force by a fellow officer. Many community members do not trust the criminal justice system or police agencies' Internal Affairs processes to investigate, discipline, or prosecute officers who engage in misconduct. But community members will trust their own eyes if they see officers taking action to stop misconduct by fellow officers—whether they see it in person in their own community, or on a YouTube video from the other side of the country.

Police leaders should emphasize to officers the importance of reporting misconduct or abuse by fellow officers, and should implement policies requiring officers to report such misconduct. Police leaders also should implement policies and instruct officers to intervene to stop misconduct or abusive actions by fellow officers at the time they occur.

Disciplinary actions: Police must find ways to remove problem employees from the force. For

many years, police chiefs have cited the problems that are caused when they attempt to fire an officer for misconduct, only to have that decision thwarted or overturned by a labor arbitration proceeding or by provisions of an “Officers’ Bill of Rights” law.

Police chiefs and community leaders agreed that they should work together to change labor agreements or laws that allow disciplinary actions to be overturned against the chief’s wishes.

Focus on young people: Many young people do not trust the police. Even very young children in some communities are afraid of police officers. Many young people also feel alienated and deprived of opportunities, which can make them more likely to join gangs, commit crimes, or otherwise become disruptive.

Programs such as Youth and Police Initiative (YPI) bring police officers together with youths to “break the cycle of mutual distrust that commonly exists between youth and police.” Young people must be brought into efforts to build community-police relationships. Police policies and programs will not succeed if young people do not believe they have a stake in the future.

A sense of urgency: Reforms cannot come fast enough for people who are afraid of their local police. Residents of prosperous, low-crime neighborhoods with fewer social problems often do not feel the sense of urgency about improving community-police relationships.

Police should not discount people’s experiences: Police must do a better job of showing empathy and compassion. Police should never discount anyone’s negative experiences with the police, or the experiences of their friends or relatives. A number of chiefs said it is important for them to simply listen to community members and accept their concerns, and avoid the temptation to argue or make defensive remarks.

Police are forced to take on too many responsibilities: The job of policing is complicated by the fact that society has failed to take responsibility for many social service issues, so police are called instead. For example, weaknesses in mental health

care and anti-poverty policies result in police often being called to respond to incidents involving persons with mental illness, homeless persons, and others in need, simply because police are the only agency that responds on a 24-7 basis.

In many locations, the county jail provides mental health treatment to more people than any other institution in the county, even though jails are not properly equipped for this task. One sheriff pointed out that his jail’s only option for housing persons who cannot be housed in the general population is solitary confinement, which can be extremely harmful.

Police misconduct is not a separate issue from other community problems: A number of community leaders spoke about violent crimes committed in their neighborhoods, which often involve generational poverty, lack of educational opportunities, and social ills such as “kids having kids.” However, community leaders reject arguments that these issues somehow reduce the need to discuss police misconduct.

As one community leader said, “There is an attempt in the media to frame police violence and police misconduct against what is called black-on-black violence.... From the community’s perspective, *it is all connected*. When you talk about decades of failed housing policies, poor educational structures, persistent unemployment and underemployment, poor health care, and then you throw drugs and guns into the mix, you have this culture of violence that ferments. And then when you add on that the lack of the community’s trust of the police department, it is all connected together.”

Police and community leaders have much in common: Police and community leaders have many common goals. Because police officers handle calls for service every day, they see firsthand the poverty and quality-of-life issues that community leaders know about.

Reforms are driven by communities: Police leaders and community leaders can work together to solve systemic social problems, but they cannot do it on their own. The most difficult problems are

solved when rank-and-file members of a community demand solutions and are involved in designing reform measures. Police derive their authority from the communities they serve. A number of leaders said that meaningful change usually begins at the local level.

Simply communicating can produce results:

Police leaders and community leaders should communicate with each other and work together to identify and resolve issues. The simple exchange of views between police leaders and community leaders often can clear up misunderstandings.

For example, community members sometimes think that police are in their communities too much, bothering residents with minor enforcement actions. But at other times, community members say it feels like the police are “never around,” and ignore the problems in their neighborhoods.

If police regularly meet with community members to explain what they are doing and solicit residents’ views about it, they can clear up misunderstandings that undermine trust. As one chief put it, “You can’t trust somebody you don’t know.”

Occasionally, police chiefs and community leaders are not able to be friendly with each other. But it is important that they maintain a professional relationship and strive to achieve mutual respect. Respecting each other is more important than liking each other.

