

Executive Session: The Future of Police Reform Efforts in the U.S.

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Approved by:

August 2016

A handwritten signature in black ink that reads "James R. Coldren, Jr.".

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Background

In response to police shootings and use of force incidents that occurred in Ferguson, MO; Staten Island, NY; Cleveland, OH; and elsewhere, Executive Order 13684, signed by President Obama in December 2014, created the Task Force on 21st Century Policing.¹ This Task Force is part of the Administration's efforts to strengthen community policing and trust between police and the communities they serve. In identifying best practices in these areas and to make recommendations to the President, Task Force members solicited input from stakeholders and experts through "Listening Sessions," teleconferences, and written submissions.²

CNA, a not-for-profit organization focused on using operational analysis and applied research to solve complex issues faced by law enforcement, communities, and governments at all levels, is involved in police reform on a number of fronts. In May 2016, CNA hosted an Executive Session in Arlington, VA, to facilitate a discussion among a diverse group of practitioners, and researchers, and federal agencies on the future of police reform and, more specifically, community policing.³ Federal participants discussed their efforts to build trust between police and communities, and reduce institutional bias in policing, through practices and resources within the federal sector, but that also complement related work by state and local governments and law enforcement agencies. State and local practitioners provided their perspectives on the progress of police reform achieved in American policing over the past decade, and identified numerous areas where additional work is needed. Finally, representatives from several research organizations discussed topics on which further research is needed, and, most importantly, how that research can be better integrated into police operations and administration. Each group of participants engaged with candor and, in many cases, expressed complementary ideas and solutions.

In summarizing this Executive Session, we hope to garner greater interest, stimulate curiosity, and foster open-mindedness regarding the future of policing in America. We encourage readers to appreciate the forthrightness of the presenters and audience participants. Frank, data-informed discussions on building trust and legitimacy within police agencies are rare – although such conversations are happening with increasing frequency, as the federal partners who participated in this Executive Session explain below.

The May 2016 Executive Session titled *The Future of Police Reform Efforts in the United States* was the fifth in a series sponsored by CNA. The participants in this Executive Session offered numerous suggestions for future session topics, which we are currently considering. If you are able to suggest any additional topics after reading this summary, please send them to the CNA Justice Team at SMARTJustice@cna.org.

¹ "President Obama Creates the Task Force on 21st Century Policing", The White House, David Hudson, December 18, 2014, available at: <https://www.whitehouse.gov/blog/2014/12/18/president-obama-creates-task-force-21st-century-policing>.

² The President's Task Force on 21st Century Policing: One-Year Progress Report, U.S. Department of Justice, AndOffice of Community Oriented Policing Services, available at: <http://www.cops.usdoj.gov/PolicingTaskForce>.

³ CNA Executive Session on Policing: The Future of Police Reform Efforts in the United States, May 9, 2016.

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Executive Session Purpose and Speakers

The May 2016 Executive Session provided a venue for representatives from the federal government, law enforcement associations, and research institutions to discuss their experiences with and perspectives on the future of police reform in the United States.

Professor Laurie Robinson of George Mason University, Co-Chair of the President’s Task Force on 21st Century Policing and a member of the CNA Board of Directors, facilitated the Session and provided commentary throughout.

Roy L. Austin Jr., Deputy Assistant to the President for Urban Affairs, Justice, and Opportunity on the White House’s Domestic Policy Council, opened the Session by introducing the topic of building trust and legitimacy within policing. He reviewed the initial plan and development process behind President Obama’s initiative for police reform and the need for police agencies to rethink key issues, such as whether agencies have policies in place that establish effective checks and balances, whether their relationships with the communities they serve foster police-community collaboration on police reform, and whether there is sufficient community policing-related training for police officers. He noted that these and related practices help to foster change and prevent incidents like that which occurred in Ferguson, MO, in 2014.

