

	Last Name	First Name	Title	Organization	Recommendations	Tactics	Best Practices
1	Beary	Richard	President	International Association of Chiefs of Police	Educate the community about police practices. If law enforcement is transparent with information and helps the community gain knowledge of what police are able to share, there will be a greater understanding of law enforcement's capabilities.		
					Consistent communication with the community and internally within a department is key. This includes creating an environment that welcomes dissent and critical conversations.		
					Partnerships and collaboration with the community are crucial element of a successful community-police relationship. Community engagement should occur beyond ancillary programs and could include a citizen advisory board, or another opportunity for the community to contribute in shaping the strategic planning process for the police department		
					Community policing strategies are designed to strengthen police legitimacy, while also controlling crime. These strategies address community problems in concert with the community, and position community members as force multipliers to the police department in keeping the community safe, and addressing community-defined issues.		
					Call for the creation of a National Commission on Criminal Justice to develop across-the-board improvements to the criminal justice system, in order to address current challenges and to increase the efficiency and effectiveness of the entire criminal justice community.		
2	Canterbury	Chuck	President	National Fraternal Order of Police	Amend federal hate crime definition to include police officers		
					Public trust and legitimacy is not just a law enforcement problem. It is a systemic issue throughout government and society.		
					Officers have the right to due process. The media and the public should not rush to judgement before the facts are known.		
					Take a holistic approach to community improvement that encompasses education, poverty alleviation etc.		
3	Ifill	Sherrilyn	President LDEF	NAACP	1. All police departments have clear, state of the art policies and guideline governing: all forms of police use of force; the respectful treatment of people in routine encounters on the street; the improper use of race and ethnicity in police actions, including, but not limited to street encounters, traffic stops, and arrests.		
					a. All police departments collect, and make available to the public, data related to race and police-citizen encounters, including statistical information on racial disparities in traffic stops, street encounters, arrests, and use of force incidents.		
					b. All police departments develop and maintain procedures for the prompt, thorough, and fair investigation of any and all allegations of officer misconduct.		
					c. Independent investigative and prosecutorial authorities are available to address any and all potential violations of civil rights and criminal laws by members of law enforcement.		
					d. All police departments impose appropriate discipline, including termination, where unlawful or inappropriate physical violence or other misconduct is confirmed.		
					e. All police departments implement Early Intervention Systems to identify and correct patterns of problematic officer conduct.		
					2. All police departments train their officers on explicit and implicit racial bias, the appropriate use of force, de-escalation techniques, and the proper and courteous treatment of youth and individuals with mental health concerns;		
					a. All law enforcement training programs reflect the best practices and remain informed by contemporary developments in social science and psychology;		
					b. All police departments put in place measures to ensure that training is effective and responsive to the issues encountered by police.		
					1. Police departments provide mechanisms for civilian oversight of police.		

					a. Police departments regularly collect, analyze and publicly release data on use of force, officer involved shootings and homicides of civilians, and other complaints, including allegations of racial bias and discrimination.		
					b. Police departments make public their policies and practices regarding the use of force in police-civilian encounters and provide ample opportunity for public comment and input into policy and practice documents.		
4	Kumar	Maria-Teresa	President and CEO	Voto Latino	1. Decouple policing from immigration enforcement. Eliminate Secure Communities. 2. Police officers should live in the communities they serve. 3. Hire from a diverse pool of applicants. 4. Diversity and cultural sensitivity trainings. 5. Increased police involvement in community events and gatherings. 6. Use social media to communicate with the public. 7. Training in community outreach best practices. 8. Revise educational requirements for ranking officers.		
					9. Revise training and curriculum at police academies. Training practices and curriculum at police academies should be reviewed to make sure our officers are trained to meet the needs of our diverse 21st century communities. This includes cross-cultural training.		