Discussions must be honest: Actions must match words. If police leaders promise something and fail to deliver, the result can be worse than if they have never spoken about the issue in the first place.

Transparency is critically important. When a critical incident occurs, police should try to release as much information about it as possible, as quickly as possible, with the caveat that early information is sometimes incorrect and may be amended later.

There are many ways to foster communication: Police should constantly look for non-enforcement related opportunities to meet with community members, such as Explorer/Cadet programs, ride-alongs, midnight basketball, etc.

One new idea is “Cops and Barbers,” a program that began in Charlotte, NC, in which police regularly meet with local business owners, such as barbers, who are in a position to have their finger on the pulse of communities.

Don’t wait to receive an invitation; send one yourself: Community leaders and police chiefs alike recommended that everyone should seek opportunities to invite the other to an event or meeting.

For example, police chiefs said they have found it helpful to establish liaison committees of community leaders, with whom they meet regularly to discuss neighborhood issues and developments in the police department.

Each interaction can have a lifetime of implications: Police leaders should emphasize to officers that each interaction they have with community members can have an important and long-lasting impact on community members’ opinions of the police.

A number of community members recalled that during their childhood, they had positive relationships with officers who mentored them or just spent time with them in the neighborhood. Some police agencies are trying to create opportunities for these types of relationships today.

Implicit bias training: Policing in the “post-Ferguson environment” involves a renewed focus on issues of racial bias. Many police agencies are providing training on “implicit bias” to officers.³¹ Unlike “explicit bias,” which typically involves overt racism, implicit bias operates below the level of conscious awareness. Well-meaning people who consciously reject racism or other bias may unwittingly

31. See, for example, “Psychological Research Has Changed How We Approach the Issue of Biased Policing.” *Subject to Debate*, a newsletter of the Police Executive Research Forum. May/June 2014. http://www.policeforum.org/assets/docs/Subject_to_Debate/Debate2014/debate_2014_mayjun.pdf

act in ways that result in discrimination because of implicit bias. However, these people can be taught how to recognize and reduce their unconscious biases. Implicit bias training is useful for anyone, not only police officers.

If you make a mistake, apologize immediately: Officers should be trained to apologize immediately if they make a minor mistake that affects a community member. A small gesture can have a significant impact on a community member's respect for the police.

Recruiting and promotions: The “culture” of policing is crucially important, and one important element of police culture is the standards under which officers are recruited, hired, and promoted.

Police should aim to ensure that their personnel at all levels reflect their communities. Police chiefs often say that despite their best efforts to be creative in recruiting from minority communities, results often are disappointing. Police chiefs welcome suggestions and assistance from community leaders about identifying young people they know who would be good officers and encouraging them to consider policing as a career. Community leaders also should be included in boards that oversee police recruiting processes.

In addition to working toward diversity in hiring and promotions, police chiefs said they are attempting to recruit and advance people who understand that “when done correctly, policing is a vocation, not just a job.” This involves emphasizing

that the large majority of most officers' time is spent working with community members to solve local problems—not on enforcement actions. This is often referred to as emphasizing the “guardian” aspect of policing, rather than the “warrior” aspect. Community leaders and police chiefs also agreed that officers should be encouraged to see themselves as part of the neighborhoods they serve.

Measure officers' performance according to what you want them to do: Police leaders must clearly define how they want officers to spend their time, and must create incentives and performance evaluation systems that reflect those values. If a department wants officers to work with community members to solve local problems and build trust, it should measure those activities for purposes of evaluating officers' performance, and should revise existing systems that emphasize the numbers of arrests each officer makes and other enforcement measures.

Police chiefs and community leaders agreed that the ideas and priorities of police leaders do not always filter down to the level of line officers. It is critically important to find ways of ensuring that officers understand what is expected of them, and that they are evaluated according to those priorities. A number of police and community members said that patrol officers have the greatest impact on community relationships, even more so than police chiefs, because line officers spend more time in contact with community members every day.

About the Police Executive Research Forum

THE POLICE EXECUTIVE RESEARCH FORUM (PERF) is an independent research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has identified best practices on fundamental issues such as reducing police use of force; developing community policing and problem-oriented policing; using technologies to deliver police services to the community; and developing and assessing crime reduction strategies.

PERF strives to advance professionalism in policing and to improve the delivery of police services through the exercise of strong national leadership; public debate of police and criminal justice issues; and research and policy development.