Following Deputy Assistant Austin’s opening address, three groups of panelists discussed opportunities for collaboration and cooperation in advancing community policing. These panels comprised leaders from:

- the Department of Justice’s Civil Rights Division;
- the Office of Community Oriented Policing Services (COPS);
- the Office of Justice Programs;
- Major Cities Chiefs Police Association;
- the International Association of Chiefs of Police;
- the Police Benevolent and Protective Association of Illinois;
- the National Institute of Justice;
- the University of Illinois at Chicago; and
- CNA’s Institute for Public Research.

Each Executive Session panel included an opportunity for session participants to ask questions of the presenters.

Finally, Charles Ramsey, former Commissioner of the Philadelphia Police Department and Co-Chair of the President’s Task Force on 21st Century Policing, closed the Session by discussing the hurdles police agencies face, and how these hurdles can be overcome through current police reform efforts.

Below, we summarize the opening address; each of the three panel sessions, including participants’ questions and panelists’ responses; and the closing address.

Opening Address: The Future of Police Reform Efforts in the United States

Roy L. Austin Jr., Deputy Assistant to the President for Urban Affairs, Justice, and Opportunity, White House Domestic Policy Council



The Executive Session's first speaker, Roy Austin, discussed how imperative police reform is, especially with the Administration approaching its final few months in office. Austin stated that while the President views officer safety and community safety as one issue, the key issue at hand is police reform. Austin discussed the challenge of coordinating the reform efforts occurring in police agencies across the country. "Public safety and police safety need to run parallel in the work that we do," he said, explaining that this sentiment spurred the President's Task Force on 21st Century Policing to develop the 59 recommendations in the Task Force's Final Report.⁴ Austin noted that there are currently over 18,000 police departments that should heed the recommendations in the Task Force's Final Report in order for significant change to occur. Austin then described the six categories, or "pillars", into which the Task Force grouped the recommendations. These pillars are:

1. *Building Trust and Legitimacy;*
2. *Policy and Oversight;*
3. *Technology and Social Media;*
4. *Community Policing and Crime Reduction;*
5. *Training and Education;* and
6. *Officer Wellness and Safety.*

According to Austin, departments will need to bring in patrol officers, community members, and stakeholder organizations to have an honest conversation about whether police are doing enough to foster community policing.

To ensure that police departments are both adequately serving their communities and providing police officers with the training and other resources they need, Austin believes that departments should adopt public safety as their primary goal. There are several projects that have been implemented for this purpose; take, for example, the Violence Reduction Network (VRN), which brings together experts from the U.S. Department of Justice and police agency representatives to find ways to improve their anti-violence approaches. Also, initiatives such as the Law Enforcement Assisted Diversion (LEAD) program allow for low-level offenders to be placed directly into service-driven programs, rather than incarcerated. Attorneys, police departments, judges, social service providers, and other criminal justice stakeholders assembled and concluded that this would better

⁴ Final Report of the President's Task Force on 21st Century Policing, U.S. Department of Justice, Office of Community Oriented Policing Services, May 2015, available at: http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

serve communities' interests.⁵ Another related project is the Bureau of Justice Assistance's Body-Worn Camera (BWC) Pilot Implementation Program. According to Austin, BWCs are becoming essential in policing, and every department will eventually be outfitted with them. He stated that there is currently a high level of public support for police use of BWCs, and that all police officers will eventually need to be equipped with BWCs in order to promote transparency for police departments.

Austin explained how difficult it is for the government to obtain real-time criminal justice data. He noted that data on crimes committed today will not be unavailable until next year. Though the government is currently unable to calculate the real time local or national crime data, within five years Austin projected that all departments will be moving toward using the National Incident-Based Reporting System (NIBRS)⁶, an incident-based reporting system U.S. law enforcement agencies use to collect and report data on crimes. Austin believes that having every agency collect its own data and report on it in the same system would allow the federal government to have more comprehensive, detailed, and timely criminal justice data.

