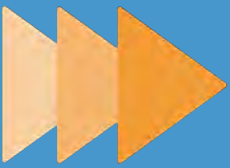




FUTURE OF PUBLIC SAFETY

A COLLABORATIVE PROJECT BY





WELCOME



KAROL V. MASON
PRESIDENT OF JOHN JAY
COLLEGE OF CRIMINAL
JUSTICE

John Jay is in a unique position to chart the future of the country's course on public safety. We are a majority-minority institution and reflect the diversity of voices of minority communities that need to be heard.

At John Jay, we educate the future leaders for justice, safety, and peace—whether they go on to run advocacy campaigns, wear a uniform, conduct research to evaluate policy or uncover bias, or all of these.

Through the hard work of bringing together diverse voices, and through the conclusions and roadmap we present in this report, we hope to break the binary mindset that characterizes so much of the national conversation on public safety: “us vs. them;” “law and order vs. Black Lives Matter.”

As we say later in this report, ultimately, we all want the same thing: to live in communities in which everybody has an opportunity to thrive and be successful. We started this project, in large part, to unearth and highlight our considerable areas of agreement around this point.

As the first woman and first person of color to lead John Jay, I personally feel the weight of the current national reckoning with race. I am honored that we could partner with NOBLE to develop this important series and excited to release this culminating report to help communities map out the future of public safety. Given the current climate, we at John Jay welcome the opportunity to be bold, to

lead, and move the national conversation on public safety forward.

Our work did not stop with the six public conversations we hosted during this series and does not stop with the issuance of today's report. Quite the contrary; we see today's report as a starting point of a years—or even decades-long—project. The work must now continue in communities across the country.

C.J. DAVIS
IMMEDIATE PAST
PRESIDENT OF THE
NATIONAL
ORGANIZATION OF
BLACK LAW
ENFORCEMENT
EXECUTIVES

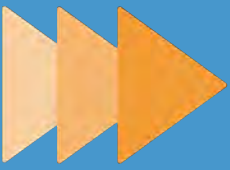


At this moment in our nation's history, as we continue to witness tragic encounters between police and the communities we serve, we must ask ourselves what has happened to cause such division and chaos in our profession, law enforcement—a profession that should represent the best of who we are expected to be: guardians of nobility, integrity, and honor.

While most police officers serve with dignity and honor, we know that building trust and charting a clear path towards re-imagining public safety—and the role of policing within that—will be a daunting task.

Undoubtedly, the need for change is clear. And where we go from here begins with each and every one of us joining together as we discuss policy recommendations and how we rebuild trust in marginalized communities who are disproportionately impacted by law enforcement.

December 2020

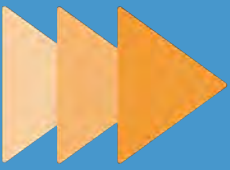


EXECUTIVE SUMMARY

John Jay College of Criminal Justice and the National Organization of Black Law Enforcement Executives partnered together on the “Future of Public Safety” series, which resulted in this report. In the series, we brought together 38 individuals representing a diverse range of voices for “dialogue across differences.” Through everyone’s points of healthy disagreement, we identified nine core points of consensus that guided our work and are the framework for the roadmap we provide communities:

- 1** Everybody wants the same thing: to be safe. That looks and feels like what predominantly white and suburban communities enjoy every single day.
- 2** Beyond the police, other institutions and public servants must play a role in delivering public safety services.
- 3** Healthy communities are safer communities. Public resources must be invested in the areas that are most likely to create healthy communities.
- 4** Community voices—particularly those of young people—need to be included and respected in the process of defining public safety. Members of the community should be given space to be real partners in public safety.
- 5** Less wealthy, and most often Black, indigenous, people of color (BIPOC) neighborhoods, are often over-policed when it comes to investigating presumed criminal activity and under-resourced when it comes to addressing and preventing emergency situations.
- 6** Society has effectively criminalized mental illness, homelessness, and substance abuse, in part by assigning police as the public agents most often responding to incidents of substance abuse and psychiatric episodes.
- 7** Trauma, specifically in poor communities and communities of color, caused by negative interactions with police, food insecurity, unavailability of quality housing, and interpersonal violence is prevalent across the country. It becomes a fundamental aspect of how people approach their interactions with law enforcement. Law enforcement, political leaders, community leaders, health professionals, educators, and others must work together to address various forms of trauma across the country and look to address their root causes.
- 8** Society must address how police departments think about and address issues of race, racial animus, and implicit bias. Neither police leadership, nor community members, should have any tolerance for law enforcement officers with a history of or tie to racism and injustice.
- 9** Police departments and officers must view themselves as, and act as, guardians of the community, not warriors against crime.

Grounded in these points of consensus, we laid out a roadmap for the public to follow in crafting a more just future of public safety. Our roadmap begins by identifying a series of data points communities should gather about public safety and social services. We then recommend a series of steps that, grounded in those data, communities should follow with the goal of



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fostering: more public/private partnership; more collaboration between the public, government, and others; better transparency in government; and smarter law enforcement priorities that best keep communities safe in the most cost-effective and racially just manner.



INTRODUCTION

“Our goal is to lead our country to a place where communities of color and police trust each other, and partner with each other in building communities where everyone feels safe and has the opportunity to thrive.”

John Jay President Karol V. Mason

JOHN JAY COLLEGE OF CRIMINAL JUSTICE AND NOBLE

Founded in 1964, John Jay College of Criminal Justice—a senior college of The City University of New York, the largest urban university in the world—continues its legacy of preparing the next generation of law enforcement leaders, and has evolved into the preeminent international leader in educating for justice in its many dimensions.

As a Hispanic-serving institution and Minority-serving institution with over 15,000 undergraduate and graduate students, John Jay is recognized for educating a diverse student body to become fierce advocates for justice. The College is ranked as a top ten institution for promoting student social mobility. Nearly half of its graduates pursue careers in public service, working in government, nonprofit organizations, and in every segment of the criminal justice system, including law enforcement, the legal profession, social

services, public administration, research, and policy.

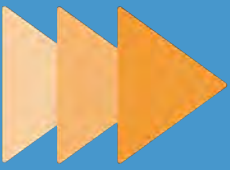
John Jay is home to faculty and research centers at the forefront of researching and advancing criminal and social justice reform. The College is renowned for bringing together leading scholars and practitioners to address the most intractable social justice issues facing our communities. As a top-flight research institution with a long-standing commitment to practice, particularly in policing, John Jay is uniquely positioned to help integrate research, application, and practice to reimagine the future of public safety.

Since 1976, The National Organization of Black Law Enforcement Executives (NOBLE) has served as the conscience of law enforcement.

NOBLE's founders recognized that Black law enforcement executives could have a significantly more effective impact upon the criminal justice system through a unified voice. The organization started by raising relevant questions about topics such as fairness in the administration of justice, police-community relations, the hiring and promotion of Black police officers, and the unique problems faced by the Black police executive.

Today, NOBLE's mission is to serve equity in the administration of justice and in the provision of public service to all communities. Its goal is to be recognized as a highly competent public service organization at the forefront of providing solutions to law enforcement issues and concerns, as well as to the ever-changing needs of our communities.

NOBLE today has nearly 60 chapters and represents over 3,000 members worldwide, including chief executive officers and command-level law enforcement officials from federal, state, county, and municipal law



enforcement agencies, as well as criminal justice practitioners.

THE FUTURE OF PUBLIC SAFETY SERIES

In coming together, John Jay and NOBLE sought not just to observe and diagnose what ails policing and public safety, but to chart a positive path forward for safe communities.

We set out to create a roadmap for governments, community members, law enforcement, businesses, philanthropic institutions, activists, and engaged members of the public to embrace, as we work to create a new age of public safety that is equitable for all.

A critical component of the series was what we called “dialogue across differences.” We brought together 38 individuals representing a diverse range of voices, including community activists Brittany Packnett Cunningham and Erica Ford; major police chiefs Danielle Outlaw from Philadelphia and Medaria Arradondo from Minneapolis; Mayors Jenny Durkan from Seattle and Keisha Lance Bottoms from Atlanta; public health experts Leana Wen and Nadine Gracia; foundation leaders Wes Moore from the Robin Hood Foundation and Candice Jones from the Public Welfare Foundation; and others.¹ The series brought together voices calling for the abolition of police forces, members of police unions, government veterans and business executives, for tough discussions around sensitive topics. We knew everyone wouldn’t agree on every issue. But that was the point.

We held a Kickoff Session on September 10, 2020, during which we explored the broad themes of the series. We then held five sessions, covering the following subjects:

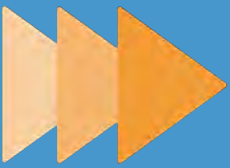
- [Defining Public Safety](#), on September 15, 2020
- [Public Safety Beyond the Police Station](#), on September 17, 2020
- [Public Health and Welfare](#), on September 22, 2020
- [Investing in Safer Communities](#), on September 24, 2020
- [Recruiting, Skills, and Training](#), on October 1, 2020

Throughout the series, we grounded our work in a number of fundamental questions:

- What does a safe community look like? What is the meaning of “public safety” in the 21st Century?
- What is the role of police, other community members, and public servants in creating safe communities?
- What is the role of police, other community members, and public servants in responding to specific community challenges such as youth violence, addiction, and homelessness?
- What investments are needed in order to build safe and thriving communities?
- Who should we be recruiting to serve as police officers in this new paradigm? What skills/personality traits/values should they have?
- How do we equip law enforcement for this newly defined role?

Through the wisdom and differences of our guests, we identified several points of consensus around what the future of public safety ought to look like. We then tested those findings out in a series of small, off-the-record

¹ The full list of contributors is included in Appendix 2.



focus groups held with youth and community activists, line officers, police union representatives, and police chiefs drawn from NOBLE’s membership. Drawing on these findings, we have created a roadmap for the public to follow in local efforts to make communities across the country safer, more equitable, and more just.

Above all else, we cannot stress enough that the future of public safety cannot be solely within the domain of law enforcement. Many critical stakeholders have important roles to play: including elected and appointed officials, city managers, the business and philanthropic communities, educators, public health professionals, and other community members. This report is for all of them.

HISTORICAL CONTEXT

“This is a 300-year-long conversation that some of us are just now joining.”



Pastor Mike McBride, The Way Christian Center

It is impossible to look to the future of public safety without thinking about the past and present of policing. It is most important for all who read this report to know that concerns about

[CLICK TO PLAY](#)

how Black and Brown communities are policed did not begin with the death of George Floyd in Minneapolis on May 25, 2020.

The history of policing and race in the United States have been intertwined for generations. The first publicly funded and supported police force in the United States was formed in the 1830s in Boston. By the 1890s, every major city in the United States had a police force.² During the Reconstruction and the Jim Crow periods,³ law enforcement served at least in part to ensure that laws and policies could be used to control the lives and movement of Black people. Before Emancipation, the economics that drove the creation of police forces were largely focused on the preservation of the slavery system.⁴ Some of the primary entities enforcing the law—though not police forces themselves—were “slave patrols” tasked with chasing down runaways and preventing slave revolts.⁵

In the early 1900s, police departments began to stress the importance of sociology, social work, psychology, and management in their work.⁶ This was around the time that officers began to police the neighborhoods they lived in on foot.⁷ The notion of “professionalized,” or vocational police departments as we think of them today is a relatively new one, emerging in the early-to-

2 <https://www.npr.org/2020/06/13/876628302/the-history-of-policing-and-race-in-the-u-s-are-deeply-intertwined>

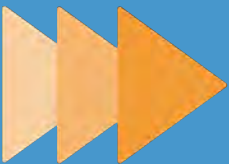
3 *Ibid.*

4 These attempts to preserve slavery weren’t limited to the South; scholars have identified that slave catchers and police officers aggressively used the mandate in the Constitution’s Fugitive Slave Clause to target the Black population in northern states, including New York. See <https://www.nytimes.com/2020/10/27/books/review-kidnapping-club-jonathan-daniel-wells.html?referringSource=articleShare>

5 <https://time.com/4779112/police-history-origins/>

6 See <https://www.britannica.com/topic/police/The-development-of-police-in-Canada>, describing the work of the professional policing reform movement, led by August Vollmer in Berkeley, California.

7 <https://www.insider.com/history-of-police-in-the-us-photos-2020-6>



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mid-twentieth century.⁸ Scholars have found that the move toward professionalism was problematic in some ways for race relations: it promoted the creation of police departments that were “inward-looking” and “isolated from the public.”⁹ As a result, tactics to control crime ended up exacerbating tensions between police and the communities they served—particularly as police departments became more “militarized” during the “war on crime” in roughly the mid-1960s.

By the time of the civil rights movement of the 1960s, Black people began to question and challenge the manner in which their neighborhoods were being policed. As protests about race, policing, and civil rights broke out across the South, police often met them with violent tactics, such as tear gas, high-pressure water hoses, and attack dogs.¹⁰

Our report is by no means the first to probe some of the thorny questions around race and policing in America. After riots in 1967 that killed 43 in Detroit and 26 in Newark, President Johnson constituted the National Advisory Commission on Civil Disorders, or the Kerner Commission, to study the root causes of the violence.¹¹ While many Americans blamed rioting on agitators and Black men, the Kerner Commission debunked that notion, finding that it was white racism, and not Black anger, that was at the heart of turmoil in American cities.

More than fifty years later, surprisingly little has changed. Many among the constellation of issues the Kerner Commission identified—

including inequitable policing practices, trauma’s role in fueling violence, and other culturally-embedded forms of racial discrimination—still plague us today and still are at the heart of contemporary studies of the issue, like 2015’s Final Report of the President’s Task Force on 21st Century Policing.¹²

As contributor to Session One Pastor Mike McBride stated, “even in our lifetime, we have had federal reports in every decade that have spoken to what needs to happen. At some point we are being willfully obtuse to suggest that we do not know this. The report recommendations don’t change, the politicians seem to change, the victims don’t change, and our inability to do what the reports outline can’t seem to get traction.”



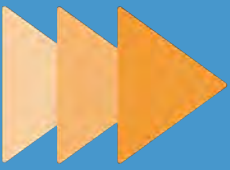
8 <https://plsonline.eku.edu/sites/plsonline.eku.edu/files/the-history-of-policing-in-us.pdf>

9 *Ibid.*

10 <https://www.nydailynews.com/news/national/birmingham-erupted-chaos-1963-battle-civil-rights-exploded-south-article-1.1071793>

11 [https://www.smithsonianmag.com/smithsonian-institution/1968-kerner-commission-got-it-right-nobody-listened-180968318/#:~:text=President%20Lyndon%20Johnson%20constituted%20the,casualties%20in%2023%20other%20cities.%20\(](https://www.smithsonianmag.com/smithsonian-institution/1968-kerner-commission-got-it-right-nobody-listened-180968318/#:~:text=President%20Lyndon%20Johnson%20constituted%20the,casualties%20in%2023%20other%20cities.%20()

12 https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf



KEY POINTS OF CONSENSUS AND ROADMAP

Over the course of six public conversations and four private focus groups, we found remarkable consensus around principles that should guide the future of public safety.

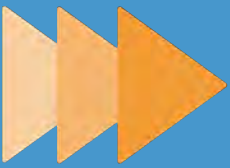
Most fundamentally, while police play a critical role in public safety, the future of public safety is not, and cannot only be thought of, as merely the future of policing. We must think of and approach public safety in a holistic manner, in which a number of stakeholders and public servants—including police—are at the table and playing critical roles.

Second, the future of public safety depends on not just how laws are enforced, but what we ask of police officers, how officers see themselves, and what access community members have to basic necessities like quality housing, well-paying jobs, and educational opportunity. It also includes how responsive leaders are to communities, whose voices are heard in discussions about public safety, and the role of bias across all areas of life. All of these factors—and many others—work together to compound inequality across generations, and any solution to keeping communities truly safe requires addressing all of them together.

Over the course of the series, we found that nine points of consensus repeatedly emerged in some form or another from a wide variety of participants:

1 Everybody wants the same thing: to be safe. That looks and feels like what predominantly white and suburban communities enjoy every single day.

- 2** Beyond the police, other institutions and public servants must play a role in delivering public safety services.
- 3** Healthy communities are safer communities. Public resources must be invested in the areas that are most likely to create healthy communities.
- 4** Community voices—particularly those of young people—need to be included and respected in the process of defining public safety. Members of the community should be given space to be real partners in public safety.
- 5** Less wealthy, and most often Black, indigenous, people of color (BIPOC) neighborhoods, are often over-policed when it comes to investigating presumed criminal activity and under-resourced when it comes to addressing and preventing emergency situations.
- 6** Society has effectively criminalized mental illness, homelessness, and substance abuse, in part by assigning police as the public agents most often responding to incidents of substance abuse and psychiatric episodes.
- 7** Trauma, specifically in poor communities and communities of color, caused by negative interactions with police, food insecurity, unavailability of quality housing, and interpersonal violence is prevalent across the country. It becomes a fundamental aspect of how people approach their interactions with law enforcement. Law enforcement, political leaders, community leaders, health professionals, educators, and others must work together to address various forms of trauma across the country and look to address their root causes.