					10. Advise the use of violence only as a last resort.		
					11. Demilitarize police departments nationwide.		
					12. Institute review of police actions by a third-party agency.		
					13. Officers should use body cameras with audio at all times.		
5	Murphy	Laura	Director	ACLU, Washington Legislative Office	1. Police departments should collect and report data in a uniform manner and provide this data to a national federal database to build a culture of transparency. a. Police departments should publish electronic data on a quarterly basis about all stops, frisks, non-consensual searches, observations, and consensual interrogations and searches, including a breakdown by race, gender, age, outcome, and the officer's basis for the encounter and action.policing activity in schools. b. Police departments should measure community safety and police-community relations with data on things such as the number of citizen complaints. Police departments should rely less on the raw numbers of stops, citations, summons, and arrests to measure their productivity and effectiveness. 2. Police departments should prohibit racial profiling and gender bias to advance racial reconciliation. a. Police departments should establish explicit guidelines outlining the specific circumstances under which the Fourth Amendment permits a stop, frisk, and subsequent search, and train officers on the guidelines annually. b. Police departments should provide documentation – i.e., a receipt – to any civilian involved in an interrogation, stop, frisk, or search, no matter whether it was consensual or and those encounters that are consensual should be in accordance with model consent search policies ²⁴ that may require written or video-recorded consent. c. Police departments should adopt the policies and procedures articulated in the End Racial Profiling Act. 3. Police departments should adopt a comprehensive use of force policy, schedule routine and adequate training on that policy, and implement a review process for use of force incidents which advances procedural justice. a. Police departments should implement body-worn cameras with appropriate privacy protections and ensure that all camera policies are transparent to the public. b. Police departments should make detailed use of force reports available online. 4. Police departments should enable oversight by a civilian review board to promote community policing and ensure community engagement and dialogue.		

					a. Police departments should empower a civilian review board with substantial authority, which could include subpoena power and independent disciplinary authority, and civilian review boards should also accept complaints regarding school safety officers.		
					b. Police departments should charge its civilian review board with regularly analyzing data on a range of police department practices to determine if there are any unjustified racial disparities in enforcement practices.		
6	Nutter	Michael	Mayor	City of Philadelphia	1. Training officers to engage respectfully with citizens creates confidence in both groups and goes further in producing a safe environment than any technology or equipment ever could.		
					2. Through the FOP, cultivate trust between leadership and rank and file police officers.		
					3. Use the "Listen First" program utilized in Philadelphia Police training. Initiate asking citizens what goes unaddressed in their communities.		
					4. Foot patrol for rookie officers.		
					5. GIS data tracking systems		
7	Ogletree	Charles	Professor	Harvard Law School	1. Reduce the prison population		
					a. End counter-productive mandatory minimum sentences.		
					b. Reconsider the "tough on crime" era.		
					2. "Corrections" needs to rehabilitate rather than isolate and punish exclusively.		
					a. Prisoners need to be linked to educational opportunities or drug treatment while serving sentences so that they will be ready for reentry to the community upon release.		
8	Peralta	Andrew	President	National Latino Peace Officer Association (NLPOA)	Enactment of federal legislation outlawing the use of race and ethnic background as a sole criterion for law enforcement in the practice of law enforcement and traffic enforcement.	Relationships, Racial reconciliation, Hiring a diverse workforce, Police leadership and Development	
					Require all states to monitor and apply sanctions to departments that violate enforcing traffic and arrest enforcement to races and ethnic groups at greater rates than their population percentages.		
					The requirement for all law enforcement to have at least four hours of racial profiling training every four years along with training in cultural diversity and include racial and ethnic sensitivity training and provide sanctions for those agencies and officers that do not attend this training.		
					Initiate early warning tracking on all law enforcement officers who enforce traffic and arrest laws to minorities at a rate greater than their population census rates.		
					Require and provide sanctions to all law enforcement agencies to ensure that they screen out through the use of psychological screening any law enforcement officer who shows signs of racial and ethnic insensitivity.		
					Require all law enforcement agencies to have a written policy against the use of racial profiling and sanctions for any officer who violates the policy.		