"Having such a system would increase the transparency of police agencies", Austin noted. He concluded by asking for all police agencies to be transparent, not only with crime data, but also with police data, including data on uses of force. "We cannot be afraid of the numbers because they are real...let's start putting them online." This would be a step toward improving police-community trust and relations.⁷ He believes that we are approaching a situation where police and communities across the country will come to trust one another.

Panel 1: Federal Perspectives on Police Reform

Panel 1 (left to right): Robert Moosey, Jr., Deputy Assistant Attorney General, U.S. Department of Justice Civil Rights Division; Beth McGarry, Principal Deputy Assistant Attorney General, Office of Justice Programs; and Noble Wray, Chief, Policing Practices and Accountability Initiative, Office of Community Oriented Policing Services



Each of the panelists' agencies plays a different yet complementary role in working with police agencies and communities around the country to reform police practices and build community trust.

⁵ "About LEAD", Law Enforcement Assisted Diversion website, available at: <http://leadkingcounty.org/about/>.

⁶ "National Incident-Based Reporting System Resource Guide", National Archive of Criminal Justice Data, available at: <http://www.icpsr.umich.edu/icpsrweb/NACJD/NIBRS/>.

⁷ Currently, 53 departments are part of the initiative and report real-time crime data online. Some of these include the Dallas, TX, and Louisville, KY, police departments. Austin called on police departments to provide crime data to the public in real time.

The panel's first speaker, Robert Moosey, discussed the goal of having a safe, thriving community. Mistrust can hurt a community and degrade a police departments' ability to properly enforce the law, so "we are trying to rebuild the trust where it is ruptured." In the Department of Justice's Civil Rights Division, work toward this end occurs in both its Criminal and Civil Divisions. The Criminal Division's work involves officer prosecution, typically in use of force and assault cases, but the majority of the cases handled by the Civil Rights Division are civil cases.



Moosey then discussed how the Civil Rights Division looks at policies, training, communication and supervision practices, and community engagement. Most of his job, he explained, involves collecting evidence, including studying patterns, practices, and systems as a whole. When one of those aspects fails, the system fails, he explained.

Moosey pointed out the importance of being connected with stakeholders in the community and stated that having "buy-in to make a reform"—where everyone is on the same page for improvement—is key. The stakeholders include line officers, since they are in the communities every day, union and police leaders, and community members. He stated that the more everyone is focused on a common goal, the easier it is for that goal to be attained.

Finally, Moosey discussed the role of the officer and the importance of officer safety. He raised several questions to the audience: Does the officer have the right resources? Is there an officer wellness program? Is there a supervision plan for officers, and are they aware if it? A better system, one that would provide affirmative answers to these and related questions, can be identified and established.



The panel's second speaker, Beth McGarry, spoke about ongoing programs implemented by the Office of Justice Programs (OJP) to improve police reform. Echoing Moosey, McGarry stated that research-derived evidence had to be at the core of change.

For many police officers, police reform often entails negative connotations. However, police reform is about improving methods, which is something many professions entail. The criminal justice research community continues its work to understand both police bias against certain communities, as well as the biases certain communities have toward police. Having research partners in this work can help police departments determine what practices will likely work best for their organization. McGarry discussed the National Initiative for Building

Community Trust and Justice, a pilot program that addresses procedural justice, implicit biases on both sides, and racial and ethnic reconciliation.

She stated that OJP typically sets up a program and directs departments and cities on what to do. However, OJP took a different approach with the Violence Reduction Network (VRN) initiative. Through this program, the OJP selected and supported cities with persistent, high violent crime rates to formulate locally-driven violence reduction plans and infuse federal technical assistance where needed.

McGarry went on to discuss other programs and OJP-led assistance—such as the Smart Policing Initiative, the Body-Worn Camera Initiative, and the VRN—as well as positive outcomes of each program. She is motivated by the results and believes that this is an exciting time for policing because there are so many efforts to assist departments in their reform efforts.