- 8 Society must address how police departments think about and address issues of race, racial animus, and implicit bias. Neither police leadership, nor community members, should have any tolerance for law enforcement officers with a history or tie to racism and injustice.
- 9 Police departments and officers must view themselves as, and act as, guardians of the community, not warriors against crime.

These nine points of consensus provide us with the basis for the recommendations we make to chart a course on a new future for public safety. We hope that the recommendations in this report, taken together, serve as a long-term guide for communities—stretching far beyond any one, two- or four-year election cycle—as they work to become safer and more racially just.



1 EVERYBODY WANTS THE SAME THING: TO BE SAFE. THAT LOOKS AND FEELS LIKE WHAT PREDOMINANTLY WHITE AND SUBURBAN COMMUNITIES ENJOY EVERY SINGLE DAY.

What people really want, regardless of where they live, who they love, or what they look like, is to let their kids play in the front yard or in the park across the street and be able to go on with the business of their life, without having concern or worry about not only being a victim of crime, but also of being a victim of some kind of a disparate treatment. Unless we get to a place where everyone, regardless of where they live, has that feeling of security, we don't really have public safety.

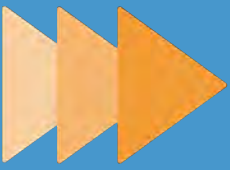


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Sean Smoot, Director, Police Benevolent and Protective Association of Illinois

Perhaps no theme was more consistently raised among the diverse voices in the series than the idea that everybody in America—regardless of economics, geography, and demographic factors—wants the same uncontroversial thing: to be safe.

In all, we found that “safety” can be quite easy to define. Virtually every contributor who was asked about what safety is gave some variation of the themes above. Or, put more directly in the words of Daryl Atkinson at one point in the series, “what does public safety look like? It’s not rocket science, right? It’s what



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predominantly white communities get every day.” But while the general concept of “safety” can be easy to define, achieving it can be challenging.

For instance, it is easy to fall into the trap of incorrectly conflating the terms “public safety” and “policing.” While police can, and should, play a role in keeping communities safe, public safety cannot be achieved simply by putting more law enforcement officers in every community. This truth is compounded by widespread mistrust of law enforcement in many communities across America, particularly communities of color.

At its most basic, the ability to be free from violence is central to everyone’s sense of safety. Notably, this extends to being free from violence from both other members of the public and the government. In addition, law enforcement professionals must be mindful that no community in which members of the public fear violence from law enforcement is a safe one. We must all work together to build relationships of trust between law enforcement and the public, and addressing how to respond to, and prevent, violence at the hands of the government will be a part of that.

But series participants also identified other key components that contribute to community members being, and feeling, safe. First, while geographic communities across the country are different and have different needs, a population can only be, or feel, safe, when the public’s basic needs are met. Several participants cited well-funded schools, available quality housing, living wages, access to healthy food, access to outdoor space, and culturally responsive social services as prerequisites to a community’s feeling safe. Every safe community, wherever it is, will have these things.

Additionally, a number of participants also found that autonomy, self-determination, and wellbeing all are core to the notion of what defines safety. These concepts include individuals having a sense of freedom and space to be able to conduct their own affairs. Likewise, a number of participants stressed that public safety and personal wellbeing are interconnected. As Johns Hopkins University Assistant Professor Dr. Cassandra Crifasi noted, “[y]ou cannot have healthy communities that aren’t safe, and you can’t have safe communities that aren’t healthy.”

In the end, there was broad consensus in the series that reimagining public safety will require a fundamental rethinking of race, power, policing, resources, and community. It will require a reframing of how we think about public safety and in some places, significant structural change. This includes a vast philosophical reimagining of community investments. Beyond election cycles, all levels of government must also recognize that investing in education, nutrition, public health, quality housing, and reentry services are themselves investments in public safety. As Phillipe Cunningham, city councilperson for Minneapolis’s Ward 4 and a participant at Session Five, said, “You can’t just change up the walls and put some new paint on it when the foundation itself is broken.”



2 BEYOND THE POLICE, OTHER INSTITUTIONS AND PUBLIC SERVANTS MUST PLAY A ROLE IN DELIVERING PUBLIC SAFETY SERVICES.

"We have not been successful at stopping heart attacks by getting more ambulances out there.

We've dealt with heart attacks by creating cholesterol and blood pressure medications.

Likewise, we've created opportunities for safer communities, for people to walk

and to interact in positive ways. And it's the same thing. They know that the solution to violence isn't by bringing more police in; it's by preventing violence in the first place. And asking: what are the root causes of violence?"

Dr. Marc Zimmerman, Director of the Prevention Research Center of Michigan and Director of the Youth Violence Prevention Center, University of Michigan

According to data collected by the Vera Institute of Justice, more than 80 percent of all arrests nationwide are for low-level, nonviolent offenses, and the cost of policing, nationally, is \$115 billion per year.¹³ Many participants—including law enforcement personnel and community activists alike—expressed that this is an inefficient way to consume public resources and agreed with a general principle: police alone cannot, and should not, be the sole providers of public safety. As stated by Minneapolis Police Chief Medaria Arradondo in

our Kickoff Session, "We can no longer be the savior for all our communities." Much of this sentiment flowed from one core insight: any number of other public or private entities are better suited to take on some of the functions now regularly performed by police.

Reneé Hall, Chief of the Dallas Police Department, summed up that law enforcement has three core competencies: responding to calls to service; addressing crime, both proactively and reactively; and bringing individuals who commit crime to justice. However, as she noted in Session Two, "[police] have been tasked with everything from mental illness, to homelessness, to animal control." To this end, she noted, there is a misalignment in many cities and towns between their expectations about public safety and how law enforcement is currently designed.

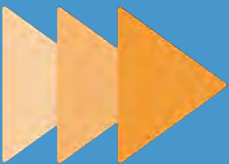
Flowing from this, members of the public must recognize that public safety is not simply the domain of police; it is a community responsibility, and requires investment, buy-in, and participation from a number of stakeholders. It will never be achieved by a single person or a single group, and will require collaboration among political leaders, activists, organizations, law enforcement, and community members.

Throughout the series, law enforcement officials, activists, and community members alike identified substantially the same tasks that they believe police should no longer be performing. Generally, those tasks included responding to nonviolent or noncriminal mental health issues, homelessness, addiction, transit system incidents, and school incidents. Moreover, public safety is not increased when arrest and incarceration is the primary, if not the only, tactic in law enforcement's toolbox.



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¹³ <https://www.vera.org/publications/what-policing-costs-in-americas-biggest-cities/>



Along these lines, a common theme across participants was that, in addition to shifting some functions from police departments to other municipal and community organizations and entities, communities need to ensure greater collaboration between law enforcement and the many other sectors of the community that can have a role to play in keeping the public safe. This includes partnerships between law enforcement and mental health providers, the public health community, the business community, philanthropists, and clergy.



3 HEALTHY COMMUNITIES ARE SAFER COMMUNITIES. PUBLIC RESOURCES MUST BE INVESTED IN THE AREAS THAT ARE MOST LIKELY TO CREATE HEALTHY COMMUNITIES.

“We need to invest in public safety outcomes that do not find their origins or their success in the size of a police department or the presence of a police department, but in the health, the vitality, the wealth of communities that are both relational and resource-rich. That has to be the future of public safety.”

Pastor Mike McBride, The Way Christian Center

Flowing naturally from the recommendation that police not be the sole parties responsible for

public safety is an obvious question: what about resources? In a world of limited resources, difficult decisions need to be made about how to most effectively spend public funds.

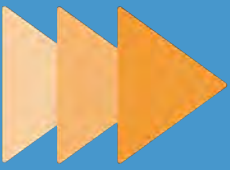
One point was stated quite explicitly by a number of our participants from across disciplines, including Mayor Jenny Durkan; Prof. David Kennedy; District Attorney Eric Gonzalez; Chief Reneé Hall; and Dr. Thomas LaVeist: deciding how to allocate resources with an eye toward a new model of public safety is fundamentally a political question, and will require significant political will. It will require elected officials, working in tandem with the communities they serve, to identify the core systemic issues that lie at the heart of crime and violence in their communities, in order to address how to most effectively invest public funds.

A number of guests provided data to point out disparities in their communities as to how public funds are invested today. For instance, former Baltimore Health Commissioner Dr. Leana Wen and Dr. Thomas LaVeist noted that in a recent year, Baltimore spent more on police overtime than its entire public health budget (which includes mental health services, animal control, disease prevention, substance abuse and addiction services, maternal health and childcare, community-based violence prevention, restaurant inspections, and more). Director of the African American Roundtable at Wisconsin Voices Markasa Tucker noted that the Milwaukee Police Department represents nearly half of the city’s budget.¹⁴ John Jay Professor David Kennedy noted that while the New York Police Department’s budget is



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¹⁴ See <https://www.fox6now.com/news/defund-police-100-weigh-in-on-milwaukees-672m-proposed-budget>



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approximately \$11 billion dollars, the city spends a tiny fraction of that—less than \$35 million—on gun violence prevention programs.¹⁵ As Dr. Wen noted, presenting such information is not necessarily a comment on how much the cities ought to have been spending on police departments, but a statement as to where else spending could also go to enhance public safety. “If we don’t treat [homelessness and addiction],” she noted, “then there’s going to be much more of a need for policing.”

Broadly speaking, participants agreed that localities should gather, assess, and make public specific data on how police budgets are crafted, how police spend their resources, and how officers spend their time. At the heart of this process is trying to first increase public understanding of how public funds are being spent on law enforcement. This understanding of law enforcement activity can then be mapped against the public’s goals for community safety. From that analysis, communities can rethink police budgets and shift investment over time to other community-based programs aimed at combating poverty, improving education, and investing in community-based programs.

However, contributors differed as to how to get there. Some took the view that localities should reshape their budgets and priorities immediately; some expressed a view that the process of rethinking budgets should be more gradual. For instance, Philadelphia Police

Commissioner Danielle Outlaw, while noting in the Kickoff Session how important shifting police duties to social service providers will be in the long run, noted that the majority of police budgets today are dedicated to personnel costs. As she explained, untailed cuts to budgets, while well-intentioned, could result in immediate layoffs. These could in turn hurt diversity efforts in police departments and, ultimately, harm public safety.

Along these lines, some of our participants argued that the process of rethinking police staffing should be a deliberate one. Baltimore Police Commissioner Michael Harrison used this analogy in Session Four: “if we were building a stadium, we wouldn’t tear down the old one before building the new one. We would continue to use the old stadium while the new one was being built. By not taking that approach, we could create a gap that might sometimes create more harm than good.”

At a minimum, localities should explore the cost of their policing budgets both in terms of total investments as well as in relative terms—percentages of their total expenditures—in reassessing where resources can be most effectively used to carry out smart public safety goals.¹⁶



¹⁵ See <https://cbcny.org/research/seven-facts-about-nypd-budget>; <https://criminaljustice.cityofnewyork.us/press-release/mayors-office-to-prevent-gun-violence-set-to-expand-launch-major-peacekeeping-programs/>; <https://www.businessinsider.com/the-real-cost-of-police-nypd-actually-10-billion-year-2020-8>

¹⁶ Many major cities have started this process, working with the public and considering proposals to rethink how best to allocate public funds. See, e.g., <https://www.sfchronicle.com/bayarea/article/Berkeley-proposal-calls-for-eliminating-police-15375325.php> (Berkeley); <https://11thdistrict.com/news/council-tackles-problem-of-police-stopping-motorists-for-driving-while-black/> (Los Angeles); <https://patch.com/new-jersey/newarknj/newark-will-take-12m-police-reinvest-social-services> (Newark); <https://www.chalkbeat.org/2020/6/19/21297248/toronto-canada-ended-school-police-program-example-for-united-states-school-districts> (Toronto); <https://www1.nyc.gov/site/doh/about/press/pr2017/justice-involved-supportive-housing.page> (New York).

4 COMMUNITY VOICES— PARTICULARLY THOSE OF YOUNG PEOPLE— NEED TO BE INCLUDED AND RESPECTED IN THE PROCESS OF DEFINING PUBLIC SAFETY. MEMBERS OF THE COMMUNITY SHOULD BE GIVEN SPACE TO BE REAL PARTNERS IN PUBLIC SAFETY.



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“You can’t keep asking people to come to the table and be listened to, if their experience has been that you have never actually listened.”

Brittany Packnett Cunningham,
Advocate and Activist

A theme running through the discussions in the series was that members of the community—particularly young people—need to have a seat at the table in discussions about what will make communities safer. As many expressed, law enforcement entities are not the only ones with a stake in public safety, and shouldn’t be the only ones involved in conversations about it. More importantly, all communities are different—with different populations and needs. Teasing out what those differences are—and what each community’s unique public safety needs are—will require hearing from those closest and best equipped to speak about them. In the process, members of communities—across generations and classes—should engage with decision makers and ensure that those decision makers are answering the community’s questions, not simply vice versa.

District Attorney Eric Gonzalez in Session Two noted that while bringing other voices into

conversations about policing may feel to some in law enforcement like ceding ground, that’s actually a positive step. “Part of the solution for police and for prosecutors is to innovate, and to listen to our communities about what we need,” he said. “We may have to take a step back and be diminished in the process somewhat. So for me, innovation in this area looks like sharing the ability and the power to decide what happens to cases with community members.”

In comments given on a panel held by the Obama Foundation during their Reimagine Policing Series, one of our contributors, Merisa Heu Weller, Director of Criminal Justice Reform at Microsoft, stated that “reform is hyper-local.” Public safety cannot be rethought in communities without regard for their own uniqueness. This will involve not only bringing community members to the table, but gathering and focusing on data, demography and trends. What may work in one community will not necessarily work in another.

Through the series, we heard from representatives of a number of organizations doing impactful work that involved soliciting the voices of, and working with, members of the community and young people in helping to shape the course of public safety. They included: [African American Roundtable \(Wisconsin Voices\)](#); [My Brother’s Keeper Alliance](#); [Californians for Safety and Justice](#); [Community Justice Action Fund](#); [Forward Justice](#); [JustLeadershipUSA](#); [Life Camp](#); [Michigan Youth Violence Prevention Center](#); [National Institute for Criminal Justice Reform](#); [National Network for Safe Communities](#); [Public Welfare Foundation](#); and [The Way Christian Center](#).

5 LESS WEALTHY, AND MOST OFTEN BLACK, INDIGENOUS, PEOPLE OF COLOR (BIPOC) NEIGHBORHOODS, ARE OFTEN OVER-POLICED WHEN IT COMES TO INVESTIGATING PRESUMED CRIMINAL ACTIVITY AND UNDER-RESOURCED WHEN IT COMES TO ADDRESSING AND PREVENTING EMERGENCY SITUATIONS.



[CLICK TO PLAY]

"If you're thirsty and somebody gives you a dirty cup of water and it's all you have to drink, you're going to drink it."

Candice Jones, CEO, Public Welfare Foundation



[CLICK TO PLAY]

"People talk about a school to prison pipeline. There isn't a school to prison pipeline. There's a poverty-to-prison pipeline. Because not all schools have a pipeline to prison."

Wes Moore, CEO, Robin Hood Foundation

As we have noted through this report, the intersection of race and policing has origins

that go back to the founding of the nation. However, remnants of the past continue to haunt America's approach to policing communities of color and touch every aspect of the criminal justice system. For instance, according to the Pew Research Center, more than eight in ten Black adults say that Blacks are treated less fairly than whites by police.¹⁷ Black adults are about five times as likely as whites to say they've been unfairly stopped by police because of their race or ethnicity.¹⁸

Moreover, bias by decision makers at all stages of the justice process disadvantages Black people. According to the Vera Institute of Justice, studies have found that Blacks are more likely to be stopped by the police, detained pretrial, charged with more serious crimes, and sentenced more harshly than white people.¹⁹ According to the Pew Research Center, the imprisonment rate for Black Americans at the end of 2018 (1,501 per 100,000) was nearly five times the rate among whites (268 per 100,000).²⁰ In addition, according to researchers at Harvard's T.H. Chan School of Public Health, Black people are more than three times as likely as white people to be killed during an encounter with police.²¹

Ironically, while these imbalances exist, many communities of color are, in a way, simultaneously over-policed and under-resourced; over-policed when it comes to surveillance and social control but under-resourced when it comes to emergency services.²² One of our contributors, Prof. David Kennedy, has made this point in the past:

17 <https://www.pewresearch.org/fact-tank/2020/06/03/10-things-we-know-about-race-and-policing-in-the-u-s/>

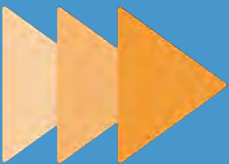
18 *Ibid.*

19 <https://www.vera.org/downloads/publications/for-the-record-unjust-burden-racial-disparities.pdf>

20 <https://www.pewresearch.org/fact-tank/2020/05/06/share-of-black-white-hispanic-americans-in-prison-2018-vs-2006/>

21 <https://www.hsph.harvard.edu/news/hsph-in-the-news/blacks-whites-police-deaths-disparity/>

22 <https://now.tufts.edu/articles/how-racial-segregation-and-policing-intersect-america>



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“Being over-policed for the small stuff, and under-policed for the important stuff, alienates the community, undercuts cooperation and fuels private violence, which itself often then drives even more intrusive policing, more alienation, lower clearance rates, and still more violence. The cops write off the community even more; the community writes off the cops even more.”²³

Living in poor communities exposes people to risk factors for both potentially committing crimes and being arrested, and a history of structural racism and inequality of opportunity means that Black people are more likely to be living in conditions of concentrated poverty.²⁴ This point was made in the course of our series; as Daryl Atkinson noted in Session Four, generations of racist housing policy have had a direct impact on how people are segregated, and on the resources directed to their communities.