					Require by federal law that when a law enforcement officer makes a stop that it be documented on their worksheet including all information on the stop such as the date, location, reason, race, gender, and ethnic background. All law enforcement should seek out how to change public perception on racial profiling and demonstrate compliance with constitutional requirements.		
9	Perez	Carmen	Executive Director	Gathering for Justice	1. Transparency and accountability is key to reform. We the people have a right to the publication of data on police practices and police abuses including but not limited to data on deaths in police custody, cases of police brutality, data on policies like search and seizures, stops, arrests, and detention practices.		
					2. Appointment of a Special Prosecutor in cases of police brutality and excessive use of force, including deadly force, should be automatic. We can eliminate the politicization of these kinds of cases by creating a standard by which the SP appointment is guaranteed.		

					3. Legislation should be drafted to clarify the rules of engagement between the police and the community and to make illegal the use of lethal force, including the chokehold, except to protect against serious, imminent physical injury to the officers or the public. Currently in counties like New York, the chokehold is against department policy, but it is not a criminal offense.		
					4. Comprehensive new training programs implemented across the country for ALL officers – to include Crisis Intervention Training, Harm Reduction and Cultural Identity Training, and De-Escalation Skill Training –to eliminate racial bias and police brutality. In San Antonio, Texas, Crisis Intervention Training has been hugely successful, leading to serious reduction in incarceration rates, especially among mentally-ill individuals, who make up a large percentage of the current US prison population.		
					5. End the criminalization of young people in the US school system. The “school-to-prison pipeline” targets primarily youth of color and has created a generation of young people growing up incarcerated. Some important reforms in this area would include the removal of “resource officers” or “safety officers” from schools, which would significantly reduce the numbers of juveniles in detention.		
					6. Decentralization is an important key to repairing the trust between individuals and law enforcement in black and brown communities. When police officers serve in the communities in which they live, violence and abuses go down, public safety goes up, and trust is built.		
					7. Federal Mandate on System-wide Accountability for Juvenile and Criminal Justice Systems, as outlined by Ms. Perez in oral testimony.		
10	Reddy	Vikrant	Senior Policy Analyst	Texas Public Policy Foundation	1. Reverse overcriminalization		
11	St. Germain	Jim	Founder	PLOT	1. Hire a diverse workforce a. Put minorities in key positions of power and influence within the force.		
					2. The inclusion of Critical Race Theory in academy level training and at least bi-annually		
					3. More cities should create the Inspector General position (modeled on NYC) as a method to increase the community’s confidence in the fairness of the policies pursued by the police department.		
					4. Our police departments must include community residents at the table discussing how minority communities can be optimally policed.		
					5. A good counterforce to help protect police unions from exerting their influence in a way harmful to the community is the existence of civilian complaint boards, and these boards must have real power.		
12	Rawlings-Blake	Stephanie	Mayor	City of Baltimore	1. Training must include ethics and situational training		
					2. Additional grant funding should also be made available to help local jurisdictions expand their internal affairs divisions to better hold law enforcement accountable when they act unlawfully.		
					3. Body cameras are a necessary tool for restoring public trust and something I know the Obama Administration has indicated a commitment too. Having access to the federal funding set aside for the cameras will help Baltimore become one of the first major cities to implement a program city-wide.		
13	Tyler	Tom	Professor of Law and Professor of Psychology,	Yale University	1. They suggest that policing can gain when every policy and practice implemented by the police is evaluated not only in terms of its crime control utility but also in terms of its perceived fairness. Every encounter with the public is a teachable moment, and police departments and officers should ask what they are teaching the public about the police. 2. Finally efforts to change the culture of policing need to focus on addressing police officers job related concerns. Two such concerns are safety and health.		

					3. Federal government should promote legitimacy based policing by providing funds for training and for the additional costs associated with initiating such program, for example, costs associated with embedding officers in neighborhoods to create mutual trust and support.		