The panel's third speaker, Noble Wray, spoke about three core principles of community-oriented policing: problem solving, partnerships, and transformation. The two principles that get the most attention, according to Wray, are problem solving and partnerships, because they have evolved drastically with data and analysis. Transformation, in the context of community policing, “has not been a focus up until now, and these reforms that we speak about today are part of transformations.”

Wray went on to mention four ways that the Office of Community Oriented Policing (COPS) is creating a culture in which change is actively pursued and cities across the nation can move forward through Collaborative Reform. These four areas include:

1. Conducting a detailed assessment of a department, to determine whether the department is open to accepting information and being fully transparent with what has been going on in the department.
2. Providing a set of recommendations, similar to those of a consent decree, which come from the detailed assessment on how to deal with a number of issues that have impacted the department negatively. This information is then released to the public.
3. Providing technical assistance support, including thorough training and peer-to-peer consultations.
4. Monitoring implementation of the recommendations.



He noted that completing these actions takes approximately 18 months, a process several cities have already undergone. The COPS Office urges agencies to begin the process so that a serious issue has a lesser likelihood of occurring in the first place. Police agencies no longer have to wait until something terrible happens that might spotlight the city in a negative way.

Wray went on to discuss the Critical Response program, another form of “transformation reform” the COPS Office supports. According to Wray, Critical Response is a way of focusing on where departments need additional assistance. Through this program, technical assistance was given to departments regarding specific incidents, such as police shootings of civilians and ambushes of police, and reports containing findings on lessons learned from critical responses to incidents were created.

Audience Questions:

- 1) *What do you see as our major challenges in pushing reforms? What are two or three areas that you find the most resistance for, and what are some solutions to overcome the resistance?*

Moosey responded that assessing outcomes of measures to support police reform, such as the extent to which a consent decree is being implemented, will provide key information. This will reveal whether the problem is actually being fixed; when people see positive outcomes, they will then view change as being worth the risk.

McGarry stated that another obstacle is ensuring everyone in the department is on the same page so that the change can be institutionalized and incorporated into the department's organizational culture.

Wray believes there are three challenges that departments face: accountability in all facets, being vulnerable as a top leader, and organizational change, which takes time.

Panel 2: Practitioner Perspectives on Police Reform

Panel 2 (left to right): Vincent Talucci, Executive Director/CEO, International Association of Chiefs of Police; Thomas Manger, President, Major Cities Chiefs Police Association; and Sean Smoot, Director and Chief Counsel for the Police Benevolent & Protective Association of Illinois



Practitioners have firsthand knowledge of the challenges that arise regarding police reform, and they play a pivotal role in advancing reform for agencies.

The panel's first speaker, Vincent Talucci, discussed how the International Association of Chiefs of Police (IACP) focuses on self-initiated change, particularly to support evidence-based efforts in the field.

According to Talucci, fair and impartial policing is now a mainstay for fostering community policing. Agencies are embracing community engagement in their efforts to improve public safety. In addition to agencies and police leaders driving change on their own, IACP also provides other forms of support that advance and promote the law enforcement profession. .

Beyond issuing reports, IACP is working to institutionalize and facilitate change and improve community relations through a new institute: the Center for Police Policy. The goal for all agencies, Talucci says, is to enhance and bolster community relations by developing partnerships and building interactive relationships. Talucci stated that IACP partnered with the University of Cincinnati and the Arnold Foundation to create the Center. The Center will help promote best practices using research, and will focus on developing national policy through three randomized controlled trials on police issues. Talucci pointed out that this is just the beginning of expanding access to and understanding of best practices that are based on research findings.



The next panelist, Thomas Manger, noted that recent events his department has been involved in led him to think of a number of questions, such as, "What are the realistic goals of these reforms?" He stated that if people are looking for perfection, they will be disappointed. He went on to share examples drawn from recent events of how the public's perception of police was negative. He

explained that if departments hired the right personnel, this would increase the likelihood of police officers having fewer problems like those experienced in Ferguson and elsewhere.