In addition, a number of participants noted how the same problems are often spoken about or thought about differently regarding white and BIPOC communities. For instance, as moderator James Cadogan noted in Session Three, the different ways in which the crack epidemic of the 1980s and the opioid epidemic of the 2010s have been spoken about (one as a crime issue, one as a public health issue), ties into how Black and Brown communities are policed. According to Dr. Cassandra Crifasi, a similar dynamic also exists regarding public health; as she noted in Session Three, “for too long, problems that have impacted white communities have been thought of as social problems or public health problems, but when those very same problems impact communities of color, we take a policing approach.”

DeAnna Hoskins provided a powerful anecdote in our Kickoff Session, regarding how disparate treatment of communities perpetuates the cycle of violence: “In the Black community, when there’s a homicide or a victim of a violent crime, our kids get a memorial on his closest street sign with teddy bears and a t-shirt and they go to school. But a kid can commit suicide in a [white] community that Monday morning, and that school has grief counselors to say that it’s not a normal behavior. So we have normalized violence in certain communities.”

In short, we have failed if we do not consider race’s role in how communities are policed. In our roadmap later in this report, we identify a number of areas of data that localities and police departments should collect and make public that will help communities address inequalities in how BIPOC communities are policed. Collecting this information might at times be challenging, as often the communities who most need to hold their government accountable have the most challenging time gathering public data.



²³ <https://www.vox.com/2015/4/14/8411733/black-community-policing-crime>

²⁴ <https://www.vera.org/downloads/publications/for-the-record-unjust-burden-racial-disparities.pdf>

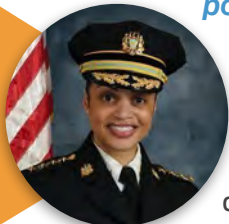
6 SOCIETY HAS EFFECTIVELY CRIMINALIZED MENTAL ILLNESS, HOMELESSNESS, AND SUBSTANCE ABUSE, IN PART BY ASSIGNING POLICE AS THE PUBLIC AGENTS MOST OFTEN RESPONDING TO INCIDENTS OF SUBSTANCE ABUSE AND PSYCHIATRIC EPISODES.



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“You don’t bring a knife to a gunfight. Well, you don’t bring a gun to a mental health crisis.”

Dr. Marc Zimmerman, Director of the Prevention Research Center of Michigan and Director of the Youth Violence Prevention Center, University of Michigan



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“Whenever there’s an automatic police presence, it criminalizes whatever that matter is.”

Philadelphia Police Commissioner Danielle Outlaw

A number of guests expressed the concern that police officers spend a disproportionate amount of their time, energy, and resources responding to matters related to homelessness, mental illness, and substance abuse, and are not necessarily the best parties for doing so. For instance, roughly one in four people fatally shot by police are struggling with some mental health issue.²⁵ Participants noted that, at a

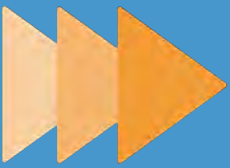
minimum, all police officers would be well served with better preparation in de-escalation practices, and in recognizing mental health issues, when confronting mentally ill individuals.

As in other areas that came up through the series, participants tied the issue back to resources, and how they have been allocated historically. Multiple participants talked through the history of the community mental health system in the United States—namely that over the last several decades, communities nationwide have gradually dismantled, and shifted funding away from, public mental health systems. For instance, as noted by Chief Louis Dekmar, in the 1960s, the country had about 600,000 inpatient beds for a population of about 150,000,000. Today, there are fewer than 60,000 beds for a country of over 330,000,000.²⁶ As a result, the only public agencies available to respond to mental health crises 24 hours a day, 7 days a week, are increasingly police agencies. At least one participant, Dr. Cassandra Crifasi, noted that over time social stigma around mental health has driven the public’s approach to criminalizing it, rather than effectively managing it.

Law enforcement has stepped up to fill the vacuum out of necessity, if not out of intentional planning and design. Participants were in agreement about the need for better partnerships between law enforcement and those who provide services around mental health, homelessness, and addiction. Some such partnerships are already being put in

²⁵ See https://www.washingtonpost.com/investigations/fatal-shootings-by-police-remain-relatively-unchanged-after-two-years/2016/12/30/fc807596-c3ca-11e6-9578-0054287507db_story.html?utm_term=.de3c7d356a92; <https://www.washingtonpost.com/graphics/investigations/police-shootings-database/>

²⁶ <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2016/08/02/amid-shortage-of-psychiatric-beds-mentally-ill-face-long-waits-for-treatment>; <https://www.treatmentadvocacycenter.org/key-issues/bed-shortages>; <https://www.treatmentadvocacycenter.org/evidence-and-research/learn-more-about/3696>



place around the country and should be expanded. For instance, Brittany Packnett Cunningham pointed to Denver’s Support Team Assistance Response program, which sends a mental health professional and paramedic to some 911 calls instead of police. Since the program was launched on June 1 of this year, the Denver program has replaced police in hundreds of matters that didn’t threaten public safety, providing better support to individuals and families confronting mental health crises while freeing police up to respond to other calls that represent a more effective use of police resources.²⁷



7 TRAUMA, SPECIFICALLY IN POOR COMMUNITIES AND COMMUNITIES OF COLOR, CAUSED BY NEGATIVE INTERACTIONS WITH POLICE, FOOD INSECURITY, UNAVAILABILITY OF QUALITY HOUSING, AND INTERPERSONAL VIOLENCE IS PREVALENT ACROSS THE COUNTRY. IT BECOMES A FUNDAMENTAL ASPECT OF HOW PEOPLE APPROACH THEIR INTERACTIONS WITH LAW ENFORCEMENT. LAW ENFORCEMENT, POLITICAL LEADERS, COMMUNITY LEADERS, HEALTH PROFESSIONALS, EDUCATORS AND OTHERS MUST WORK

TOGETHER TO ADDRESS VARIOUS FORMS OF TRAUMA ACROSS THE COUNTRY AND LOOK TO ADDRESS THEIR ROOT CAUSES.

“Hurt people hurt people.”

Minneapolis Police Chief Medaria Arradondo



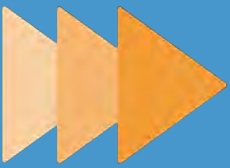
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Participants broadly agreed that trauma is prevalent across the country and is a fundamental aspect of how people approach their negative interactions with law enforcement—particularly in BIPOC communities. The violence that flows from trauma is contagious and cyclical. As a result, any long-term solutions for reducing violence and making the public safer must necessarily address the root causes of trauma.

Guests from across disciplines pointed to any number of forms of trauma that can compound and lead to further stress in people. In our Kickoff Session, Atlanta Mayor Keisha Lance Bottoms eloquently described her own experience seeing her father’s arrest and how that shaped her long-term views of law enforcement. Others shared similar experiences, noting the profound impact being arrested, or seeing a loved one get arrested, can have on an individual.

Dr. Howard Spivak noted that traumatic physical violence can lead to the perpetuation of more violence and public safety threats across generations. As he noted in Session Three, women who have been survivors of domestic partner violence are more likely to face an increased risk of mental illness (which,

²⁷ <https://www.denverpost.com/2020/09/06/denver-star-program-mental-health-police/>



as we discussed above, thereby can make interactions with the criminal justice system far more likely).

Likewise, particularly in underserved communities, many children confront significant trauma daily. As Dr. Nadine Gracia noted in Session Three, sixty percent of adults have had at least one “adverse childhood experience”²⁸—including violence, abuse, and neglect. Such trauma can lead to struggles with finances, jobs, and depression throughout life (some of the very challenges at the heart of this report).

In addition, a number of guests pointed to society’s failure to provide many people with basic human needs—quality housing, education, income, healthcare—as itself representing a form of trauma. Dr. Cassandra Crifasi and Erica Ford separately noted that the failure to meet individuals’ basic needs can compound toxic stress, and often drive individuals to act out violently.



8 SOCIETY MUST ADDRESS HOW POLICE DEPARTMENTS THINK ABOUT AND ADDRESS ISSUES OF RACE, RACIAL ANIMUS, AND IMPLICIT BIAS. NEITHER POLICE LEADERSHIP, NOR COMMUNITY MEMBERS, SHOULD HAVE ANY TOLERANCE FOR LAW ENFORCEMENT OFFICERS WITH A HISTORY OF OR TIE TO RACISM AND INJUSTICE.

“It’s culturally disingenuous to suggest that racism and bias and discrimination are issues in every fabric of society, except for law enforcement.”

**Matthew Horace, CSO,
Mayo Clinic**

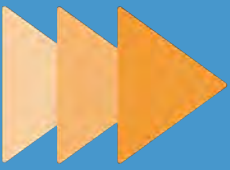


In the midst of a national conversation and reckoning on race, we must acknowledge the realities of systemic bias in law enforcement—as in every other sector of society.

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Law enforcement must contend specifically with issues around race. In Session One, Matthew Horace favorably referenced 2016 comments by Terrence M. Cunningham, former president of the International Association of Chiefs of Police, apologizing “for the actions of the past and the role that our profession has

²⁸ https://www.cdc.gov/violenceprevention/aces/fastfact.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fviolenceprevention%2Ffacestudy%2Ffastfact.html



played in society's historical mistreatment of communities of color."²⁹

A number of guests were forthright in recommending concrete steps that are necessary to address racism in police departments. Many mentioned the importance of implementing, or increasing, the amount of implicit bias and cultural competency training for all officers.

Others also spoke to the importance of implementing zero-tolerance policies within law enforcement agencies for any individual found to have ties to white supremacist or other hate groups.



9 POLICE DEPARTMENTS AND OFFICERS MUST VIEW THEMSELVES AS, AND ACT AS, GUARDIANS OF THE COMMUNITY, NOT WARRIORS AGAINST CRIME.

“Let's stop the war rhetoric. We don't need a war on drugs; we don't need a war on poverty. I know I'll probably get all kinds of hate mail from my friends on the police side, but there is no war on police, and there never has been. The majority of people support the police, but don't always agree with how the police are used or how the police act.”

Ron DeLord, police & fire labor relations consultant and attorney at law

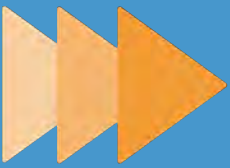


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Law enforcement organizations must look inward and address the reality that they often regard themselves as warriors or combatants, rather than guardians, of the communities they serve. This framing affects how communities are policed, and how officers are educated and outfitted. The majority of police academies, for example, are modeled after military-style boot camps.³⁰ Proponents of this approach argue that there are significant similarities between police officers and members of the military: they must carry out orders; they must run toward, rather than away from, gunfire; and must maintain

29 <https://www.washingtonpost.com/news/true-crime/wp/2016/10/17/head-of-u-s-police-chiefs-apologizes-for-historic-mistreatment-of-minorities/>

30 <https://www.theatlantic.com/ideas/archive/2020/06/police-academies-paramilitary/612859/>



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composure in the face of threats.³¹ Though veterans comprise just six percent of the population, they represent 19 percent of the workforce in law enforcement.³² Moreover, police officials commonly refer to themselves as “troops,” and for years have availed themselves of federal authorities such as the Defense Department’s 1033 Program,³³ which over the years has provided billions of dollars of surplus military equipment—including armored cars and trucks and grenade launchers—to law enforcement agencies. It is often small towns and counties across the country that have used the program to receive surplus mine-resistant vehicles.³⁴

In addition to this, while violent crime has been on a steady decline since the 1980s, the use of SWAT teams has increased approximately 1400 percent.³⁵ This increase comes despite findings that militarized policing both is ineffective at reducing crime and may harm public perception of law enforcement.³⁶

In one exchange from Session One, Arthur Rizer of the R Street Institute—a former police officer and military policeman himself—highlighted his work around police mentalities³⁷ and police cultures. He conducted a survey of officers asking for their reactions to being dressed like military personnel; whether doing so made them more aggressive; and whether their doing so affected perspectives in the community. His findings were clear that the

officers who responded indeed felt more aggressive in military gear, and knew that it frightened the public.

Others made the point that changing the mindset within policing away from the notion that officers are combatants in an ongoing war may serve to de-escalate tensions with the community, thereby making officers safer.



³¹ *Ibid.*

³² <https://jacobinmag.com/2020/06/military-police-veterans-ptsd-recruitment>

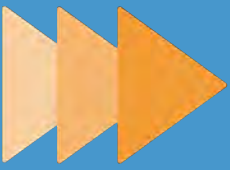
³³ <https://www.dla.mil/DispositionServices/Offers/Reutilization/LawEnforcement/ProgramFAQs.aspx>

³⁴ <https://www.forbes.com/sites/adamandrzejewski/2017/08/31/tracking-military-weaponry-and-war-machines-flowing-to-americas-local-police-departments/?sh=6cc008812b63>

³⁵ See <https://www.pewresearch.org/fact-tank/2019/10/17/facts-about-crime-in-the-u-s/>; <https://cjmasters.eku.edu/sites/cjmasters.eku.edu/files/21stmilitarization.pdf>

³⁶ See <https://www.pnas.org/content/115/37/9181>

³⁷ See <https://www.vox.com/policy-and-politics/2020/7/7/21293259/police-racism-violence-ideology-george-floyd>



ROADMAP

Our nine points of consensus over the course of this series informed a roadmap that communities can follow to create a more just future for public safety. To get to where we want to go, all sectors of the community—including the public, private, and nonprofit sectors, and members of the general public—must conceive of a multidisciplinary approach to public safety. This approach will not just reduce crime, but prevent it.

DATA COLLECTION

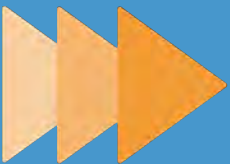
Smart, racially equitable public safety solutions must be grounded in data. We have identified a number of areas that should serve as the basis for profound changes to communities' approaches to public safety.

An important point: government is only as good as the extent to which it listens to, and engages with, the public it serves. It is critical through this entire process—of collecting data, analyzing it, and translating those findings into action—that the infrastructure of government be conducive to collaborating with partners and community members.

- To this end, governments at the federal, state, and local level should all gather, track, and publish in an accessible format budget data concerning community investments that fall outside traditional policing or public safety budgets, including the amounts allocated to:

- Services and programs that are responsible for affordable housing, jobs programs, mental health, and youth development, as a percentage of the general fund. How does that figure compare to spending in other comparable communities?
- Departments that are responsible for affordable housing, jobs programs, mental health, and youth development, as a percentage of the total budget. How does that figure compare to spending in other comparable communities?
- Governments at the federal, state, and local level should break down, and make public, information related to police department funding, including:³⁸
 - The amount the locality allocates to the police and corrections departments as a percentage of its general fund.
 - The amount the locality allocates to the police and corrections departments as a percentage of its total budget.
 - The amount of the locality's restricted funds that go toward law enforcement (i.e., funds that are earmarked for law enforcement and not discretionary) as a percent of all restricted funds.

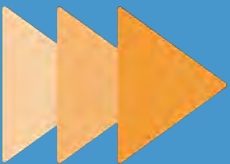
³⁸ See, e.g., http://reformtransform.org/wp-content/uploads/2018/08/policetoolkit_investments-public-safety_rev2c-12.pdf



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- In the last 10 years, the amount that general fund allocations to police and corrections departments increased or decreased, relative to the overall growth of the general fund.
- In the last 10 years, the amount that total budget allocations to police and corrections departments increased or decreased, relative to the overall growth of the total budget.
- The total police department budget, including fines and fees collected by the police department and state aid, special revenue funds, and capital funds.
- The manner in which the police department breaks down its budget, among non-equipment expenses, equipment, contractual services, professional services (salaries, wages, benefits, and overtime), and capital projects.
- Governments at the federal, state, and local level should break down, and make public, information related to the public's calls to 911 for service as well as police department activities and operations, including:
 - The number of calls made to 911 each year, disaggregated, wherever possible, by race, gender, and ethnicity of both the caller and the subject of the call.
 - The number or percentage of 911 emergency calls related to those areas identified in this report as prone to over-policing and ineffective use of police resources, including homelessness, mental health, substance use, the transit system, and school safety.
 - The races and genders of all parties in police stops; police searches; and uses of force in those encounters.³⁹
 - The number of arrests made each year, disaggregated by race, gender, and ethnicity of both the arresting officers and the individuals involved and/or arrested.
 - The percentage of arrests for crimes involving some form of violence, disaggregated, wherever possible, by race, gender, and ethnicity of officers involved and individuals involved and/or arrested.
 - The locations to which police are most frequently dispatched, especially noting how frequently they are dispatched to homeless shelters or substance abuse treatment facilities.