The nature of PERF's work can be seen in the titles of a sample of PERF's reports over the last decade. Most PERF reports are available without charge online at <http://www.policeforum.org/free-online-documents>.

- *Re-Engineering Training on Police Use of Force (2015)*
- *Gun Violence: Regional Problems, Partnerships, and Solutions (2015)*
- *Constitutional Policing as a Cornerstone of Community Policing (2015)*
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- *Implementing a Body-Worn Camera Program: Recommendations and Lessons Learned (2014)*
- *Local Police Perspectives on State Immigration Policies (2014)*
- *New Challenges for Police: A Heroin Epidemic and Changing Attitudes Toward Marijuana (2014)*
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- *Social Media and Tactical Considerations for Law Enforcement (2013)*
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- *Civil Rights Investigations of Local Police: Lessons Learned (2013)*
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- *An Integrated Approach to De-Escalation and Minimizing Use of Force (2012)*
- *Improving the Police Response to Sexual Assault (2012)*
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- *2011 Electronic Control Weapon Guidelines (2011)*
- *Managing Major Events: Best Practices from the Field (2011)*
- *It's More Complex than You Think: A Chief's Guide to DNA (2010)*
- *Guns and Crime: Breaking New Ground By Focusing on the Local Impact (2010)*

- *Gang Violence: The Police Role in Developing Community-Wide Solutions* (2010)
- *The Stop Snitching Phenomenon: Breaking the Code of Silence* (2009)
- *Violent Crime in America: What We Know About Hot Spots Enforcement* (2008)
- *Promoting Effective Homicide Investigations* (2007)
- “Good to Great” Policing: *Application of Business Management Principles in the Public Sector* (2007)
- *Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches* (2006)
- *Strategies for Intervening with Officers through Early Intervention Systems: A Guide for Front-Line Supervisors* (2006)
- *Managing a Multi-Jurisdiction Case: Identifying Lessons Learned from the Sniper Investigation* (2004)
- *Community Policing: The Past, Present and Future* (2004)
- *Racially Biased Policing: A Principled Response* (2001)

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All PERF members must have a four-year college degree and must subscribe to a set of founding principles, emphasizing the importance of research and public debate in policing, adherence to the Constitution and the highest standards of ethics and integrity, and accountability to the communities that police agencies serve.

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APPENDIX

Participants at the PERF Summit

“Strengthening Community-Police Relationships”

July 10, 2015, Washington, DC

Charles Alphin
THE KING CENTER, ATLANTA, GA

Chief Timothy Altomare
ANNE ARUNDEL COUNTY, MD
POLICE DEPARTMENT

Pastor Daryl Arnold
OVERCOMING BELIEVERS CHURCH,
KNOXVILLE, TN

Pastor Edward Barron
HIGHER GROUND TEMPLE CHURCH OF GOD
IN CHRIST, CAMDEN, NJ

Chief Mitch Bates
GARLAND, TX POLICE DEPARTMENT

**Former Councilman
Dan Benavidez**
CITY OF LONGMONT, CO

**Senior Policy Analyst
Willette Benyard**
DOJ, BUREAU OF JUSTICE ASSISTANCE

Deputy Chief Ken Bernard
SACRAMENTO, CA POLICE DEPARTMENT

**Deputy Commissioner
Kevin Bethel**
PHILADELPHIA POLICE DEPARTMENT

Chief Jim Blocker
BATTLE CREEK, MI POLICE DEPARTMENT

Councilman Kenneth Boudreaux
LAFAYETTE, LA CONSOLIDATED
GOVERNMENT PARISH COUNCIL