					4. Policy should be evidence-based.		
14	Walker	Samuel	Professor Emeritus of Criminology	UNIVERSITY OF NEBRASKA AT OMAHA	1. U.S. Department of Justice should take the lead in developing a RESPECTFUL POLICING INITIATIVE.		
					a. Annual in-service training is well-established among law enforcement agencies, and the recommendation here can be readily incorporated into those existing programs.		
					b. A relevant model for this recommendation is the "Perishable Skills" in-service training program by the California Police Officer Standards and Training (POST) agency. In that program, all sworn officers in the state must receive 12 hours of in-service training at least once every two years, with 4 hours each devoted to Arrest and Control; Driver Training/Awareness or Driving Simulator; and Tactical Firearms or Force Options Simulator.		
					c. Make federal funds from the Department contingent upon a certification that a law enforcement is requiring mandatory in-service training for all of its officers on respectful policing.		
					2. The Department of Justice should take the lead in developing a model respectful policing training curriculum. The Bureau of Justice Assistance (BJA) is the appropriate agency for this effort. The training curriculum should be developed in collaboration with law enforcement agencies, law enforcement professional associations, including recognized collective bargaining organizations, and appropriate experts from outside of law enforcement to ensure that it represents best practices regarding content, length, and instructional methods.		
					3. Department of Justice should develop a recommended model policy on respectful policing. There is today a well-established practice of model policy development in American law enforcement. ¹³ The model policy should be developed through a series of working conferences with representatives from law enforcement agencies, professional associations, including recognized collective bargaining organizations, and experts from outside of law enforcement.		
15	Winkler	Jim	President and General Secretary	National Council of the Churches of Christ USA	1. Overhaul the justice system such that the end goal is not primarily punishment but rather reconciliation and restoring balance		
					a. A justice system should address disruptions in the balance of society. Response to disruptions should be commensurate with the harm caused.		
					b. Incorporate conflict transformation training as part of police training and a standard alternative or additional option for addressing offenses and criminal infractions.		
					c. Reward police departments and officers for effective community policing strategies rather than arrest and ticketing quotas.		
					2. Address the inherent racial disparity in the system		
					a. Mandatory training and continuing updates for all law enforcement on issues of cultural sensitivity, interaction with the mentally ill, and responding to sexual assaults.		
					b. Create a database for reporting police shootings, excessive force and death in custody - including demographics/profile. Make report available to public excluding names.		
					c. Provide incentives for police departments that are culturally and ethnically diverse and also includes a cross section of faith traditions.		
					3. Promote basic practices of transparency		
					a. In cases where there is a police shooting and criminal charges are possible, the case should not be handled by the local prosecutor. A special prosecutor should be appointed or a community panel of representative stakeholders should review the case.		

					b. Implement nationwide mandatory use of body cameras and provide federal funding for communities that cannot afford them.		
					c. Police officers who do not wear their badges must provide business card with name and badge number and face disciplinary action if they fail to provide such information.		
					4. Address the militarization of the police department		
					a. The 1033 program should be revised to include more specific ways the equipment can and cannot be used. Military equipment should not be used against local communities exercising constitutional rights to protest.		
					b. Require police departments to provide a report on how and why equipment was used and include a criteria in which the equipment can be confiscated.		
					5. Address the problem of over criminalization and the indiscriminate application of laws implemented by local police departments and the impact it has on communities and families		
					a. When one's time has been served for infractions against society he or she should be fully reintegrated into society.		
					b. Voting rights should be restored.		
					c. Returning citizens should be given access to social service resources that will help them acclimate to a life outside of jail and enhance the chance of success (i.e. access to jobs, social services, etc.).		

#	Last Name	First Name	Title	Organization	Themes	Recommendations	Tactics	Best Practices
1	Alpert	Geoffrey		University of South Carolina	use of force, procedural justice	<ol style="list-style-type: none"> 1. Agencies need to incorporate a routine process for capturing citizen perceptions of trust and legitimacy if strategies of procedural justice are to become a central component of 21st Century policing. This would include the regular use of properly administered citizen surveys to capture and track these concepts as performance measures. 2. Build a comprehensive and transparent accountability system, which is consistent with the task force focus on building a culture of transparency. 3. Systemic reforms should also ensure robust citizen oversight and an independent, external auditor of policing practices. 4. Recruitment of those interested in becoming police officers must include psychological and physical testing to identify officers who may have challenges interacting with people outside of their community and comfort zone. 5. Implement early identification of potential problem officers, we must also hold our officers accountable if they are found unfit to serve. 6. There needs to be more thorough background checks on past performance and real consequences for police departments that fail to investigate the officer, or knowingly hires an officer who was unfit to serve in another agency. 7. Mandate the use of central database systems that identify problem officers. 		