³⁹ Though not consistent nationwide, some jurisdictions already make these data public. See, e.g., <https://opendatapolicing.com/>



- The locations in and around a particular jurisdiction in which violent incidents are concentrated.
 - The percentage of the time officers have their body cameras activated, disaggregated by races, genders, and ethnicity of both officers involved and individuals stopped or apprehended.
 - A breakdown, by percentage, of how police spend their time on areas of work including, but not limited to: responding to noncriminal calls; traffic stops; other crime; property crime; proactive investigation; medical calls; and violent crime.
 - Frequency and nature of police officer engagement with individuals with some diagnosable form of mental illness (anonymized), to the extent such data can be identified.
- Governments at the federal, state, and local level should break down, and make public, information related to the makeup of their police departments, including:
 - The percentage of officers who live, or were raised, in the jurisdictions they are serving.
 - The race and gender of: applicants, recruits at the academy; sworn officers; and officers holding each rank.

All of the above data should be collected, analyzed, and interpreted frequently enough that they can shed light on areas that require course correction, or can be adjusted if necessary.

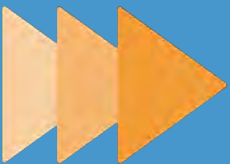
ACTIONS

Based on the above data, local governments, police, communities, activists, the public health community, businesses, and philanthropic partners should come together to discuss goals and agree on actions that will make communities safer. Some of these actions will fall squarely under one entity or sector; others will require collaboration across multiple. Each community is different, and each will require different work to reach a place of public safety for all.

Most importantly, as we have said elsewhere in this report, none of these steps can be taken overnight. This work will require a dramatic shift in how communities think of what safety is and how it can be achieved. This will not be bound to any one electoral cycle. It is long-term work, requiring creativity and collaboration over years and decades, not just weeks and months.

To Improve Transparency

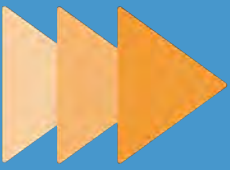
- Members of the public should request and attend meetings with elected and public safety officials to share their priorities on what will keep communities safer.



- Members of the public should call on their governments to hold public meetings (if they are not already being held) on any of the matters contained in this report, including public social service budgets, city budgets, police budgets, police training, race and policing, the role of trauma in communities, and community-police relationships.
- Members of the public should insist that community members have a role in the process of crafting public safety budgets (including both budgets for police departments and social service departments). They should follow the model of the Participatory Budgeting Project, which empowers people to decide together how to spend public money.
- Members of the public should then request that data regarding public budgets (as detailed above) be open, accessible, and understandable to the public.
- Along these lines, all members of the public—including the general public and the public and private sectors—should support and partner with organizations that have expertise in ensuring that local data are made public, like The Sunlight Foundation.
- Businesses and philanthropic entities should use their power to help push governments to communicate and coordinate with communities and engage them in the decision-making process.

To Ensure That Government Social Services Are Most Effectively Marshaled To Keep the Public Safe

- Local governments should examine staffing models at homeless shelters and other providers of services for the homeless to ensure that all employ full-time comprehensive behavioral and clinical healthcare services staff.
- Local governments should establish mobile crisis units, tasked with providing face-to-face assistance by trained clinical and counseling personnel, to help navigate the situation and assess whether individuals require clinical care, mental health care, shelter, or other services. Models include Mobile Crisis Outreach Teams used in Dallas or Seattle's Health One program.
- Local governments should ensure funding that allows access to mental health services in schools, particularly for youth who have experienced some form of trauma or adverse incidents.
- Localities should embed both social workers and, if appropriate, emergency medical technicians on teams that are sent to execute search warrants at homes.
- Communities should scale and replicate programs like New York City's Crisis Management System and Safe Streets Baltimore, which rely on "credible messengers"—members of the community who have had previous encounters with the criminal justice system—to help detect, identify, and defuse violent encounters before they happen.



To Better Involve the Public in the Budgeting Process

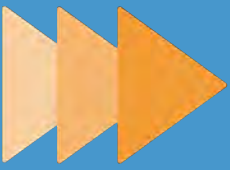
- All members of the public should support existing community-based advocacy groups leading studies of police department spending (or form new ones) with an eye toward not simply cutting police budgets, but using data to identify areas in which resources can be responsibly reallocated and responsibilities shifted away from police to others in a position to help improve public safety. Some groups doing interesting work in this space are the Austin Justice Coalition and the Detroit Justice Center.
- Communities should establish advisory boards—drawing from diverse sectors and involving community members, including youth—to form a participatory process for crafting budget recommendations.

To Bring Parties Together for Partnerships To Improve Public Safety

- Local governments and their partners should invest in long-term public health interventions and partnerships to address violence. Successful models for this approach that others may replicate are John Jay's National Network for Safe Communities, along with Advance Peace, READI Chicago, and Roca.

- All members of the public—including the general public and public and private partners, should support, and partner with, educational institutions and other organizations focused on youth development to expand opportunity and reduce youth interactions with law enforcement.
- Businesses, philanthropic entities, and the public sector should invest in organizations that take a data-driven approach to public safety that focuses on the root causes of violence as identified in this report, such as joblessness, lack of access to quality housing, and education. This is not limited to national organizations; it extends to local grassroots organizations, like several of the organizations that were featured in this series, as listed in Appendix 1 of this report.
- Businesses, philanthropic partners, and the public sector should invest in partnerships between mental health professionals, hospitals, and first responders.
- Businesses, philanthropic partners and the public sector should invest in modern, evidence-based programs geared at the reduction of crime and recidivism, with an emphasis on procedural justice and fairness in outcomes.⁴⁰

⁴⁰ For instance, as Merisa Heu-Weller noted in Session Four, Microsoft partnered with Washington's Criminal Justice Training Center to invest \$400,000 to pilot a new police curriculum "designed to build a culture of modern, evidence-based approaches to the reduction of crime and recidivism, with an emphasis on procedural justice and fairness in outcomes through the interruption of implicit bias and the restoration of community trust." <https://blogs.microsoft.com/on-the-issues/2017/07/28/next-generation-washington-an-update/>



To Ensure That Police Departments Reflect the Communities They Serve

Police departments should:

- Based on data by race and gender of recruits at the academy; total police personnel; and total police personnel holding each rank, implement practices to improve hiring of demographics (women and BIPOC) who are traditionally underrepresented in the police department.
- Based on data on percentages of officers residing or raised in the jurisdiction, implement active hiring efforts to recruit members of the community to serve, especially among demographics (women and BIPOC) who are traditionally underrepresented in the police department.
- Implement zero-tolerance policies for any officers or recruits found to have been associated with white supremacist or other hate groups.

To Ensure That Police Are Trained in a Manner That Promotes a New Vision for Public Safety

Police departments should:

- Form public/private commissions that include community members to examine the length and content of training given to officers, with an eye toward comparing how local training compares to that given in other comparable jurisdictions across the country.
- Include members of the general public in designing the curriculum provided to police.

- With input from the public, evaluate and fundamentally shift the purpose of police education toward preparing officers to serve as guardians of the community, rather than combatants in a “war” such as a “war on crime” or a “war on drugs.”
- Expand police education to include issues such as implicit bias, the use of force, and instruction on de-escalation and dealing effectively with a range of social issues, including mental illness, homelessness, and addiction.

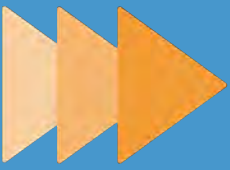
Governments should:

- Establish standards, or at least model standards, for the hiring and training of police officers around core topics, especially cultural competency and building strong positive relationships with the communities they serve.

To Ensure That Police Officers’ Education Continues Through Their Careers

Police departments should:

- Solicit and integrate community feedback into how they identify and measure key performance indicators for officer promotion.
- Require ongoing training in topics including cultural competency, racial equity, impacts of trauma, mental health issues, homelessness, and substance abuse—for all officers.
- Test and evaluate the impact of various training approaches on officer behaviors over time (for example, upon entry, and after one, five, and 10 years on the force).



- Make competency around diversity and inclusion a part of leadership development and competency-based appraisals in police agencies.

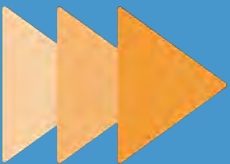
To Ensure That Police Are Held Accountable, Where Necessary

Governments should:

- Establish a national registry for police misconduct.
- Make police disciplinary records public, and repeal provisions in the law⁴¹ that bar members of the public from accessing them.
- Pass legislation or issue executive orders explicitly banning racial profiling.

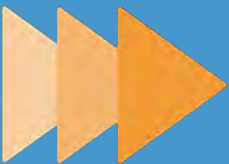


⁴¹ <https://www.vox.com/2020/6/16/21291595/new-york-section-50-a-police-misconduct>



ACKNOWLEDGEMENTS

This series and report would not have been possible without the generous support of The Estée Lauder Companies Charitable Foundation. We are also grateful to each of our speakers in the series, who generously shared their wisdom, their experiences, and diverse perspectives to help us move this work forward. Finally, we would like to thank Gregory Thomas, Past NOBLE National President; Dwayne Crawford, NOBLE Executive Director; and The Raben Group for their work on this project.



APPENDIX 1

RESOURCES

Helpful Resources

[Beyond Policing: Investing in Offices of Neighborhood Safety - CAP](#)

[COPS Program 94' Crime Bill Teach-in](#)

[Investments in Public Safety Beyond Policing - Local Progress](#)

[Open Data Policing](#)

[Police Youth Engagement - IACP](#)

[Reform and Reinvention Collaborative - John Jay](#)

[Reimagining Federal Grants for Public Safety and Criminal Justice Reform - CAP](#)

[Reimagining Policing Workshop Series - My Brother's Keeper Alliance](#)

[What Policing Costs - Vera](#)

Background on Organizations Featured in the Future of Public Safety Series

[21CPSolutions](#)

[Brittany Packnett Cunningham](#)

[Brooklyn District Attorney's Office](#)

[Californians for Safety and Justice](#)

[Camden County Police Department](#)

[City of Atlanta](#)

[City of Baltimore Health Department](#)

[City of Baltimore Police Department](#)

[City of Dallas Police Department](#)

[City of Minneapolis Police Department](#)

[City of Philadelphia Police Department](#)

[City of Seattle](#)

[City of Tucson Police Department](#)

[Community Justice Action Fund](#)

[Ford Foundation](#)

[Forward Justice](#)

[International Association of Chiefs of Police](#)

[Johns Hopkins Bloomberg School of Public Health](#)

[JustLeadershipUSA](#)

[Life Camp](#)

[Microsoft](#)

[Minneapolis Minnesota City Council](#)

[National Institute for Criminal Justice Reform](#)

[National Institute of Justice](#)

[National Network for Safe Communities](#)

[National Sheriffs Association](#)

[New York State Assembly](#)

[Public Welfare Foundation](#)

[Responsible Business Initiative for Justice](#)

[Robin Hood Foundation](#)

[Ronald G. DeLord PLLC](#)

[R Street](#)

[The Black and the Blue](#)

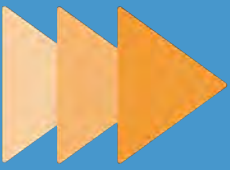
[The Way Christian Center](#)

[Trust for America's Health](#)

[Tulane University School of Public Health and Tropical Medicine](#)

[University of Michigan School of Public Health](#)

[Wisconsin Voices - African American Roundtable](#)



APPENDIX 2

CONTRIBUTORS



Moderator
James Cadogan

**VP of Criminal Justice,
Arnold Ventures**

James leads the pretrial justice portfolio, which focuses on bail reform, court diversion, prosecution, and jails. He joined Arnold Ventures after serving as the inaugural director of the Thurgood Marshall Institute at the NAACP Legal Defense Fund, where he led a team of civil rights lawyers, researchers, policy experts, organizers, and archivists.

Previously, James served as Counselor to the Attorney General of the United States at the U.S. Department of Justice (DOJ). There, he oversaw a broad criminal justice portfolio, including helping to design comprehensive federal reentry reforms; serving as a lead staffer on an initiative to reduce the use of solitary confinement at the Federal Bureau of Prisons; developing national community policing initiatives; and supporting Access to Justice programs. Earlier in his tenure at DOJ, James also held positions as Senior Counselor and Director of Policy & Planning in the Civil Rights Division and as Counsel to the Assistant Attorney General in the Civil Division.

KICKOFF SESSION

Opening Remarks

Karol V. Mason

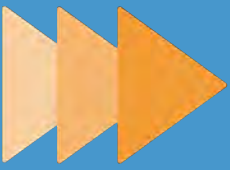
**President, John Jay College
of Criminal Justice**



Over the course of her long career, John Jay College President Karol V. Mason has been a legal pioneer and an exceptional voice for equality, fairness, and criminal justice reform. She was a leader in the Obama Administration on juvenile justice issues, bail reform and re-entry for individuals leaving prison, and in her distinguished career at Alston & Bird LLP, she was the first African- American woman elected as chair of the management committee at any major national firm.

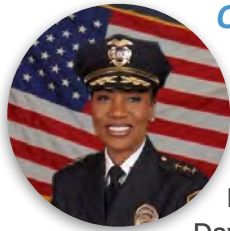
As United States Assistant Attorney General and head of the Department of Justice's Office of Justice Programs, Mason oversaw an annual budget of \$4 billion to support an array of state and local criminal justice agencies, juvenile justice programs, and services for crime victims, and oversaw the National Institute of Justice and the Bureau of Justice Statistics, among a wide range of other efforts. She led the Department of Justice's work to address the issue of community trust in the justice system through a variety of programs including the National Initiative for Building Community Trust and Justice, a partnership with John Jay College and other academic institutions across the country designed to address lack of trust in the criminal justice system.

She led the Office of Justice Programs from June 2013 to January 2017 after being nominated by President Obama and confirmed by the U.S. Senate. Previously, Mason served as Deputy Associate Attorney General from 2009 to 2012. Mason spent almost three decades at Alston & Bird, LLP, where she



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chaired the Public Finance Group. She was also a member of the Board of Trustees of the University of North Carolina from 2001 to 2009 and Vice Chair of that Board from 2007 to 2009. Mason received an A.B. in Mathematics from the University of North Carolina, and a J.D. from the University of Michigan Law School.



Opening Remarks

C.J. Davis
Immediate Past President,
NOBLE

Durham Police Chief Cerelyn “C.J.”

Davis has more than 32 years of dedicated service in the law enforcement profession. She began her career with the Atlanta Police Department where she learned the essential elements of community engagement and relationship building as a young officer. There, she rose through the ranks, ultimately serving in the role of Deputy Chief before retiring in June, 2016 to accept the position of Chief of Police for the City of Durham. Chief Davis is a graduate of the 225th Session of the National FBI Academy, completed senior management training at the Police Executive Research Forum (PERF) in Boston, Massachusetts; she is a graduate of Leadership Atlanta, Leadership Triangle, and completed Mercer University’s Public Safety Leadership Institute.

Chief Davis has experienced training opportunities abroad at the Emergency Preparedness College in York, England in 2005, and as a participant in an executive exchange session with the Israel National Police, in the cities of Jerusalem, Tel Aviv and NeTanya in 2012. As a result of her mission, Davis developed a leadership curriculum designed to groom bright and extremely prepared leaders for 21st Century Policing. She is the Immediate Past President of the National Organization of

Black Law Enforcement Executives (NOBLE), is appointed to the Board of Directors of the International Association of Chiefs of Police (IACP). She has also recently been appointed to Governor Roy Cooper’s NC Racial Equity Criminal Justice Task Force. She is a member of the North Carolina Association of Chiefs of Police, appointed to Governor Roy Cooper’s Criminal Justice Education and Training Standards Commission, member of the Durham Rotary, Delta Sigma Theta Sorority Inc., The LINKS Inc., and other professional affiliations.

Davis advocates for the advancement of other women in her field, and has used her experience and leadership acumen to leverage mentoring relationships for women in a variety of career fields. She has a Bachelor of Arts degree in Criminal Justice and a Master’s degree in Public Administration.

Keisha Lance Bottoms Mayor of Atlanta

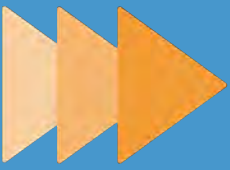


Keisha Lance Bottoms is the 60th Mayor of Atlanta.

A daughter of Atlanta, Mayor Bottoms is committed to realizing her vision of One Atlanta – an affordable, resilient and equitable Atlanta – which stands as a model city for both commerce and compassion.