Reforms are necessary and beneficial, Manger said, especially since police officers are more likely to be portrayed negatively in the media. Body-worn cameras, in his opinion, have been a great asset to police departments. They have helped inform the community about the reality of police work. Proper adherence to protocol is captured on cameras, but so too are instances of officers behaving “at their very worst.” Manger emphasized how important it is for the public to be realistic regarding their expectations of police reform. There are over 18,000 police departments in the country, and some have not received adequate training; ensuring that they receive it is a key component of achieving

change.

The panel’s third speaker, Sean Smoot, discussed measuring success in police reform and what is required by fellow practitioners to assist the reform. He began by stating that it is difficult to measure success. He noted that, in the past, a systematic way of assessing the success of a law enforcement organization has been to count the number of crimes that have been committed. He said that the focus became “how many arrest or stops did you make?” He then quoted Charles Ramsey: “Success shouldn’t be measured by the absence of crime; it should be measured by the presence of justice.” He agreed with the idea, which led him to ask more questions about how to measure the feelings of an officer, as the temperament of an officer on duty can be traced to positive or negative interactions with the public. He wondered how to measure the presence of justice as well. He explained that a theme had to be present, and that theme is procedural justice, including both internal and external procedural justice.



Smoot went on to discuss an Illinois law passed in January 2016, the *Police and Community Relations Improvement Act*, which is a direct result of the Task Force’s Final Report. Because change takes time, having a law allows for change to be adopted by departments in the state at a quicker pace, as the recommendations are now mandatory within a certain timeframe, rather than suggested, as demonstrated in Illinois. The law mandates an independent review of all officer-involved shootings and officer-involved custodial deaths, and requires an outside agency to conduct the investigation. Additionally, the law requires police agencies to report officer-involved shootings to the public as a transparency piece.

He then stated that Illinois also has a bill that was pushed by then-Senator Obama, which requires officers to collect data on the stops they conduct. According to Smoot, this informative data helped ensure that agencies did not engage in bias-based interactions. It was used for pedestrian stops and any police-citizen interaction resulting in an arrest, frisk, or search. He noted that this database “isn’t the magic wand, but it’s an opportunity to have a group of recommendations and embed them in all agencies in very short order. With this, followed up by training and technical assistance, the culture can be changed.”

Audience Questions:

- 1) *We've happened upon what we term 'internal procedural justice'. Is it too much to ask your officers to engage in a just way with the community when, internally, it is not the same?*

Manger stated that this goes back to hiring the right people in the first place. When officers hit the streets and are cynical about what is occurring internally, that is an issue that will certainly impact their dealings with the public. Additionally, investing in training and holding those in the department accountable needs to continue.

Smoot responded by saying that it is unrealistic to expect a police officer to treat community members in a positive way when they feel they are treated negatively in their own department.

- 2) *What do the practitioners need from the research community to support these reform efforts?*

Talucci said that practitioners need research, but also need to have clear, actionable items that will result from the research. The research that is communicated to decision-makers is often insufficiently relatable and practicable. That is the biggest challenge.

Smoot said that he sees a use for more research on the efficacy of training. There currently isn't a tool to assess whether the training officers receive is beneficial a few years down the line.

- 3) *How can we [practitioners] work with the media to improve how officers are seen?*

Manger said that he was once told that an officer doing the right thing is not news. The media's agenda on portraying police interactions need to be examined. As long as reform continues, the news will continue. Officers can only control themselves, not the press.

Talucci stated that practitioners do not tell the story from the law enforcement side. Communication—good and bad—on all levels should be transparent and relayed to the media as that will increase the public's trusts in the department.