James Bradley
CITIZENS' POLICE REVIEW BOARD,
ALBANY, NY

Reverend Steven Brown
RIVERSIDE HEALTH SYSTEMS, HAMPTON, VA

Reverend Jeffrey Brown
TWELFTH BAPTIST CHURCH, ROXBURY, MA

Chief James Brown
TOPEKA, KS POLICE DEPARTMENT

Senior Minister Dan Bryant
FIRST CHRISTIAN CHURCH OF EUGENE, OR

Chief Mike Butler
LONGMONT, CO POLICE DEPARTMENT

Senior Advisor Ed Chung
OFFICE OF JUSTICE PROGRAMS, DOJ

Chief of Staff Melanca Clark
COPS OFFICE, DOJ

Chief Hugh Clements
PROVIDENCE, RI POLICE DEPARTMENT

Shaun Corbett
NORTH CAROLINA LOCAL BARBERSHOP
ASSOCIATION

Executive Secretary Brian Corr
POLICE REVIEW AND ADVISORY BOARD,
CAMBRIDGE, MA

Christina Cotterman
PRINCE GEORGE'S COUNTY, MD
POLICE DEPARTMENT

Chief Brendan Cox
ALBANY, NY POLICE DEPARTMENT

President David Crowley
SOCIAL CAPITAL, INC., WOBURN, MA

**Former Boston Police
Commissioner Ed Davis**
ED DAVIS, LLC

Pastor Shon Davis
JESUS IS THE ANSWER CITY CHURCH,
SPOKANE, WA

Director Ron Davis
COPS OFFICE, DOJ

**Interim Commissioner
Kevin Davis**
BALTIMORE POLICE DEPARTMENT

**Senior Policy Analyst
Susan Dozier**
WHITE HOUSE DOMESTIC POLICY COUNCIL

Vice President Deleice Drane
THE KING CENTER, ATLANTA, GA

Mayor Kevin Dumas
TOWN OF ATTLEBORO, MA

Chief Barbara Duncan
SALISBURY, MD POLICE DEPARTMENT

**Reverend Dr. Timothy
Dunham, Sr.**
GOD'S THRONE BAPTIST CHURCH,
STOCKTON, CA

Chief Alfred Durham
RICHMOND, VA POLICE DEPARTMENT

**Senior Policy Analyst
Steven Edwards**
BUREAU OF JUSTICE ASSISTANCE, DOJ

Chief Dean Esserman
NEW HAVEN, CT POLICE DEPARTMENT

Chief Robert Ferullo
WOBURN, MA POLICE DEPARTMENT

**Outreach Supervisor
Wendall Fisher**
LOUDOUN COUNTY, VA PUBLIC SCHOOLS

Reverend Floyd Flake
GREATER ALLEN A.M.E.
CATHEDRAL OF NEW YORK

Robert Flake
GREATER ALLEN A.M.E.
CATHEDRAL OF NEW YORK

David Forbes
TOWN OF GARNER, NC

Dr. Lloyd Gellineau
BROOKLINE, MA OFFICE OF DIVERSITY,
INCLUSION, AND COMMUNITY RELATIONS

Note: Participants' titles and affiliations are those at the time of the July 10 meeting.

Ms. Shirley Ginwright
NAACP, FAIRFAX COUNTY, VA CHAPTER

**Superintendent-in-Chief
William Gross**
BOSTON POLICE DEPARTMENT

President/CEO Isay Gulley
CLEARWATER, FL NEIGHBORHOOD HOUSING
SERVICES

**Assistant Attorney General
Vanita Gupta**
DOJ CIVIL RIGHTS DIVISION

Commissioner Robert Haas
CAMBRIDGE, MA POLICE DEPARTMENT

Chief Jeff Hadley
KALAMAZOO, MI POLICE DEPARTMENT

Chief Howard Hall
ROANOKE COUNTY, VA
POLICE DEPARTMENT

Chief Michael Harrison
NEW ORLEANS POLICE DEPARTMENT

Chief Kyle Heagney
ATTLEBORO, MA POLICE DEPARTMENT

Angelita Herron
SOUTHERN CALIFORNIA CEASEFIRE
COMMITTEE, LOS ANGELES

Pastor T.D. Hicks
ANTIOCH BAPTIST CHURCH, TOPEKA, KS

**Vice President of Government
Relations Robert Hoffman**
MOTOROLA SOLUTIONS

Chief Douglas Holland
HYATTSVILLE, MD POLICE DEPARTMENT

Mayor Candance Hollingsworth
HYATTSVILLE, MD

Chief Stephan Hudson
PRINCE WILLIAM COUNTY, VA
POLICE DEPARTMENT

Chief Keith Humphrey
NORMAN, OK POLICE DEPARTMENT

President Helen Hunter
EAST VALLEY NAACP, MESA, AZ

Stephen Hunter Johnson
NAACP MIAMI-DADE, FL CHAPTER

Chief John Hutto
FORT COLLINS, CO POLICE SERVICES

Bishop Robert Lee Jackson
CHURCH OF GOD AND CHRIST,
OAKLAND, CA

Chief Robert Jackson
TURLOCK, CA POLICE DEPARTMENT

Chief Joanne Jaffe
NEW YORK CITY POLICE DEPARTMENT

**Intergovernmental Affairs
Specialist Kevin Jenkins**
OFFICE OF JUSTICE PROGRAMS, DOJ

Pastor Marvin Jennings
GRACE EMMANUEL BAPTIST CHURCH, FLINT,
MI

Bishop Flanvis Johnson
THE HOUSE OF THE LORD CHURCH, AKRON,
OH

Executive Director Jane Johnson
NEW SONG LEARNING ACADEMY,
BALTIMORE, MD

Director Bridgette Johnson
BLACK/AFRICAN AMERICAN CULTURAL
CENTER, COLORADO STATE UNIVERSITY