A lifelong public servant, Mayor Bottoms is the only Mayor in Atlanta’s history to have served in all three branches of government, serving as a judge and City Councilmember before being sworn in as Mayor.

Leading with a progressive agenda focused on equity and affordable housing, Mayor Bottoms serves as Chair of the Community Development and Housing Committee and the Census Task Force for the United States Conference of Mayors.



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Georgia Trend magazine named Mayor Bottoms the 2020 Georgian of the Year. Among Mayor Bottoms' notable accomplishments to date include the establishment of the City's first fully-staffed Office of Equity, Diversity and Inclusion, the appointments of a LGBTQ Affairs Coordinator and a Human Trafficking Fellow, the citywide elimination of cash bail bond, the closure of the Atlanta City Detention Center to ICE detainees, and the rollout of the most far-reaching financial transparency platform in the City's history – Atlanta's Open Checkbook.

Under Mayor Bottoms' leadership, the City of Atlanta led the historically successful staging of Super Bowl LIII, which included unprecedented community benefits – a \$2.4 million renovation of John F. Kennedy Park on Atlanta's Westside, more than 20,000 trees planted throughout the community and the seamless coordination of 40 federal, state and local public safety agencies.

A product of Atlanta Public Schools, Mayor Bottoms graduated from Frederick Douglass High School and received her undergraduate degree from Florida A&M University. She earned her Juris Doctorate from Georgia State University College of Law.



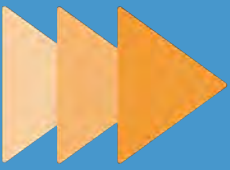
DeAnna Hoskins
President & CEO,
JustLeadershipUSA

DeAnna Hoskins has been at the helm of JLUSA as the President and CEO of JustLeadershipUSA (JLUSA) since 2018. A nationally recognized leader and dynamic public speaker, Ms. Hoskins has been committed to the movement for racial and social justice, working alongside those most impacted by marginalization for over two decades.

Ms. Hoskins leads from the perspective that collective leadership, advocacy for justice with reinvestment, and bold systems change are only possible when those who are most harmed are provided the tools and resources to demand change. Her own life experience has been this driving force, having been directly impacted by the system of incarceration and the war on drugs, and with her professional experience, from working on grassroots campaigns to state and federal government. She is inspired to make the world more just with communities across the country, and for her three children – two that have experienced the criminal justice system.

Ms. Hoskins has been a part of JLUSA's national alumni network since 2016, as a Leading with Conviction Fellow. Prior to taking the helm at JLUSA, Ms. Hoskins was at the Department of Justice where she joined under the Obama Administration. There, she served as a Senior Policy Advisor (Corrections/ Reentry) providing national leadership on criminal justice policy, training, and technical assistance and information on best and promising practices. She oversaw the Second Chance Act portfolio and managed cooperative agreements between federal agencies – the Department of Labor's Clean Slate Clearinghouse, supporting formerly incarcerated people with expunging their records; the National Reentry Resource Center; the National Inventory of Collateral Consequences and Convictions; the National Institute of Corrections Children of Incarcerated Parents initiative; and more. She also served as the Deputy Director of the Federal Interagency Reentry Council.

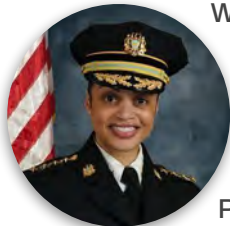
Throughout her career she has been committed to reducing stigma and harm in communities impacted by mass criminalization. Prior to joining the DOJ, Ms. Hoskins was the founding



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Director of Reentry for Ohio's Hamilton County Board of County Commissioners where she worked to reduce recidivism by addressing individual and family needs; increased countywide public safety for under-resourced communities of color; reduced correctional spending; and coordinated social services to serve populations at risk that were impacted by decades of generational disinvestment and deprived of first chances. She has worked in local neighborhoods in Cincinnati and at the Indiana Department of Corrections on improving conditions and treatment of incarcerated people.

Ms. Hoskins is originally from Cincinnati, Ohio and holds a Master's Degree in Criminal Justice from the University of Cincinnati and a Bachelors of Social Work from the College of Mount St. Joseph. She is a Licensed Clinical Addictions Counselor, a certified Workforce Development Specialist trainer for formerly incarcerated people, a Peer Recovery Coach, and is trained as a Community Health Worker.



Danielle M. Outlaw
Philadelphia Police
Commissioner

Philadelphia Police Commissioner, Danielle M. Outlaw, is an experienced and respected law enforcement leader. She stands at the helm of the nation's 4th largest police department, which employs more than 6500 sworn officers and 800 civilians who work to help make Philadelphia a safer city. Commissioner Outlaw is the first African-American woman to lead the Philadelphia Police Department.

A believer in the power of connectivity and continued learning, she meets people where they are, engages critics and contributes nationally and internationally to ensure the

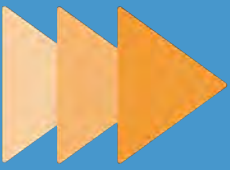
Department's narratives are accurately told, and to benchmark against other organizations to ensure best practices in contemporary policing here. Her overarching community safety goals are rooted in crime prevention and reduction, organizational excellence and community engagement and inclusion.

Commissioner Outlaw's TEDx Talk—Humanity In Authority—dispels the belief that the two concepts are contrary in nature and explains how the two concepts can, and should, co-exist. She has also presented on various topics including Race and Policing, Women in Law Enforcement, De-escalation and Investigation of Use of Force, Building Community Relationships after Controversy, and Video Recording in Policing and Early Intervention Systems. She has been asked to provide technical assistance in areas of police accountability and risk management.

Prior to taking the helm as Philadelphia's top law enforcement officer, Outlaw was the Chief of Portland, Oregon's Bureau of Police. She was the first African American woman to hold that post. Commissioner Outlaw began her law enforcement career in Oakland, California where she spent 20 years in service with the Oakland Police Department.

The Oakland, CA native has received numerous awards, including the Police Executive Research Forum (PERF) Gary P. Hayes Award, the Cascadia Behavioral Healthcare Culture of Caring Award for Community Relations and Civic Engagement, and has been honored as a 2019 Marie Lamfrom Woman of Distinction by the Girl Scouts of Oregon and Southwest Washington.

Commissioner Outlaw earned a Bachelor of Arts in Sociology from the University of San Francisco and a Master of Business Administration from Pepperdine University. She



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is also a graduate of the Police Executive Research Forum Senior Management Institute of Police, the Major Cities Chiefs' Association Police Executive Leadership Institute and the FBI National Executive Institute.

Commissioner Outlaw is a member of the International Association of Chiefs of Police Human and Civil Rights Committee and is also an active member of the National Organization of Black Law Executives. She continues to demonstrate her civic advocacy through Alpha Kappa Alpha Sorority, Incorporated and The Links, Incorporated.



Wes Moore

Author & CEO, Robin Hood Foundation

Wes Moore is the CEO of Robin Hood, one of the largest anti-poverty forces in the nation. He is a bestselling author, a combat veteran, and a social entrepreneur. Wes' first book, "The Other Wes Moore," a perennial New York Times bestseller, captured the nation's attention on the fine line between success and failure in our communities and in ourselves. That story has been optioned by executive producer Oprah Winfrey and HBO to be made into a movie. He is also the author of the bestselling books "The Work," "Discovering Wes Moore," and "This Way Home."

Wes grew up in Baltimore and the Bronx, where he was raised by a single mom. Despite childhood challenges, he graduated Phi Theta Kappa from Valley Forge Military College in 1998 and Phi Beta Kappa from Johns Hopkins University in 2001. He earned an MLitt in International Relations from Oxford University as a Rhodes Scholar in 2004. Wes then served as a captain and paratrooper with the U.S. Army's 82nd Airborne, including a combat deployment to Afghanistan. He later served as

a White House Fellow to Secretary of State Condoleezza Rice.

Before becoming CEO at Robin Hood, Wes was the founder and CEO at BridgeEdU, an innovative tech platform addressing the college completion and job placement crisis.

BridgeEdU reinvents freshman year for underserved students. Wes remains chairman of the board of directors at BridgeEDU. He has also worked in finance as an investment banker with Deutsche Bank in London and with Citigroup in New York.

Wes' proudest accomplishments are his two children with his wife Dawn.

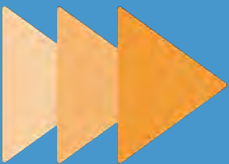
Sean Smoot

Director, Police Benevolent and Protective Association of Illinois



Sean Smoot provides consulting services to several state and local law enforcement agencies as well as private companies. He is a member of the Baltimore and Cleveland Police Departments consent decree monitoring teams. He also serves as Director of the Police Benevolent & Protective Association of Illinois and the Police Benevolent Labor Committee.

Mr. Smoot holds a Bachelor of Science degree in Criminal Justice Sciences from Illinois State University and his Juris Doctor degree from the Southern Illinois University School of Law, where he served as the Business Editor of the SIU Law Journal. Mr. Smoot was a Member of the Executive Session on Policing and Public Safety at the Kennedy School of Government, Harvard University 2008-2014. He is very honored to have served as a police and public safety policy advisor to the Obama-Biden Presidential Transition Teams. He was appointed by the President of the United States



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to the Task Force on 21st Century Policing on December 18, 2014.

A nationally recognized subject matter expert regarding police related topics such as public employment labor law, pension and benefits law, section 1983 civil rights litigation, and police use of force; he has written several articles for police publications and newsletters and speaks regularly at state, national, and international forums regarding community policing, public safety, and public employee labor issues. He co-authored "Police Leadership Challenges in a Changing World" published in July, 2012, and authored a contribution to the Special Report titled "Mending Justice: Sentinel Event Reviews" published in September 2014, both by the US Department of Justice, National Institute of Justice.

Mr. Smoot also serves as the Area 4 Vice-President of the National Association of Police Organizations ("NAPO"), a national law enforcement advocacy group representing over 250,000 police officers. He has served on the Advisory Committee for the National Law Enforcement Officers' Rights Center in Washington, D.C. since 1996.

He serves on the Advisory Committee at the Chicago-Kent College of Law's Public Sector Labor Relations Law Program. On November 13, 2015, he was appointed to serve on the Illinois Commission on Police Professionalism. On August 25, 2020 he was appointed to the Illinois Law Enforcement Training and Standards Board (ILETSB). He previously served on ILETSEB's Use of Force Advisory Committee, Police Pursuit Advisory Committee, Racial Profiling Advisory Committee, and the Task Force on Police Integrity.

Mr. Smoot holds several Certificates in Police Union Leadership from the Harvard Law

School. He has been repeatedly selected for inclusion in Super Lawyers & Rising Stars and has been recognized as one of the "Top Employment & Labor Attorneys in Illinois" by the publishers of Chicago magazine. He was admitted to practice before the United States Supreme Court in June of 2011.

Mr. Smoot and his family reside in the City of Leland Grove, Illinois where he served as an elected Alderman and the Police Commissioner for twelve years.

Erica Ford

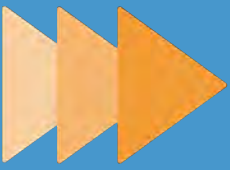
Founder, LIFE Camp, Inc.

"I co-founded LIFE Camp because the number of funerals I was attending for young people made me think there HAD to be something else. There had to be another way. Gun violence is not a problem that is specific to one neighborhood, city, or state. Gun violence has permeated our national conscience. It is a disease that is spreading and needs to be stopped. I believe it's imperative that we attempt to understand people on both sides of the pistol. They both need our help, because hurt people hurt people. This is the philosophy of LIFE Camp and this is why we have been able to stop so many potentially violent situations." – Erica Ford



An internationally-recognized and widely-respected peacemaker, Erica Ford has been at the forefront of reducing youth and community violence in New York City and beyond for over 30 years.

Believing in the power of partnership, Erica has championed personal and systemic approaches to conflict resolution worldwide. Through LIFE Camp, Inc.'s groundbreaking programs, Erica has empowered thousands of individuals and families to break the cycle of violence and promote peace. Erica's concept



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for increasing safety has been adopted and implemented by New York City resulting in a 10% reduction in violence citywide.

Through the years, Erica's dedication to reducing violence among New Yorkers has garnered countless awards, accolades and praise by notable public figures such as former New York City Mayor Michael Bloomberg, Oprah Winfrey and hip hop mogul Russell Simmons. Her recognized leadership has brought extensive travel and teaching opportunities in prisons, community centers, high schools, college campuses and conferences throughout the world.

Erica Ford is widely respected as one of the most diligent and hardworking activists of her generation. She is uncompromisingly dedicated to improving the lives of Black and Latino youth and the community-at-large. For more than 30 years, this outstanding leader and internationally recognized peace activist has led the effort to combat violence and inspire youth in devastated communities.



Medaria Arradondo Chief of Police, Minneapolis

Appointed in 2017, Chief Medaria Arradondo is the 53rd Chief of the Minneapolis Police Department (MPD). The Chief is an active member of several community boards and national and international police associations. As the MPD's liaison with the National Initiative for Building Community Trust and Justice organization, he has led initiatives on Procedural justice, Implicit bias, and Reconciliation training. Chief Arradondo's career at the MPD includes the following highlights: He joined the MPD in 1989 as a patrol officer in the 4th Precinct. He worked his way up the ranks before being named the Inspector of the 1st Precinct in 2013. Before

being appointed Chief by the mayor in 2017, he served in the following roles: School resource officer, Northside beat officer, Commander of the Internal Affairs Unit, Deputy Chief and Assistant Chief.

SESSION ONE: DEFINING PUBLIC SAFETY

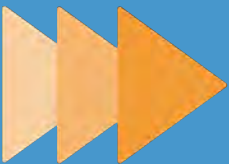
Matthew Horace

Chief Security Officer, Mayo Clinic



Matthew W. Horace is a CNN law enforcement and security expert analyst, senior crisis manager and contributor to the Wall Street Journal "Crisis OF The Week" column. His commentary and experience are a dependable voice of CNN and Headline News crisis and national law enforcement interest events and crisis. He has also been featured on broadcast news segments on MSNBC, ABC, CBS, NBC, The BBC, CNN International and local affiliate stations throughout The United States and abroad. He is a twenty-eight-year veteran of federal, state, and local law enforcement, ascending to the Senior Executive Service (SES) rank in the United States Department of Justice managing local, regional, national, and international investigations. In this role, Matthew led and participated in some of the more notable investigations of our lifetime to include terrorist bombings, SWAT/tactical operations, undercover operations, narcotic investigations, murder-for-hire schemes, RICO/Organized Crime Investigations, shooting - use of force investigations, firearm trafficking investigations, criminal hostage standoff investigations, home invasion investigations and violent crime/ murder investigations.

Matthew has worked in law enforcement in every state in the United States and many



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foreign countries and has trained thousands of law enforcement officers throughout the United States and abroad in law enforcement and criminal justice topics.

An accomplished and energizing motivational speaker, trainer, lecturer, and leadership consultant, Horace is an advisory board member for the New York-based Federal Enforcement Homeland Security Foundation (FEHSF), immediate past president of the 100 Black Men of New Jersey, former president of The National Organization of Black Law Enforcement Executives (NOBLE) NNJ, and a member of numerous other professional organizations. In this work, he is also working with The Hetty Group, a community impact consultancy.

In 2009, he founded The Horace Foundation Endowment for Criminal Justice Studies at Delaware State University in memory of four university students who were slain in a Newark, New Jersey, schoolyard. The goal of the foundation is to inspire and support students who are pursuing degrees in criminal justice or related fields.

He is an adjunct professor at Fairleigh Dickinson University and a published author. Published in 2016, Horace coauthored the Amazon.com bestseller *THE C.A.L.L.*, an anthology of short stories written by Black men aimed to inspire Character, Accountability, Love, and Leadership in young men as they enter adulthood.

In 2018, Horace released *The Black and the Blue* with Hachette Publishing, one of the world's largest publishing houses, for his first solo book project. In his work he addresses a condition he refers to as "Coptics, The Optics of Policing in The Digital Age." In his book, Horace addresses the convergence of technology, policing and community unrest. He

chronicles his experience living inside of the BLUE LINE, what it's like to be "Black in Blue", shares real life policing anecdotes while addressing systematic racism inside of the profession and his current role as a law enforcement analyst at CNN. Horace also takes the reader inside the world of dangerous police operations, including being shot. Matthew is a member of the Black Life Coaches Association.

Horace has a B.A. in English from Delaware State University, a MA in Human Resources Training and Development from Seton Hall University and is a proud member of PHI BETA SIGMA Fraternity.