2	Buchner	Brian	President	National Association of Civilian Oversight of Law Enforcement (NACOLE)	community policing and procedural justice	<ol style="list-style-type: none"> 1. Ensure that police officers continue to have the proper tools, guidance, training, and supervision to carry out their law enforcement responsibilities safely and in accordance with individuals' constitutional rights. 2. Make constitutional policing and transparency core values of policing, as well as building systems of accountability that include independent oversight to carry out those values to support the many police officers who uphold their oaths, engendering greater public trust. 3. Ensure police continue to function as a part of the community, that police continue to work to cultivate legitimacy by engaging with the community fairly, impartially, and respectfully, and, that the police become more directly responsive to the community. 4. Improve the quality and integrity of police disciplinary systems, including investigations of misconduct complaints and uses of force, while vigilantly safeguarding the rights of officers. 5. Ensure that independent oversight is a part of efforts to identify and resolve underlying systemic problems within law enforcement, with a primary focus on reducing and preventing misconduct and enhancing accountability, as well as promoting effective policing and developing strategies for positive organizational change. 		
3	Bueeman	Jim	President	Police Foundation	community policing and procedural justice, youth engagement	<ol style="list-style-type: none"> 1. A balanced and comprehensive model for controlling crime and disorder incorporates prevention, intervention and suppression strategies. 2. Focus on the development of the community's youth based upon the Risk and Protective Model by Hawkins and Catalano 3. Achieve a new professionalism" that focuses on "increased accountability for police (not only effectiveness and conduct, greater legitimacy in the eyes of the citizenry, and continuous innovation in tactics and strategies for interacting with offenders, victims, and the general public." 4. Increase funding to the FBI/IA, and identify it as America's police college, as a means of advancing this country's police leadership development. 5. Establish a National Police Commission. 6. Build a culture of transparency by Policing agencies should have adequate policies that articulate the leader's vision relative to transparency. 7. Agencies should have websites that give the public adequate insight into organizational values, the leader's vision for the department, crime statistics, volunteer opportunities, department policies and data regarding citizen complaints about the police and use of force cases. 8. Immediately after high profile event, policing officials should communicate to the public what happened. 9. Police leaders should articulate the increasing of their organizations' diversity as a primary goal. 10. Police leaders should engage the community in their analysis of current diversity efforts and the development of new strategies. 11. Collaborate with local school districts to create policing oriented career academies. 12. Improve police relations with the youth sector. 		
4	Campbell	Melanie	President, CEO	The National Coalition on Black Civic Participation	Procedural Justice	<p>Defining the role of the police in a democratic society</p> <ol style="list-style-type: none"> 1. Review of local police mission statement, goals and objectives with local 2. Appointment of national & state-based civic groups to review Commission for the 3. Protest and First Amendment response training to law enforcement officers via initial multicultural civic groups <p>Accreditation of Law Enforcement Agencies (CALEA) accreditation standards non-escalating behaviors Building a culture of transparency</p> <ol style="list-style-type: none"> 1. Review of local open records laws 2. Mandatory release of certain information to the public in high profile incidents within 3. Outfitting of law enforcement agencies with body cameras governed by policies of 4. Establish a third party camera review board that includes local community-based 5. Active inclusion of minorities in civilian review boards and citizen police academies <p>Hiring a diverse workforce</p> <ol style="list-style-type: none"> 1. Engagement of multi-cultural organizations in minority recruiting and minority 2. Engagement of cultural institutions of higher learning (HBCU's) in recruiting efforts 3. Applying demographic indicators and strategies to monitor and ensure (respectively) 4. Active engagement of youth regarding law enforcement careers at a middle school 5. Active engagement of female-centered organizations/institutions in recruiting and 6. Active engagement of faith-based community in recruiting efforts and orientations. 		