President Frank Johnson
NAACP MODESTO, CA CHAPTER

Major Alexander Jones
BALTIMORE COUNTY POLICE DEPARTMENT

Dr. Erskine Jones
SWEET HOME MINISTRIES,
SOUTH BEND, IN

Chief Eric Jones
STOCKTON, CA POLICE DEPARTMENT

Chief Pete Kerns
EUGENE, OR POLICE DEPARTMENT

Chief Bill Kilpatrick
GOLDEN, CO POLICE DEPARTMENT

**Law Enforcement Marketing
Manager Tracy Kimbo**
MOTOROLA SOLUTIONS

Dr. Bernice King
THE KING CENTER

**Senior Director, Government
Affairs Barry Lamberman**
MOTOROLA SOLUTIONS

**Community Outreach Director
Clovia Lawrence**
RADIO ONE RICHMOND, VA

Chief Bruce Lawver
CANTON, OH POLICE DEPARTMENT

Captain Dean Lay
FAIRFAX COUNTY, VA POLICE DEPARTMENT

Reverend Tony Lee
COMMUNITY OF HOPE AME CHURCH,
HILLCREST HEIGHTS, MD

Waymon Lewis
C.R.I.M.E. PROGRAM,
NEWPORT NEWS, VA

Director Grande Lum
COMMUNITY RELATIONS SERVICE, DOJ

Reverend Rodney Lyde
PA INTERFAITH IMPACT NETWORK,
PITTSBURGH

Richard Mabion
WYANDOTTE COUNTY, KS NAACP

Chief Mark Magaw
PRINCE GEORGE'S COUNTY, MD
POLICE DEPARTMENT

Sheriff David Mahoney
DANE COUNTY, WI SHERIFF'S OFFICE

Dr. Joe Marshall
OMEGA BOYS CLUB, SAN FRANCISCO

**Assistant Attorney General
Karol Mason**
OFFICE OF JUSTICE PROGRAMS, DOJ

Reverend Ben McBride
EMPOWER INITIATIVE, OAKLAND, CA

Chief Cameron McLay
PITTSBURGH, PA BUREAU OF POLICE

President Ricky McNeal
NAACP GARLAND, TX CHAPTER

**Senior Advisor to the Director
Katherine McQuay**
COPS OFFICE, DOJ

**Assistant Chief
Kimberly Missouri**
METROPOLITAN POLICE DEPARTMENT,
WASHINGTON, DC

Associate Dean Everett Mitchell
UNIVERSITY OF WISCONSIN, MADISON

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Montgomery Tabron**
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RIVERDALE PARK, MD POLICE DEPARTMENT

Director Amin Muslim
CONSTITUENT SERVICES,
D.C. COUNCIL WARD 7

Chief Rick Myers
NEWPORT NEWS, VA
POLICE DEPARTMENT

President Rick Neal
GOVERNMENT STRATEGIES
ADVISORY GROUP

Sheriff Michael Neustrom
LAFAYETTE PARISH, LA SHERIFF'S OFFICE

Chief Jim Nice
AKRON, OH POLICE DEPARTMENT

Chief Dan Oates
MIAMI BEACH POLICE DEPARTMENT

Director Denise O'Donnell
BUREAU OF JUSTICE ASSISTANCE, DOJ

Stan Ogwel
COMMUNITY AND POLICE TRUST INITIATIVE,
PHOENIX, AZ

Chief Dan O'Leary
BROOKLINE, MA POLICE DEPARTMENT

Chief Kathleen O'Toole
SEATTLE POLICE DEPARTMENT

Assistant Pastor Dwight Parker
SET THE CAPTIVES FREE CHURCH,
WINDSOR MILL, MD

Cindy Pasternak
RIVERDALE-GRANDVIEW HEIGHTS
NEIGHBORHOOD WATCH, ROANOKE, VA

Chief Joseph Price
LEESBURG, VA POLICE DEPARTMENT

Chief Kerr Putney
CHARLOTTE-MECKLENBURG, NC
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Chief Kenton Rainey
BART POLICE DEPARTMENT, OAKLAND, CA