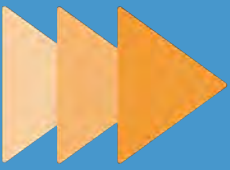
Chris Magnus

Chief of Police, Tucson

Chief Chris Magnus started his public safety career in 1979 as a dispatcher with the City of Lansing. He was also a paramedic in the mid-Michigan area for close to a decade. During this same time he realized he wanted to make the transition to becoming a police officer. After attending the Lansing Community College Police Academy, he became a deputy sheriff at the Livingston County Sheriff's Department. In 1985, he became a police officer with the Lansing Police Department where he spent the next 15 years of his law enforcement career. In 1999, Chief Magnus became the police chief in Fargo, North Dakota, where he played a key role in implementing the first two-state regional dispatch system in the nation, a forensic children's interview center, and a refugee liaison program for the area's many new immigrants and refugees.

In 2006, Chris Magnus was selected as police chief for Richmond, California—a highly diverse, urban community of 115,000 residents in the San Francisco Bay Area. He served as chief for 10 years. During that time he was





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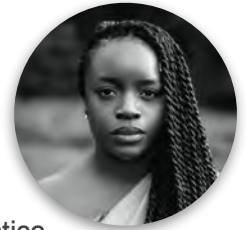
significantly involved in strengthening ties between the community and its police force, addressing historically high levels of crime, and implementing reforms within the police department. Both violent and property crime decreased significantly during Magnus' tenure and community support for the Richmond Police Department substantially improved.

Chris Magnus was appointed to be the police chief for the City of Tucson, Arizona in January of 2016. In this position, he is continuing his commitment to improve services for victims of domestic and sexual violence, addressing community corrections issues, focusing on how police respond to people suffering with mental illness, and supporting a myriad of youth programs and activities.

In 2015, Magnus testified before the President's Task Force on 21st Century Policing on best practice models of community policing. The Chief also serves as an expert witness for the U.S. Department of Justice, working closely with both the Civil Rights Division and the COPS Office on policing issues in various cities around the country.

Chief Magnus has a Master's degree in Labor Relations and a Bachelor's degree in Criminal Justice from Michigan State University. He attended the "Senior Executives in State & Local Government" program at the Harvard Kennedy School.

Brittany Packnett Cunningham



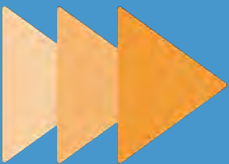
Leader at the Intersection of Culture and Justice

Brittany Packnett is a social justice activist, educator, and writer. Leading at the intersection of culture and justice, she has and continues to build platforms to amplify, educate, and activate everyday people to take transformative action against every form of injustice.

She is an NBC News and MSNBC contributor, former co-host of iHeart Radio's Best Political Podcast of 2019, Pod Save The People, and is currently readying her own media platform from which to host broader conversations on social change. She is the founder and principal of Love & Power Works, a full-service social impact and equity agency. Brittany's forthcoming book, *We Are Like Those Who Dream*, is due to hit shelves in 2021.

Brittany is a former elementary teacher, education executive, and two-time Fellow at Harvard's Institute of Politics. In the past, Brittany held top roles at Teach For America, was a Congressional policy advisor, and co-founded Campaign Zero, leveraging her management, communications, policy and equity skillset on broad justice issues from public education to criminal justice. Brittany was a member of President Obama's 21st Century Policing Task Force and the Ferguson Commission, helping lead the country and her community through change during times of tumult.

Brittany has graced the cover of Essence Magazine, been listed as one of Time's 12 New Faces of Black Leadership, and has been honored by BET, Politico Magazine, Marie Claire, The Trayvon Martin Foundation and more. She serves on the Gucci Changemakers



Council and the Sephora Equity Advisors Board. She and her husband live in Washington, DC.



Pastor Mike McBride

The Way Christian Center

Pastor Mike is a San Francisco native who loves all things California—The 49ers, Lakers and Giants. He majored in Addiction Studies and Counseling at Bethany College before completing seminary at Duke University where he earned a Master of Divinity. God led him back to the Bay Area where he planted The Way Christian Center in 2005. He immersed himself in the local community: directing Black Campus Ministries at Cal and heading student support services at B-Tech continuation high school in Berkeley. In March 2012, he became the Director of the LIVE FREE Campaign with the Faith In Action national network, a campaign led by hundreds of faith congregations throughout the United States committed to addressing gun violence and mass incarceration of young people of color. He has supported the implementation of Gun violence reduction strategies in over a dozen cities which have achieved 30-40% reductions in gun related shootings and homicides.

Regarded as a national faith leader, active in the Ferguson uprisings and many subsequent uprisings, he helps bridge, train, and support millennials and religious institutions working on racial justice and Black liberation.

He currently serves as Lead Pastor at The Way and Director of the Live Free Campaign.

He is married to Cherise McBride and they have two beautiful daughters, Sarai, and Nylah. Lady Cherise is from the Central Valley (Fresno) and has a passion for teaching, learning, and all things crafty. She earned a degree in English from UC Berkeley, a Master's

degree in Education from the University of San Francisco, and a PhD in Education from UC Berkeley. Her research lies at the intersection of literacy, digital technologies, and teacher development. She has taught English in Berkeley schools and appreciates getting to know and serve so many amazing students and families.

Daryl V. Atkinson

Co-Director, Forward Justice

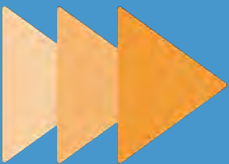


Daryl is the Co-Director of Forward Justice, a law, policy, and strategy center dedicated to advancing racial, social, and economic justice in the U.S. South. Prior to joining Forward Justice, Daryl was the first Second Chance Fellow for U.S. Department of Justice (DOJ). While at DOJ, he was an advisor to the Second Chance portfolio of the Bureau of Justice Assistance (BJA), a member of the Federal Interagency Reentry Council, and a conduit to the broader justice-involved population.

Prior to serving at BJA, Daryl was the Senior Staff Attorney at the Southern Coalition for Social Justice (SCSJ) and before SCSJ, he served as a staff attorney at the North Carolina Office of Indigent Defense Services (IDS).

In 2014, Daryl was recognized by the White House as a "Reentry and Employment Champion of Change" for his extraordinary work to facilitate employment opportunities for people with criminal records. He is a founding member of the North Carolina Second Chance Alliance and serves on the North Carolina Commission for Racial and Ethnic Disparities in the Criminal Justice System.

Daryl received a BA in Political Science from Benedict College, Columbia, SC and a JD from the University of St. Thomas School of Law, Minneapolis, MN.



Arthur Rizer

Director, Criminal Justice & Civil Liberties, R Street

Arthur Rizer heads the Institute's programs dealing with a variety of issues related to crime, policing, intelligence and privacy. In this capacity, he produces original research, writes for the popular press and educates policymakers on criminal justice and civil liberty issues. He is also a visiting lecturer at the University of London, University College London in the Department of Security and Crime Science, an adjunct professor of law at George Mason University's Antonin Scalia Law School.

Before joining R Street, Arthur was an associate professor of law at West Virginia University's College of Law and a visiting professor of law at Georgetown University Law Center. He also served as a trial attorney with the U.S. Justice Department, primarily as a federal prosecutor in the Criminal Division, where he targeted command-and-control drug cartel leaders and narco-terrorists. He also served as a prosecutor in the United States Attorney's Office for the Southern District of California and in the civil division, working on immigration-related litigation, with the Federal Programs Guantanamo Bay litigation team and at the Office of Immigration Litigation.

Early in his civilian career, Arthur worked as a patrol officer in Washington state. He also spent almost 21 years in the U.S. Army and was deployed to Fallujah, Iraq to train the Iraqi Special Forces Division. During his military career, he was awarded the Bronze Star, Purple Heart, Meritorious Service and Iraq Campaign medals. He retired as a lieutenant colonel from the U.S. Army, WV National Guard.

Arthur is the author of three books: *Lincoln's Counsel: Lessons Learned from America's*

Most Persuasive Speaker (2010); *The National Security Implications of Immigration Law* (2013); and *Jefferson's Pen: The Art of Persuasion* (2016). He is a member of Columbia University Justice Lab's Executive Session for the Future of Justice Policy and the Federalist Society's Executive Committee of the Criminal Law Practice Group.

Arthur earned his bachelor's degree in political science from Pacific Lutheran University, a master of laws, with distinction, from Georgetown University's Law Center and his juris doctor, magna cum laude, from Gonzaga University School of Law. He is also a graduate of the U.S. Marine Corps' Command Staff College. He is in the final stages of a doctorate at Oxford University that focuses on policing.

He lives in Alexandria, Virginia with his wife, Jessi, and has two sons.

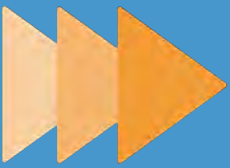
Ron DeLord

Police & Fire Labor Relations Consultant and Attorney at Law



Ron DeLord was elected in 1977 to the first of ten three-year terms as president of the Combined Law Enforcement Associations of Texas (CLEAT), representing 20,000 members. He later served as executive director and special counsel to the executive director at CLEAT from 2008 to 2013. Prior to joining CLEAT, DeLord served as a police officer for the Beaumont (Texas) Police Department from 1969 to 1971 and the Mesquite (Texas) Police Department from 1971 to 1978.

DeLord attended the ten-week Harvard University Trade Union Program, in Cambridge in 1992. He received a B.S. degree in Government from Lamar University in Beaumont, Texas in 1971; an M.A. degree in Police Science and Administration from Sam



Houston State University in Huntsville, Texas in 1982; and a Doctor of Jurisprudence degree from the South Texas College of Law in Houston in 1986. He has been a licensed Texas attorney since 1987.

DeLord is a guest faculty member at the Harvard Trade Union Program and the Police Union Leadership Seminar sponsored by the Labor and Worklife Program at the Harvard Law School. He has also served as a lecturer for the Police Labor-Management Executive Leadership Programs sponsored by the School of Labor and Industrial Relations and School of Criminal Justice at Michigan State University. He conducts seminars and lectures throughout the United States, Canada and Australia.

SESSION TWO: PUBLIC SAFETY BEYOND THE POLICE STATION



Eric Gonzalez

Brooklyn District Attorney

Eric Gonzalez made history in November 2017 when he became the first Latino District Attorney elected in New York State. He had been appointed Acting District Attorney by Governor Andrew Cuomo a year earlier following the tragic death of his predecessor, the late Ken Thompson, for whom Gonzalez had served as Chief Assistant District Attorney.

DA Gonzalez began his legal career in the Brooklyn District Attorney's Office upon his graduation from law school in 1995 and spent several years as a junior and then senior assistant in various bureaus within the office, including the Sex Crimes and Special Victims Bureau, Domestic Violence Bureau, Orange Zone Trial Bureau, and Green Zone Trial Bureau, where he was promoted to Chief.

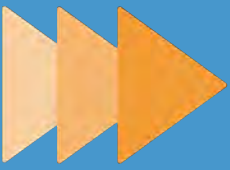
During his career Gonzalez tried a full range of cases, including homicides.

Promoted by District Attorney Thompson in March of 2014, DA Gonzalez was instrumental in the office's smooth transition during the change of administrations. Gonzalez successfully guided the launch of several key initiatives, including the creation of the office's nationally-recognized Conviction Review Unit and the office policy of declining to prosecute the possession of marijuana, which he framed and implemented.

Since his appointment to lead the office, DA Gonzalez has implemented his own trailblazing initiatives, including bail reform, a Young Adult Court, expansion of non-prosecution of marijuana possession, a pre-court diversion program for low-level drug offenders and a policy to reduce unfair immigration consequences in criminal cases.

Following his swearing in as District Attorney in January, Gonzalez launched a ground-breaking initiative known as Justice 2020, to help him carry out his vision of keeping Brooklyn safe and strengthening trust in our justice system by ensuring fairness and equal justice for all. Justice 2020 consists of a 17-point action plan – created by a committee of criminal justice reform experts, defense groups, service providers, law enforcement, formerly incarcerated individuals, clergy and community leaders – to make the Brooklyn District Attorney's office a national model of what a progressive prosecutor's office can be. This blueprint will transform the work of Gonzalez's office by shifting toward preventative and accountability solutions with a track record of success, and away from over-reliance on criminal convictions and incarceration.

DA Gonzalez grew up in East New York and Williamsburg, Brooklyn, and attended John



Dewey High School in Coney Island. He graduated from Cornell University in 1992 with a Bachelor of Arts degree with a dual major in government and history. In 1995, he received his Juris Doctorate from the University of Michigan Law School, where he was president of the Latino Law Students Association.

He resides in Brooklyn, less than a mile from where he grew up, with his wife and three boys.

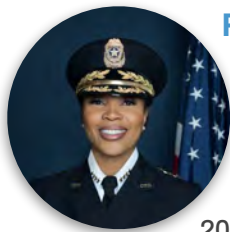
iWatchDallas App was relaunched. iWatch is a tip application that allows users to download the app on any cell phone and submit information, video or pictures to law enforcement.

Chief Hall, along with her leadership team, worked with city leaders to increase the starting salary of officers, restructured the civil service exam and conducted on-site recruiting and testing in cities like New York and Chicago. These efforts led to the Dallas Police Department recently accepting the largest academy class in the history of the department.

With officer wellness and development as a priority, morale continues to improve through the implementation of health and wellness fairs and the opening of a new gym located at police headquarters. Chief Hall continues to look for innovative ways to inspire and motivate officers to be their very best physically and mentally and spiritually.

Chief Hall prioritizes community engagement and outreach by regularly connecting with officers in the field, meeting with Dallas community groups, professional leaders, and local organizations. Chief Hall spearheaded the City of Dallas' restructuring of the Community Police Oversight Board, as well as the police department's first Youth Summer Jobs program, that allowed business leaders and community stakeholders to capture at-risk youth through workforce development.

Her educational accomplishments include completion of the FBI National Academy, Major Cities Chiefs Executive Leadership Institute (PELI IV), two Masters of Science degrees in Security Administration and Intelligence Analysis, from the University of Detroit Mercy, and a Bachelor of Science degree in Criminal Justice from Grambling State University.

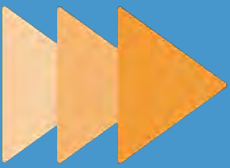


Renee Hall Chief of Police, Dallas

Chief Renee Hall is a highly accomplished and experienced law enforcement executive with more than 20 years as a public servant. She was appointed Chief of the Dallas Police Department in 2017, becoming the first woman to ever lead the organization. Prior to her appointment as Chief, Hall served as the Deputy Chief of the Detroit Police Department.

Chief Hall has made significant strides to advance the nation's ninth largest police department. Her vision, aligned with 21st Century Policing, focuses on the reduction of crime, increasing recruitment and retention, providing new opportunities for officer career development, modernizing the organization's effectiveness through enhanced technology, and she is committed to improving and nurturing community relationships.

Under Chief Hall's leadership, there was a 5.7 percent reduction in overall crime in 2017 and a 5.97 percent reduction in violent crime in 2018. The department implemented new technology with Dallas On-Line Reporting System (DORS) and Text to 911. One of her latest accomplishments includes the department's launch of the Starlight program, a 6-month proof of concept that allows officers to use state-of-the-art cameras and lighting to capture crime in real time. Additionally, the



Chief Hall is a proud member of Delta Sigma Theta Sorority, Incorporated, The International Women's Forum (IWF), Major Cities Chiefs Association (MCCA), National Organization of Black Law Enforcement Executives (NOBLE), International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF).



David Muhammad

Executive Director, National Institute for Criminal Justice Reform (NICJR)

David Muhammad is a leader in the fields of criminal justice, violence prevention, and youth development. Mr. Muhammad is the Executive Director of the National Institute for Criminal Justice Reform (NICJR).

David Muhammad has worked to implement positive youth development into youth justice systems around the country and was the primary author of NICJR's seminal report – A Positive Youth Justice System. For three years, David was extensively involved in developing a detailed reform plan for the Los Angeles County Probation Department, the largest probation department in the country. He also served as the technical assistance provider for the Sierra Health Foundation's Positive Youth Justice Initiative, providing training and consulting to several California probation departments. NICJR is currently serving as a technical assistance provider to the City and County of San Francisco, working to reform its juvenile justice system and close its juvenile detention center.

Through NICJR, David provides leadership and technical assistance to the Ceasefire Gun Violence Reduction Strategy in the cities of Oakland and Stockton, California; Portland, Oregon; and Indianapolis. David helped lead a partnership of organizations and technical

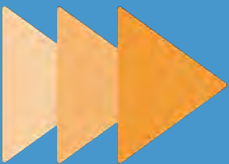
assistance providers that achieved a 50% reduction in shootings and homicides in Oakland. David was the main author of NICJR's report on Oakland's Successful Gun Violence Reduction Strategy.

Mr. Muhammad has been the federal court appointed monitor overseeing reforms in the Illinois juvenile justice system in the MH v. Monreal Consent Decree. Mr. Muhammad is also the federal monitor in the Morales Settlement Agreement, which requires the Illinois Parole Review Board and the Illinois Department of Corrections to reform its parole system. David is also a member of the Antelope Valley Monitoring Team which is charged with monitoring the Los Angeles Sheriff's Department's implementation of a federal Settlement Agreement.