- 4) *Do you have any ideas about tools, training, or research that will help officers who interact with the mentally ill?*

Manger thinks officers need to learn how to interact with the mentally ill community, and to understand referrals to agencies that they can make in the event they do have an interaction with a mentally ill person. Officers cannot become experts on mental health, but they do need to respond responsibly as first responders, so having the resources to do so will make a difference.

Smoot offered a different perspective, arguing that trainings to assist officers in identifying certain mental health issues can be helpful. Having a foundational understanding of the effects of mental health would assist in the interactions of officers with such individuals.

- 5) *How and when can we assess what type of civilian oversight is needed in a department?*

Manager said he believes civilian oversight is not "one size fits all"; responsibilities and requirements are different for all agencies. There is very little research on this question, and having a system or formula in place may aid a department in learning which kind of civilian oversight might be needed.

Panel 3: Researcher Perspectives on Police Reform

Panel 3 (left to right): Nancy Rodriguez,, Ph.D., Director, National Institute of Justice; Dennis Rosenbaum, Ph.D., Professor, University of Illinois at Chicago Department of Criminology, Law, and Justice; and James “Chip” Coldren, Ph.D., Managing Director of Justice Programs, CNA



Researchers are able to see the challenges and opportunities associated with police reform and work hand-in-hand with law enforcement to sustain the change needed in communities.

The first panelist, Dr. Chip Coldren, reacted to Chief Manger’s statement about reforms and the search for perfection: Coldren, who once taught an undergraduate criminal justice system class, stated, “Most texts available on the criminal justice system were quite critical of police. The course he taught was designed to engage students. He asked his students, many of whom desired to work in the justice system: ‘how do you reconcile the problems with the system and your desire to work in it?’ One student replied, ‘I can accept these problems, if they are rare, if they don’t happen very often.’” Coldren said that the class came up with the “three Rs” as a solution for reconciling the problems in the system: if the problems are *rare* and *random* (if they don’t affect one part of the community more than another), and if the police are *reflective* about what they do, then people can accept mistakes and progress can be made. This solution made a connection between reform work being done in the police system and partnerships with researchers, because it is the researchers who establish the number of mistakes (i.e., rarity) and if patterns exist in the mistakes made (i.e., a lack of randomness).



There are two primary things that researchers can offer, according to Coldren:

1. Researchers know a bit about what is not known because they spend time in the field and analyze data. When researchers write their findings, they often have frustrations because they don’t have all the answers, and thus they develop an understanding of the gaps in our knowledge.
2. Some researchers are quite forward-thinking. They analyze trends and extrapolate to the future when they identify trends, so they can help develop a future orientation.

Coldren noted that police performance, like crime, is a local phenomenon. Research in use of force, and police-community relations, is impacted by how this changes across different communities. For example, use of force looks different in every community. It is therefore important to build and support local research capacity: “The capacity is not where it needs to be locally, and the introspective, reflective culture in police agencies is not as strong as we’d like it to be.”

Coldren emphasized that more robust data are greatly needed. There is an immense amount of data, but availability and access to standardized data is extremely important. Coldren went on to state

that researchers must encourage national data-collection systems that are robust enough to reflect local variations.

Lastly, Coldren discussed the issue of officer safety and wellness. “Too often, the research is looking for impacts and outcomes on crime, criminals, and communities, without identifying officer safety. This is very important for body worn camera research. There’s no one camera study that has looked at improvement in officer safety or if the ‘civilizing effect’ is true for officers and civilians alike.” There are many areas where researchers can aid the efforts of law enforcement, i.e. researcher-law enforcement collaboration.

The next panelist, Dennis Rosenbaum, was impressed by the amount of overlap in the panelists’ discussions when it came to the need for research. Regarding past research and practice, he stated that the crisis of legitimacy has focused the public on police accountability. How policing is done today, inside and outside the agencies, needs fundamental changes.