Chief David Rausch
KNOXVILLE, TN POLICE DEPARTMENT

Assistant Chief Luther Reynolds
MONTGOMERY COUNTY, MD
POLICE DEPARTMENT

Vernon Ricks
AFRICAN AMERICAN LIAISON COMMITTEE,
MONTGOMERY COUNTY, MD

Chief Ed Roessler
FAIRFAX COUNTY, VA
POLICE DEPARTMENT

Council Member Eber Rosario
TOWN OF RIVERDALE PARK, MD

Lt. Colonel Melvin Russell
BALTIMORE POLICE DEPARTMENT

Chief of Staff Marlene Sallo
COMMUNITY RELATIONS SERVICE, DOJ

Deputy Chief William Scott
LOS ANGELES POLICE DEPARTMENT

President Deborah Shamlin
NAACP STARK COUNTY, OH CHAPTER

Chief Daniel Sharp
ORO VALLEY, AZ POLICE DEPARTMENT

Vice President Jabar Shumate
UNIVERSITY COMMUNITY-UNIVERSITY
OF OKLAHOMA

**Associate Deputy Director
Cornelia Sigworth**
BUREAU OF JUSTICE ASSISTANCE, DOJ

Pastor Les Simmons
SOUTH SACRAMENTO, CA
CHRISTIAN CENTER

Chief Daniel Slaughter
CLEARWATER, FL POLICE DEPARTMENT

Councilman Pete Smith
ANNE ARUNDEL COUNTY, MD DISTRICT 1

Community Liaison Ralph Smith
FIRST AME CHURCH OF MANASSAS, VA

Chief Tom Smith
SAINT PAUL, MN POLICE DEPARTMENT

Assistant Chief Michael Soelberg
MESA, AZ POLICE DEPARTMENT

Chief Frank Straub
SPOKANE, WA POLICE DEPARTMENT

Pastor Strick Strickland
KALAMAZOO, MI CITIZENS REVIEW BOARD

Chief Greg Suhr
SAN FRANCISCO POLICE DEPARTMENT

Chief Terry Sult
HAMPTON, VA POLICE DEPARTMENT

Chief Ron Teachman
SOUTH BEND, IN POLICE DEPARTMENT

**Director of Employment &
Economic Development
Tyrone Terrill**
YWCA, SAINT PAUL, MN

Tristy Terwilliger
CITY OF TUCSON INDEPENDENT
POLICE AUDITOR

Oliver Thomas
WBOK RADIO, NEW ORLEANS

**Coordinator for Equity Assurance
and Student Monitoring**

Mark Thompson
WICOMICO COUNTY, MD
BOARD OF EDUCATION

Chief J. Scott Thomson
CAMDEN COUNTY, NJ
POLICE DEPARTMENT

Chris Tillery
NATIONAL INSTITUTE OF JUSTICE, DOJ

Chief James Tolbert
FLINT, MI POLICE DEPARTMENT

Chief George Turner
ATLANTA POLICE DEPARTMENT

Diego Uriburu
HISPANIC LIAISON COMMITTEE,
MONTGOMERY COUNTY, MD

Chief Roberto Villaseñor
TUCSON POLICE DEPARTMENT

President Jim Vincent
NAACP PROVIDENCE, RI CHAPTER

Vice Mayor Lou Waters
TOWN OF ORO VALLEY, AZ

CEO Angela Waters Austin
ONE LOVE GLOBAL, LANSING, MI

**Counsel to the
Police Commissioner
Edna Wells Handy**
NEW YORK CITY POLICE DEPARTMENT

Chief Sean Whent
OAKLAND, CA POLICE DEPARTMENT

Dr. Leroy Williams
NEW HAVEN, CT COMMUNITY AND
POLICE RELATIONS TASK FORCE

Reverend Ricky Willis
UNITED BLACK CHRISTIAN CLERGY, SEATTLE

Chief Joseph Yahner
PHOENIX POLICE DEPARTMENT

Chief Michael Yankowski
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Chief Terry Zeigler
KANSAS CITY, KS POLICE DEPARTMENT

Chief Brandon Zuidema
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