The former Chief Probation Officer of the Alameda County (California) Probation Department, David was responsible for overseeing 20,000 people on probation, a staff of 600, and a \$90 million budget. In 2010, David was named the Deputy Commissioner of the Department of Probation in New York City, the second largest Probation Department in the country, where he was responsible for overseeing 35,000 people on probation and a staff of 900.

David served as the Chief of Committed Services for Washington, DC's, Department of Youth Rehabilitation Services (DYRS). His responsibilities at DYRS included 300 staff, a \$42 million annual budget, a juvenile institution, and 900 youth committed to his department's care.

In 2013, Mr. Muhammad was the first Executive Director of the Anti-Recidivism Coalition (ARC) in Los Angeles. ARC has grown to become one of the largest and most prominent service



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providers and policy advocacy organizations for the formerly incarcerated in California.

While Executive Director of The Mentoring Center in Oakland, Ca., David was contracted by the City of Richmond, CA to help design the Office of Neighborhood Safety, which has since been credited for bringing significant reductions in violence to the city.

As a graduate of Howard University's School of Communications, David also has an extensive journalism career. David also completed a course on "Systems Dynamics for Senior Managers" at the MIT Sloan School of Management in Cambridge, MA. In August of 2008, David completed a certificate program on Juvenile Justice Multi-System Integration at the Georgetown Public Policy Institute.



Dr. Leana Wen
Former Baltimore Health Commissioner

Dr. Leana Wen is an emergency physician and visiting professor of health policy and management at the George Washington University's Milken School of Public Health, where she is also a distinguished fellow at the Fitzhugh Mullan Institute for Health Workforce Equity. She is an expert in public health preparedness and previously served as Baltimore's Health Commissioner. A contributing columnist for The Washington Post and author of the book *When Doctors Don't Listen*, Dr. Wen is a frequent guest commentator on the covid-19 crisis.

Dr. Leana Wen is an emergency physician and visiting professor of health policy and management at the George Washington University's Milken School of Public Health, where she is also a distinguished fellow at the Fitzhugh Mullan Institute for Health Workforce Equity. She is an expert in

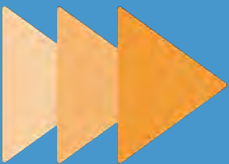
public health preparedness and previously served as Baltimore's Health Commissioner. A contributing columnist for The Washington Post and author of the book *When Doctors Don't Listen*, Dr. Wen is a frequent guest commentator on the covid-19 crisis.

Dr. Wen obtained her medical degree from Washington University School of Medicine and studied health policy at the University of Oxford, where she was a Rhodes Scholar. She completed her residency training at Brigham & Women's Hospital & Massachusetts General Hospital. In 2019, she was named one of Modern Healthcare's Top 50 Physician-Executives and TIME magazine's 100 Most Influential People.

David M. Kennedy
Director, National Network for Safe Communities at John Jay College of Criminal Justice



David M. Kennedy led the Boston Gun Project, whose "Operation Ceasefire" intervention was responsible for a 63 percent reduction in youth homicide victimization and has since been effectively implemented in numerous cities as the Group Violence Intervention (GVI). His work in Boston won the Ford Foundation Innovations in Government award; two Herman Goldstein International Awards for Problem-Oriented Policing, and the International Association of Chiefs of Police Webber Seavey Award. He developed the Drug Market Intervention (DMI) which also won an Innovations in Government Award. He helped design and field the Justice Department's Strategic Approaches to Community Safety Initiative, the Treasury Department's Youth Crime Gun Interdiction Initiative, and the Bureau of Justice Assistance's Drug Market Intervention Program.



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He co-founded the National Network for Safe Communities, an alliance of more than 50 jurisdictions committed to strategies that combine the best of law enforcement and community-driven approaches to improve public safety, minimize arrests and incarceration, enhance police legitimacy, and rebuild relationships between law enforcement and distressed communities.

He is the author of *Deterrence and Crime Prevention: Reconsidering the Prospect of Sanction*, co-author of *Beyond 911: A New Era for Policing*, and a wide range of articles on gang violence, drug markets, domestic violence, firearms trafficking, deterrence theory, and other public safety issues. His latest book, *Don't Shoot, One Man*, a Street Fellowship, and the *End of Violence in Inner-City America*, was published by Bloomsbury in 2011.

Candice C. Jones



President and CEO, Public Welfare Foundation

Candice joined the Public Welfare Foundation in Washington, DC as its President and CEO in 2017. Previously, she served as Senior Advisor at Chicago CRED, an organization that focuses on gun violence in Chicago. In that role, she worked on securing greater investments for violence intervention programs as an alternative to the criminal justice system. Prior to her work with Chicago CRED, she served as Director of the Illinois Department of Juvenile Justice, a cabinet level state agency where she supervised operations, programming, budget matters, and communications. During her tenure, she pushed significant reforms that reduced the number of youth in state custody.

She also served as a White House Fellow, managing a portfolio within the U.S.

Department of Education that included developing education strategies for correctional institutions and shepherding a plan to reinstate federal Pell grants for youth and adults in custody.

Earlier in her career, Candice served as a program officer with the MacArthur Foundation, where she managed a grant portfolio focused on decreasing racial and ethnic disparities in the juvenile justice system and on improving the quality of defense for indigent youth.

She currently serves on the board of Cabrini Green Legal Aid, a Chicago-based civil legal service organization. Candice received her J.D. from New York University School of Law and her B.A. from Washington University in St. Louis, Missouri.

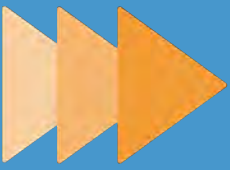
SESSION THREE: PUBLIC HEALTH AND WELFARE

Dr. Nadine Gracia



Executive Vice President and Chief Operating Officer at Trust for America's Health

J. Nadine Gracia, MD, MSCE is Executive Vice President and Chief Operating Officer at Trust for America's Health. A nonprofit, nonpartisan, public health policy, research, and advocacy organization in Washington, DC, Trust for America's Health promotes optimal health for every person and community and makes the prevention of illness and injury a national priority. Dr. Gracia has extensive leadership and management experience in federal government, professional associations, and academia. Prior to joining Trust for America's Health, Dr. Gracia served in the Obama Administration as the Deputy Assistant Secretary for Minority Health and Director of the Office of Minority Health at the U.S.



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Department of Health and Human Services. In that capacity, she directed departmental policies and programs to end health disparities and advance health equity. She provided executive leadership on administration priorities including the Affordable Care Act and My Brother's Keeper, an initiative to address persistent opportunity gaps facing boys and young men of color and to ensure all youth can reach their full potential. Previously, she served as Chief Medical Officer in the Office of the Assistant Secretary for Health, where her portfolio included adolescent health, emergency and disaster preparedness, environmental health, global health, and the White House Council on Women and Girls. Prior to that role, she was appointed as a White House Fellow at HHS and worked in the Office of the First Lady on the development of the Let's Move! initiative to solve childhood obesity.

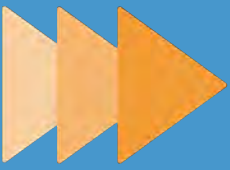
A first-generation Haitian-American, Dr. Gracia received a Bachelor of Arts in French with honors from Stanford University, a medical degree from the University of Pittsburgh School of Medicine, and a Master of Science in Clinical Epidemiology from the University of Pennsylvania. She completed her training as a pediatrician at Children's Hospital of Pittsburgh and later was a clinical instructor and research fellow at The Children's Hospital of Philadelphia, where she conducted research on community risk factors for violence. Dr. Gracia is active in many civic and professional organizations.

Dr. Thomas A. LaVeist Dean and Weatherhead Presidential Chair in Health Equity at Tulane University School of Public Health & Tropical Medicine



Thomas LaVeist, PhD. is Dean of the Tulane School of Public Health and Tropical Medicine. In addition to being dean of the Tulane School of Public Health and Tropical Medicine, he is also the Weatherhead Presidential Chair in Health Equity. As Tulane's Presidential Chair in Health Equity, he is the first individual to hold one of Tulane's newly endowed presidential chairs, created to support exceptional, internationally recognized scholars whose work transcends traditional academic disciplines. He joined Tulane University in 2019 from George Washington University where he was chair of the Department of Health Policy and Management of the Milken Institute School of Public Health. Prior to that he spent 25 years at the Johns Hopkins School of Public Health, where he was the William C. and Nancy F. Richards Professor in Health Policy and the director of the Hopkins Center for Health Disparities Solutions.

Dr. LaVeist is a leading researcher on the topic of health disparities and the social determinants of health. His focus areas include U.S. health and social policy, the role of race in health research, social factors contributing to mortality, longevity, and life expectancy, and the use of health services in the United States. Dr. LaVeist's groundbreaking research shows that health disparities are caused by social and economic factors, not genes or merely lifestyle choices. He is also the executive producer of the docufilm series *The Skin You're In*, a multimedia project that aims to inspire a movement to produce positive change to close



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the unjust health gap that plagues African Americans.

Dr. LaVeist has testified before Congress on health disparities, published more than 130 articles in scientific journals and was named to the prestigious National Academy of Medicine of the National Academy of Sciences.

A native of the Brownsville section of Brooklyn, New York, Dr. LaVeist received his bachelor's degree from the University of Maryland Eastern Shore, his doctorate in medical sociology from the University of Michigan and a postdoctoral fellowship in public health at the Michigan School of Public Health.



Dr. Cassandra Crifasi

Assistant Professor in the Department of Health Policy and Management at Johns Hopkins Bloomberg School of Public Health; Deputy Director for the Center for Gun Policy and Research

Dr. Cassandra Crifasi is an Assistant Professor of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. She serves as Deputy Director of the Center for Gun Policy and Research and is a core faculty member in the Center for Injury Research and Policy. Dr. Crifasi's research focuses broadly on public safety including injury epidemiology and prevention, gun violence and policy, attitudes and behaviors of gun owners, and underground gun markets. She has conducted several projects in partnership with Baltimore City evaluating the impact of public health, law enforcement, and place-based strategies to reduce violence. Dr. Crifasi earned an MPH in Environmental and Occupational Health from the Dornsife School of Public Health at Drexel University and a PhD in Health Policy and

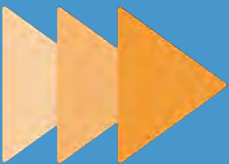
Management from the Johns Hopkins Bloomberg School of Public Health.

Dr. Marc Zimmerman

Director of the Prevention Research Center of Michigan and Director of the Youth Violence Prevention Center



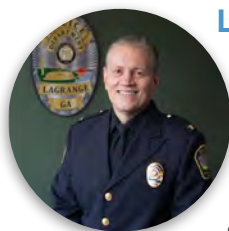
Marc A. Zimmerman, Ph.D. is the Marshall H. Becker Collegiate Professor (and former Chair) in the Department of Health Behavior and Health Education in the School of Public Health, and a Professor of Psychology and the Combined Program in Education and Psychology all at the University of Michigan. He received his Ph.D. in Psychology from University of Illinois. Dr. Zimmerman is the Director of the Centers for Disease Control funded Michigan Youth Violence Prevention Center and Prevention Research Center. He led the development of Youth Empowerment Solutions program and public health applications of place-based change for community improvement. He is Co-Principal Investigator (PI) of the National Institute of Child Health and Human Development funded initiative on Firearm Safety among Children and Adolescents (FACTS). He is also the Co-Director of the Bureau of Justice Assistance funded National Center for School Safety (nc2s.org). Dr. Zimmerman is the Editor of *Youth & Society* and editor emeritus of *Health Education & Behavior*. He has published over 300 articles and book chapters, and co-edited two books on a wide variety of topics on adolescent development including violence, mental health, substance abuse, evaluation methods, and empowerment. His research focuses on adolescent health and resiliency and the application of empowerment theory.



Dr. Howard Spivak
Former Principal Deputy
Director at National Institute
of Justice

Howard Spivak recently stepped down as the Principal Deputy Director of the National Institute of Justice at the US Department of Justice. A world class expert in violence and violence prevention, Dr. Spivak previously served as the Director of the Division of Violence Prevention at the Centers for Disease Control and Prevention. He has held positions as Professor of Pediatrics and Community Health at Tufts University School of Medicine and Deputy Commissioner of the Massachusetts Department of Public Health. He was an early pioneer in the recognition of violence as a public health problem, co-founding the first public health youth violence prevention program in the nation in the City of Boston. He has published many articles on youth violence and violence prevention and is co-author of two books on youth violence, "Murder Is No Accident" and "Sugar and Spice and No Longer Nice." He is currently co-editing a book on the public health approach to firearm violence prevention which is scheduled for publication in early 2021.

SESSION FOUR: INVESTING IN SAFER COMMUNITIES



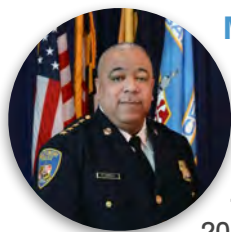
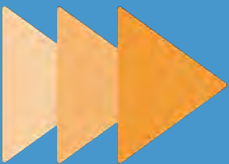
Louis Dekmar
Immediate Past President,
International Association of
Chiefs of Police

Louis Dekmar's 42-year law enforcement career includes 10 years as a Wyoming police officer and investigator, and 31 years serving in Georgia as a police officer, detective, and division commander before

assuming the position of chief of police for the city of LaGrange, Georgia, in 1995. A graduate of the FBI National Academy and FBI Law Enforcement Executive Development Seminar, Chief Dekmar is a member of the National Organization of Black Law Enforcement Executives, a board member for the Georgia International Law Enforcement Exchange, past president and chair of the Commission on Accreditation for Law Enforcement Agencies (CALEA), and past president of the Georgia Association of Chiefs of Police.

Additionally, he is a former Council Member for the Georgia Peace Officer Standards and Training Council and a past member of the Georgia Board of Public Safety; he has also served as a Federal Monitor for the US Department of Justice, Civil Rights Division. He is an adjunct professor for several colleges and institutions. Chief Dekmar is an international presenter for police leaders and elected officials on a range of topics involving leadership, ethics, law enforcement management, and liability issues and has provided over 300 training programs to police chiefs, elected officials, and other law enforcement personnel in over 20 states and several countries.

He holds a BS in Administration of Justice from the University of Wyoming and an MS in Public Administration from Georgia College and State University. Chief Dekmar has received the CALEA Egon Bittner Award, Georgia Governor's Award for Lifetime Achievement and Contribution to the Law Enforcement Profession, LaGrange College Servant-Leadership Award, Georgia Outstanding Police Chief of the Year, and the Police Valor Medal for Bravery. He is married to Carmen and they have two children, Chris and Cathy.



Michael Harrison

Baltimore Police Commissioner

Michael S. Harrison was sworn in as the Baltimore Police Department's 41st Commissioner on March 12, 2019. Before coming to Baltimore, Commissioner Harrison served the New Orleans Police Department for nearly three decades. He joined the NOPD in 1991 and ascended steadily through the ranks. He served in supervisory assignments as an Assistant Commander and Commander of a patrol District and the Specialized Investigations Division of the Public Integrity Bureau. He was appointed to Superintendent in 2014 and led the Department for over four years.

Commissioner Harrison has been instrumental in the development, implementation and assessment of community policing programs that have led to demonstrably increased partnership and collaboration. Moreover, he is skilled at moving progressive law enforcement bills forward through legislature and effectuating evidence-based crime fighting strategies, many of which assisted in tangible crime reductions.

Commissioner Harrison was appointed to the Police Executive Research Forum Board of Directors in 2019, where he now serves as the Vice President. He is a member of the Major City Chiefs Association and serves as the Eastern Region Representative. Additionally, he is a member of the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives and the Law Enforcement Immigration Task Force.

He received a Bachelor's degree in criminal justice from the University of Phoenix and a Masters of Criminal Justice from Loyola University New Orleans. He is also a graduate

of the Senior Management Institute for Police, as well as Northwestern University's School of Police Staff and Command. He is a graduate of the F.B.I.'s National Executive Institute.

He has considerable experience in navigating a policing agency through the rigors of operating under a federal consent decree, having led two large police departments under such oversight.

A firm believer in civic duty, he honorably served eight years with the Louisiana Air National Guard. In 2010, Commissioner Harrison was ordained as a minister at City of Love Church in New Orleans.

Commissioner Harrison has been married to his high school sweetheart since 1992, and they are the loving parents of two adult children. Commissioner Harrison and his wife have made Baltimore home and have become proud residents.

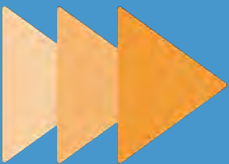
Daryl V. Atkinson

Co-Director, Forward Justice



Daryl is the Co-Director of Forward Justice, a law, policy, and strategy center dedicated to advancing racial, social, and economic justice in the U.S. South. Prior to joining Forward Justice, Daryl was the first Second Chance Fellow for U.S. Department of Justice (DOJ). While at DOJ, he was an advisor to the Second Chance portfolio of the Bureau of Justice Assistance (BJA), a member of the Federal Interagency Reentry Council, and a conduit to the broader justice-involved population.