Rosenbaum continued by discussing how long-term changes, as opposed to quick fixes, need to be examined. He added, “We [researchers] have provided good evidence on crime-control effectiveness. We’ve failed to measure collateral damage on communities of color and youth. There’s a large body of research on why people of color and young people don’t like the police.” However, there is very little research about how certain policing tactics work. According to Rosenbaum, the “latest crisis of legitimacy turns a spotlight on how police organizations are managed.” Research on what goes on inside police departments is limited. “De-policing happens when a police force doesn’t feel protected within its own agency.”

Rosenbaum added that researchers need new metrics that capture police culture and job satisfaction, along with other variables, in order to identify an agency’s risk of having their own crisis of legitimacy. He pointed out specific topics needing further research and evaluation, including:

- Police training – Individualized training is needed and randomized trials on training should be conducted.
- Body-worn cameras – Questions remain about whether they reduce police discretion. Do they increase enforcement? Can this massive body of video footage can be used to support police training.
- First-line supervisors – Can they identify high-risk officers? Can these supervisors be coaches?
- Recruitment and selection of new officers – It is important to have an open testing industry to validate if there is any validity to predicting whether an individual would make a good officer.
- Long-term, large-scale studies of new police officers – Data on who quits, who gets in trouble, and who is promoted or scores high on police-community interactions is required.
- Contact surveys – These would allow citizens to evaluate police departments, and would help to measure what matters to the community and hold agencies accountable.

- Longitudinal data on police organizations - Longitudinal work allows researchers to document any changes in policy or organizational management. Standardized national metrics are also needed.
- Experimental and quasi-experimental designs - This would include a study covering dozens of agencies.
- Translational police science - conducting research on the translation process itself.

Lastly, Rosenbaum stated that there is a need to institutionalize the translation process, through establishing continuous feedback loops regarding how to interpret research findings.



The third panelist, Dr. Nancy Rodriguez, spoke about the National Institute of Justice's (NIJ's) mission to continue to support reform work in policing. She stated that NIJ has multidisciplinary scientists and a working group focused on creating a multi-year strategic research plan. She also described how NIJ will focus on obtaining more evidence around research and practices examining the impact of policing in societies.

The current efforts include various requests for proposals that were created in direct response to the recommendations in the final report of the President's Task Force. Rodriguez believes that researchers and policing scholars' recognition of the relationship between social and behavioral outcomes and technology will be critical for the success of police reform efforts.

She stated that when NIJ examines policing strategies, they also look at department practice regarding procedural justice. She concluded by conveying the importance for researchers to be explicitly clear by what they describe as a community. She stated that we need to recognize different opinions that lie within a single community. Her hope is that researchers can expand on existing evidence to understand the underlying strains between communities and law enforcement, and find the best solutions to reform them.

Audience Questions:

1) *What are your thoughts on mentoring, not supervision, but informal mentoring?*

Rosenbaum replied that it depends on who is mentoring whom. According to him, it is all relative. Positive mentoring is key, yet we do not have the checks and balances in place to make sure mentoring is producing positive behavior.

2) *What about transparency in other aspects of the justice system?*

Rosenbaum responded that it is true there is more pressure on police departments to be transparent. He added that police have also been more open to using research to inform their operations.

Dr. Coldren expressed that other agencies, such as the U.S. Border Patrol and state correctional agencies, have begun to increase their transparency by deploying body-worn cameras.

Closing Address: Recommendations for the Future of Police Reform Efforts in the United States

Charles Ramsey, former Commissioner of the Philadelphia Police Department, and Co-Chair of the President's Task Force on 21st Century Policing

Commissioner Ramsey previously led the Philadelphia Police Department, the fourth-largest police department in the nation, with over 6,600 sworn officers and 830 civilian members. Recently,



President Obama called on Commissioner Ramsey to co-chair the Task Force on 21st Century Policing. Ramsey stated, “We will respond to whatever the challenge is. To deal with the environment of policing, we decided to focus our attention on six key pillars, and the first, *Building Trust and Legitimacy*, took top priority.” He added that all findings and recommendations in the Final Report were reached through consensus.