5	Canady	Mo	Executive Director	National Association of School Resource Officers (NASRO)	Student resource officers and engagement with community	<p>Procedural Justice</p> <ol style="list-style-type: none"> 1. Increase the collaboration between law enforcement and schools. 2. Implement Student Resource Officer programs and funding. 3. Implement police led youth programs to increase positive engagement, including sports programs. 4. The department must have officers in the field who are high-quality individuals and are trained and motivated to fulfill the role of relationship building. 5. Properly train officers and the curriculum is based on a community based policing strategy to be applied in the school environment with the number one goal of "bridging the gap" between law enforcement and youth. 	<ol style="list-style-type: none"> 1. The foundational course offered by NASRO is the Basic SRO Course could be implemented for training for every officer. 	<ol style="list-style-type: none"> 1. Adolescent Emotional Issues 2. Effective Communication in Schools 3. Children with Special Needs
6	Carter	High	Adjunct Professor	Department of Rowan University Glassboro Donahue	Departmental policies	<ol style="list-style-type: none"> 1. Developing marketable and creative skills increasing employment prospects. 2. Deploying peers articulating these goals within school and communities and through social media. 3. Four patrol and squad car officers could transmit Twitter feeds and place Facebook posts highlighting salutary acts. 4. Convey Smart on Crime standards and practice specifying "fairer enforcement of the laws" 		
7	Chavis Simmons	Kami	Professor of Law and Director of the Criminal Justice Program	Wake Forest University School of Law	Police legitimacy, procedural justice	<ol style="list-style-type: none"> 1. Local police departments implement early warning tracking systems to identify "problem" officers, devise and implement best practices, collect information on the race of citizens stopped or searched by police, and guidelines for handling citizen complaints. 2. Federal funding should be used to incentivize local police departments to implement these reforms (already viewed as "best practices" by the federal government) with the goal of decreasing excessive uses of force, increasing accountability, and improving trust within the communities they serve. 3. Develop of an early intervention system. 4. Collect use-of-force incidents 5. Develop/improve citizen-complaint review process. 6. Convince condition federal funds disbursed to states via CDPS upon the state's compliance with minimum standards for promoting police accountability. 9. 		

8	Daralshan	Raja	Program Manager	Washington Peace Center	Procedural justice	<p>1. Demilitarize local law enforcement agencies and eradicate the use of profiling as a tool for law enforcement.</p> <p>2. Investigate and end the practice of using jump-out squads, consent searches, the use of SWAT teams, and the use of excessive force during police interaction with communities.</p> <p>3. Implement citizen review boards and inclusion of community groups in measuring the efficacy of policing practices in building community trust.</p> <p>4. Police accountability units should have the presence of community advocates in order to help individuals who have been abused by officers with the process and inform them of their rights. We also recommend partnering with community groups or victim services agencies for individuals who are too afraid of law enforcement, and may only trust community groups.</p> <p>5. Ensure centering and prioritizing outreach to communities that are disproportionately impacted.</p> <p>6. Full accountability – civil and criminal - for violent acts by law enforcement officials against innocent victims, especially those which are racially motivated.</p>		
9	Gerhardstein	Al	Civil Rights Attorney		<p>racial profiling, community policing, procedural justice</p> <p>Actions by State and Local Agencies That Will Build Transparency and Trust</p> <ol style="list-style-type: none"> 1. Revise arrest and prosecution for serious threats to safety. 2. Reject enforcement strategies that disproportionately impact people of color. 3. Ensure adequate policies and training. 4. Hold officers accountable under criminal law and administratively. <p>Actions by the President and Congress</p> <ol style="list-style-type: none"> 1. Hold officers accountable in civil cases. 2. Hold local government accountable under ordinary agency law. 3. Capture all the facts about excessive force. 4. Allow lawsuits based on disparate racial impact. 	<p>Stop-and-frisk campaigns harass law-abiding black and brown citizens without contributing to public safety. The hit rate on guns and contraband is extremely low and the strategy turns the public against the police.</p> <p>First Goal: Police Officers and Community Members Will Become Proactive Partners in Community Problem Solving</p> <p>Second Goal: Build Relationships of Respect, Cooperation and Trust Within and Between Police and Communities</p> <p>Third Goal: Improve Education, Oversight, Monitoring, Hiring Practices and Accountability of CPD</p> <p>Fourth Goal: Ensure Fair, Equitable, and Courteous Treatment for All</p> <p>Fifth Goal: Create Methods to Establish the Public's Understanding of Police Policies and Procedures and Recognition of Exceptional Service in an Effort to Foster Support for the Police</p>		