Prior to serving at BJA, Daryl was the Senior Staff Attorney at the Southern Coalition for Social Justice (SCSJ) and before SCSJ, he served as a staff attorney at the North Carolina Office of Indigent Defense Services (IDS).



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In 2014, Daryl was recognized by the White House as a “Reentry and Employment Champion of Change” for his extraordinary work to facilitate employment opportunities for people with criminal records. He is a founding member of the North Carolina Second Chance Alliance and serves on the North Carolina Commission for Racial and Ethnic Disparities in the Criminal Justice System.

Daryl received a BA in Political Science from Benedict College, Columbia, SC and a JD from the University of St. Thomas School of Law, Minneapolis, MN.



Merisa Heu-Weller

**Chief of Staff & Director,
Technology Corporate
Responsibility & Criminal Justice
Reform Initiative at Microsoft
Corporation**

Since 2013, Merisa Heu-Weller has called Microsoft “home” first as an employment attorney and now in the Technology and Corporate Responsibility (TCR) group in which she wears two hats: Chief of Staff and Senior Director of the Criminal Justice Reform initiative. TCR plays a vital role in realizing Microsoft’s mission by applying the power of advanced technology to address critical societal issues—universal accessibility, environmental sustainability, rural broadband connectivity, responsible AI, and criminal justice reform. Our work helps to transform institutions, communities, and lives around the world, while driving business value and addressing our responsibility to society.

Before Microsoft, Heu-Weller clerked at the Washington State Supreme Court for the Honorable Mary Fairhurst followed by an employment litigation practice at Davis Wright Tremaine in Seattle. Outside of work, she

serves as a Trustee for Bellevue College, the largest community college in the state of Washington. Merisa received a degree in Political Science from Stanford University and her Juris Doctor from the University of Washington Law School.

Celia Ouellette

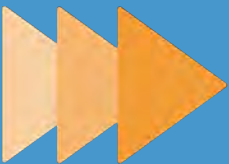
**Founder and Chief
Executive, Responsible
Business Initiative**



Celia Ouellette is the founder and CEO of the Responsible Business Initiative for Justice (RBIJ), which works with companies to champion fairness, equality and effectiveness across systems of punishment and incarceration.

She has dedicated her career to representing and fighting for those most disadvantaged by broken criminal justice systems. She is a dual US-UK qualified lawyer who started her career in the US working on criminal defense cases. She then joined the UK human rights charity Reprieve as a Staff Attorney for their death penalty team. Before forming RBIJ, she founded and directed The Powell Project, an organization designed to empower and equip trial teams with the knowledge and skills to level the playing field in capital cases.

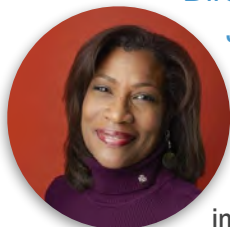
Celia’s experience, deep commitment for change and expert knowledge of justice systems has led her to be a regular speaker at major international conferences and events. She frequently advises foreign governments on US criminal justice policy and practice. She is an established media commentator and contributor—publications include *The Economist*, the *Financial Times*, *The Spectator* and *TriplePundit*. Celia was made a Meaningful Business Ambassador in March 2020, joining a global community of leaders working to achieve the UN Sustainable Development Goals.



FUTURE OF PUBLIC SAFETY

Tanya Coke

Director, Gender, Racial, and Ethnic Justice, Ford Foundation



Tanya Coke directs the Ford Foundation’s Gender, Racial, and Ethnic Justice team, focusing on issues of mass incarceration, immigration and reproductive justice.

Previously, she served as a distinguished lecturer at the John Jay College of Criminal Justice at the City University of New York, teaching courses on public policy and working on school-to-prison pipeline issues. Prior to that, Tanya was a program director on criminal justice for the Open Society Institute and a program manager for the US Human Rights Fund. She also served as a senior consultant to the Atlantic Philanthropies from 2010 to 2013, while running a strategic-planning consulting practice for social justice nonprofits and philanthropies.

Tanya began her career at the NAACP Legal Defense and Educational Fund as a researcher on its capital punishment project. After attending law school, she practiced as a trial attorney in the Federal Defender Division of the Legal Aid Society, defending clients in drug, immigration, and other federal matters in New York City.

She is a graduate of the New York University School of Law, where she was a Root Tilden public interest scholar and editor in chief of the law review, and she holds an undergraduate degree from Yale College.

Jenny Durkan

Mayor of Seattle

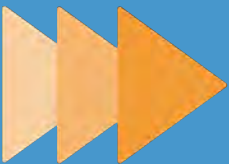


Jenny A. Durkan is the 56th Mayor of Seattle and the first woman to lead the City in nearly a century.

She entered office on November 28, 2017, with the challenge of making Seattle affordable and inclusive for all. She is focused on the housing affordability crisis, helping those experiencing homelessness, providing free college tuition to Seattle’s high school graduates, and pushing reforms and restoring trust in the police department – while also delivering on basic city services. She also is committed to ensuring Seattle continues to lead the innovative economy and create new models for ensuring more security for workers.

Prior to becoming Mayor, Durkan was a civic leader and nationally-recognized attorney. From 2009 to 2014, she served as the U.S. Attorney for the Western District of Washington, becoming the first openly gay U.S. Attorney in our country’s history.

As U.S. Attorney, Durkan was the chief federal law enforcement officer in Western Washington and coordinated various federal investigative agencies. In addition, Durkan was a leader in recognizing the threat cyber criminals posed to privacy, the economy and security. She served for two years on the U.S. Attorney General’s original Advisory Committee and chaired the advisory Subcommittee on Cybercrime and Intellectual Property Enforcement throughout her term. Durkan testified before Congress on cyber issues for the Department of Justice and is known for her national role in fighting cybercrime, and for increasing the federal capabilities to meet cyber-based national security and terrorism threats. Durkan faced the reality of a terrorist threat when authorities



discovered a plot to attack a military recruiting office in Seattle.

During her tenure, Durkan championed more proactive enforcement efforts, leading “hot spot” initiatives in areas of persistent crime and by targeting gun crimes. Durkan also formed a civil rights unit in the U.S. Attorney’s office that increased enforcement of civil rights laws, including housing and job discrimination protections and the rights of returning veterans. Working with civil rights groups and community leaders, she launched a civil rights investigation of the Seattle Police Department’s use of force and treatment of minority communities. The investigation led to a landmark consent decree that requires broad reforms and ongoing monitoring by the federal court.

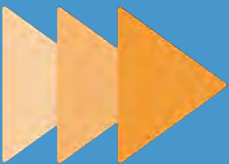
As a civic leader and advocate, she chaired a statewide task force on consumer privacy, which led to innovative protections for identity theft. She served a three-year term on the Washington State Bar Association Board of Governors and for over twenty years served on the Merit Selection Committee for the United States District Court, helping select the candidates for appointment to seven vacancies in the federal judiciary. She was a founding board member of the Center for Women and Democracy and trained women running for office in Morocco. She was the first citizen observer on Seattle Police Department’s Firearms Review Board and served on two blue-ribbon committees pushing for reforms at SPD. She helped establish drug and mental health courts in King County and create a specialized federal program to provide treatment alternatives to incarceration.

Durkan was counsel in a range of significant cases, resulting in a number of government reforms, and was chair of the cyber-security practice for a global law firm. Her recent legal

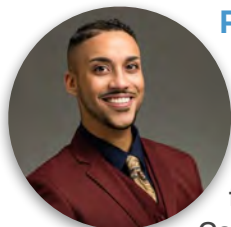
work includes rushing to Seattle-Tacoma International Airport on the day President Trump’s illegal Muslim immigration ban went into effect and working with families and other attorneys to successfully stop an effort to deport several people.

Her civic leadership, legal career and mentorship have been recognized and honored with numerous awards, including the Seattle Municipal League’s Warren G. Magnuson Memorial Award, Jaswant Singh Khaira Award for Social Justice from the Sikh community, Distinguished Alumni from the University of Washington School of Law, Passing the Torch Award from the Washington Women Lawyers, Leadership and Justice Award from Mother Attorneys Mentoring Association, and the Urban League of Metropolitan Seattle’s Spirit Award.

Durkan, one of eight children, was raised in Seattle. She graduated from the University of Notre Dame, taught school and coached girls basketball in a Yupik fishing village in Alaska, and then earned her J.D. at the University of Washington School of Law. She and her partner, Dana, have two sons.



SESSION FIVE: RECRUITING, SKILLS, AND TRAINING



Phillipe Cunningham

Minneapolis City Council Member, 4th Ward

Phillipe M. Cunningham (pronounced fil-LEAP) is the Minneapolis City Council Member representing the 4th Ward in North Minneapolis. He is the first and currently only out trans man of color elected to office in the United States. Prior to being elected and unseating a 50-year family political dynasty in 2017, Council Member Cunningham served former Mayor Betsy Hodges as her Senior Policy Aide for education, racial equity, and LGBTQ+ rights. He also previously worked with youth as a special education teacher and youth worker for over 10 years.

As a policy wonk and fierce community advocate, Council Member Cunningham's goals are to break intergenerational cycles of poverty and violence and build community wealth with Northsiders already living in the community. His writings have been published in *The Guide for White Women Who Teach Black Boys and Millennial Compact with America*.



Michael Blake

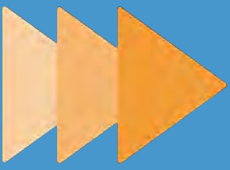
New York Assemblyman, District 79

New York State Assembly Member Michael Alexander Blake was born and raised in The Bronx, New York and is a son of Jamaican immigrants. His mother is a retired 40 year manufacturer and his late Father was an 1199SEIU maintenance supervisor at St. Barnabas Hospital in The Bronx.

Michael is a third term Assembly Member in the New York State Assembly representing the 79th District in The Bronx, New York. Blake has helped lead the efforts to create the first and only statewide My Brother's Keeper education program in the country, now totaling more \$56 million in three years. Moreover, Blake helped lead the charge to Raise The Age of criminal responsibility so that 16 and 17 year olds are not tried as adults in criminal court, increase funding for New York City public housing, continue to fund Diversity in Medicine medical scholarships and had his signature piece of legislation signed into law for Small, Minority and Women owned Business Enterprises with less than 300 employees who contract with New York state get paid in 15 days instead of 30.

Blake is also a Vice Chair at Large of the Democratic National Committee helping lead efforts in engaging with millennials, communities of color, local elected candidates and training. Blake has traveled to 31 states and to Japan since the DNC election in February 2017 ranging from candidate trainings to mobilizing base communities across the country.

Blake is a Five Year Term Member fellow of the Council on Foreign Relations and an Aspen Institute Rodell Fellow. Michael is a national Honorary Co-Chair of the New Leaders Council, which has trained more than 7,000 millennials in progressive policies and political organizing. He is a licensed minister in the United Methodist Church and African Methodist Episcopal church. Michael is on the board for iVOTE, served as a 2016 Resident fellow at the Harvard University Institute of Politics and recently was an advisory board member for the My Brother's Keeper Alliance. Michael is a proud alum of the Medill School of Journalism at Northwestern University. In early 2007,



Michael joined then Sen. Barack Obama's campaign as the Iowa Deputy Political Director and Constituency Outreach Director. In his 20-month campaign tenure, Blake concluded as the Michigan Deputy State Director for the general election. After the election, Blake joined the White House staff as the Associate Director of Public Engagement and Deputy Associate Director of the Office of Intergovernmental Affairs coordinating outreach to the African American, Minority and Women Business Enterprises and state and county elected official communities. Blake left the White House to serve as the national deputy director of Operation Vote for President Obama's 2012 re-election and helped expand the diverse electorate that later re-elected the president, leading to historic turnout among constituencies nationwide.

David Mahoney



Sheriff, Dane Count; President, National Sheriff's Association

David Mahoney is currently serving his fourth term as Dane County Sheriff. He was first elected in

November 2006 to become the 52nd Dane County Sheriff.

David has been a professional law enforcement officer for 41 years. Forty years of his law enforcement career have been with the Dane County Sheriff's Office and David has extensive experience in labor management having served twelve years as a local, state, and national labor executive officer.

David is recognized as a progressive law enforcement executive who has spent the past eight years moving the sheriff's office from a rules based organization to a values based organization which emphasizes participatory management by his staff.

David is very active locally, nationally and internationally in emerging issues surrounding law enforcement. David is the current President of the National Sheriff's Association. David has represented the National Sheriff's Association on numerous committee's to include:

- White House Committee on Labor/ Management relations
- White House committee to study Police Body Cameras
- Law Enforcement Executive Exchange programs with Israel in 2011, 2013 and 2014
- National Sheriff's Association Committee on Global Affairs, Domestic Violence and Training/Leadership.

David is married to his high school sweetheart Kathleen who works for WEAC Trust and they have two adult sons, Patrick and Sean.

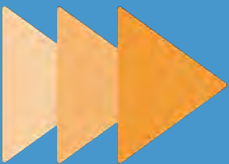
Chief Scott Thomson

Former Police Commissioner, Camden County



Chief J. Scott Thomson (ret.) began his law enforcement career in 1992. His 27 years of service in policing were capped with the last 11 years (2008-2019) as the Chief of Police for the city and then county of Camden, NJ. From 2015 to 2019, he was the elected President of the Police Executive Research Forum.

Upon retirement from policing on September 1, 2019, Chief Thomson (ret.) joined Holtec International as the Executive Director of Global Security and the Corporate Governance Officer. His responsibilities are inclusive of international nuclear and corporate security as well as cybersecurity. Holtec International is a world leader in the nuclear and energy industry



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with operations and facilities in 20 countries, on 5 continents, including an expanding fleet of U.S. nuclear power plants.

In May of 2013, Chief Thomson (ret.) created and implemented a new law enforcement organization, the Camden County Police Department, with the abolishment of the Camden City Police Department. It was a first of its kind endeavor in modern American policing.

This new organization significantly reduced crime in one of the nation's most challenged cities by leveraging technology and changing the organizational culture to an innovative guardianship ethos rooted in community policing. Homicides have been decreased by -72% and violent crime -39%. These reductions have been sustained with a trajectory that now annually continues to build upon half-century lows.

The transformation has resulted in Camden, which was perennially ranked as the "Nation's Most Dangerous City", to be a safer urban city. This has facilitated the investment of \$3.5 billion in business development in Camden and the city's upward trajectory continues. In October of 2019, the city and county of Camden named the Police Administration Building after Chief Thomson.

Chief Thomson has provided testimony for the President's Task Force Report on 21st Century Policing on using community policing to reduce crime. Chief Thomson sat on the Board of Advisors for the New York University School of Law's Center on the Administration of Criminal Law, The American Law Institute's Principles of the Law. He is the Co-Chair of The Policing Project at New York University Law School, an Executive Fellow for the Police Foundation in Washington, D.C., and a founding member of

the Harvard University Law Enforcement Summit Executive Leadership Group.

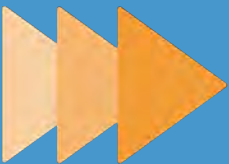
Chief Thomson (ret.) is the Past President of the Police Executive Research Forum.

Markasa Tucker

Director, African American Roundtable, Milwaukee



Markasa Tucker is a mother first to Zoe Isabella and the Director of the African American Roundtable (AART), a project of Wisconsin Voices. AART is a coalition led by and serving the African-American community in Milwaukee. AART exists to empower and organize communities to transform policies so families can thrive and live at their greatest potential. In 2019 Tucker helped co-found the LiberateMKE campaign asking for investment into communities and an equitable city budget. She has her bachelor of arts degree in mass communications from Grambling State University and is the President of the Grambling State University National Alumni Association for Greater Milwaukee. Markasa has a background in community activism and media relations.



Lenore Anderson

President, Alliance for Safety and Justice (ASJ)

Lenore is the co-founder and President of Alliance for Safety and Justice (ASJ), one of the largest justice and public safety reform advocacy organizations in the country, and founder of Californians for Safety and Justice. ASJ's flagship program, Crime Survivors for Safety and Justice, is the nation's largest network of crime survivors. Lenore also served as Campaign Chair and co-author of California's Proposition 47, a 2014 ballot initiative passed by voters to reduce incarceration and reallocate prison spending to mental health and victim services. She also served on the leadership team for California's successful Proposition 57 ballot initiative in 2016 to expand earned rehabilitation credits to people in prison, as well as Florida's successful Amendment 4 ballot initiative to restore voting eligibility to people with prior convictions.

Previously, Lenore served in various local government leadership capacities including as Chief of Policy and Chief of the Alternative Programs Division at the San Francisco District Attorney's Office; Director of Public Safety for the Oakland Mayor; and, as Director of the San Francisco Mayor's Office of Criminal Justice. Lenore also serves on the Advisory Board of the Institute for Innovations in Prosecution of John Jay College of Criminal Justice. She holds a J.D. from NYU School of Law and a B.A. from UC Berkeley