Ramsey continued by addressing each pillar and its importance to police reform. The first is *Building Trust and Legitimacy*, which is fundamental to all of policing. He explained that the promotional process in police departments needs to be constantly revisited and improved, and that a better effort at recognizing institutional problems needs to be made.

Another point related to building trust is a department’s desire to be perfect. Quoting Vince Lombardi, he said that “Perfection isn’t part of the equation. [...] As you strive for perfection, along the way you find excellence.” Ramsey noted that high-profile cases are not the norm, and that they are hardly reflective of the entire profession.

One area of disappointment for Ramsey is that a comprehensive look at the entire justice system (from prosecution and courts to corrections and reentry) hasn’t been done since the 1960s. “We can change police, but we have to understand that change has a ripple effect throughout the whole system, and that we must anticipate and plan for lasting change, resulting in better policing, diversion programs, [and] giving people a legitimate second chance.”

The second pillar is *Policy and Oversight*. Ramsey is a proponent of civilian oversight, but he believes it needs to be tailored. The final decision for discipline should be left with the police chief. He also discussed the need for improved investigations of officer-involved shootings.

Ramsey then discussed the third and fourth pillars, *Technology and Social Media* and *Community Policing and Crime Reduction*, noting that while these titles are self-explanatory, the pillars lay out a roadmap for creating a better system.

Ramsey explained that the fifth pillar, *Training and Education*, entails having recruits go through training programs to help officers better understand the history of policing. “We need to know the history of policing to know where some people are coming from. We’ve not always stood on the right side of justice before, and learning from our past mistakes will allow us to effectively move forward.”

Lastly, Ramsey discussed the sixth pillar, *Officer Wellness and Safety*. The Task Force worked with police labor unions to promote mandatory adoption of rules and requirements for promoting officer wellness. Ramsey expressed that “one area we [police agencies] don’t do a good job in, or don’t deal well with, is psychological trauma. We talk about PTSD for soldiers, but think about 30 years of policing in some of the roughest areas of the city. You have to be resilient in this business, but there’s a limit to just how resilient you can be. A lot has to do with the psychological trauma.”

Finally, Ramsey discussed the need to take a critical look at all the moving parts of police reform. The perspectives of researchers, practitioners, and federal agencies are relevant and so is the involvement of other stakeholders. Everyone needs to be on the same page and should understand that patience is needed, as change will not occur overnight. Ramsey stated that he believes it will take almost a generation for change to be seen. He concluded by stating If changed is the desired outcome, we as a whole community need to look at the problems in society and aim to fix them collectively.

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Conclusion

The themes that emerged from the panels at this Executive Session centered on the perspectives of federal agencies, practitioners, and researchers, on the future of police reform. Participants from federal agencies discussed programs that were put in place to improve policing practices. Practitioners covered policing in the past and provided suggestions about what can be done in the future to advance reform. Researchers informed the audience about the progress and challenges in police reform, and research that should be conducted in the future.

Providing training and technical assistance, having oversight boards, and enhancing communication between police departments and the media can all lead to improvements and reforms for police departments. It is clear from the discussions that the desire for police reform has gained traction and, in having the Task Force's Final Report as a guideline, many departments will be able to take a step forward by implementing or revising the pillars laid out therein. Having a systematic way of gathering the data from all agencies will also provide key information about which elements remain problems in police agencies, and what areas have improved due to the changes that were made as a result of the guidelines.

The future of police reform relies heavily on each individual in the justice sphere doing his or her part, while also working together to find best practices for departments, both locally and federally. The rebuilding of trust and transparency in the community is essential to the growth of police reform. CNA has an emerging role in police reform. Currently, CNA is working on several projects to provide training and technical assistance to improve community policing. As more data is provided over the years, the contribution CNA will contribute to the field will also continue to grow.

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