10	Graham	Aaron	Reverend, Pastor	The District Church	Race Reconciliation, Faith based approaches	<ol style="list-style-type: none"> 1. Organize listening tours where different local communities hear the experiences of the African American community both historically and today. And then we need to fully acknowledge and repent for the ways our actions and beliefs, particularly in the white community, have led to such immense suffering and discrimination. 2. Create a vision for reconciliation 3. We must commit ourselves to the long-term work of cultivating multi-cultural expressions of the faith that facilitate heart change. 4. Create strategic partnerships between clergy and law enforcement that can help ease community tensions while also targeting the highest risk youth with social services. 5. Highlight the success stories of faith communities, neighborhood institutions, and police departments who are practicing reconciliation at the local level. 		
11	Greenburg	Sheldon	Professor	Johns Hopkins University	procedural justice	<ol style="list-style-type: none"> 1. Establish a President's Commission on Police. 2. Teach police officers (pre and in-service) about the Constitution of the United States. Require officers to read the Constitution and provide them with meaningful background on its history and intent. Provide model curricula. 3. Compel police academies to teach to the oath of office by reviewing its purpose and the commitment and responsibility it imposes on the individual. 4. Define and publicize the intended "end product." Paint a clear picture of what should result – what neighborhoods and communities should be – when police officers are successful in doing their job. Provide tangibles that sworn and civilian personnel and members of the community can understand and work toward. Provide guidance to agencies in how to advance toward the intended outcome. 5. Establish model curricula for police officers and civilian personnel on what makes a successful neighborhood, poor or wealthy, and how they directly influence community success and sustainability. 6. Develop guidelines for police executives on how to demonstrate success and value to the community based on indicators that have meaning to people. 7. Present information on police agency value and successes in three languages – internal, external, and political. Recognize that the information conveyed to one group may have little value to and credibility with the others. 8. Rethink the hiring process, especially the background investigation. While eliminating the negatives is essential, restructure the process to focus equally on an individual's traits, potential, and commitment to serve. 9. Advance the Community Service Officer (CSO) program. (Tatum, 1977) Consider young people 18-21 years of age who may have committed minor violations to serve in this role. 10. Review recruiting materials and web sites to showcase a diverse workforce, primarily in uniformed patrol. 11. To improve hiring and retention, provide recruiters, academy instructors, and 		
12	Haas	Robert	Chief Commissioner	Cambridge Police Department (MA)	police legitimacy and procedural justice, communications with community	<ol style="list-style-type: none"> 1. Train and orient officers to the larger social responsibilities they bear in how they go about exercising the discretionary authority that has been afforded to them. 2. Rethink about how we inform and reinforce what it means to engage in fair and impartial policing. 3. Willingness to provide greater transparency in the way the police carry out the business of social justice. 4. Willingness to build upon the competency of the officers who are called upon to engage in very challenging situations, which may involve inherent dangers to them. 5. Have disciplinary sanctions for those acts that are sufficiently egregious to warrant a response, but what other methods would prove to be most effective in reorienting officers with respect to their obligations and responsibilities. 6. Administrators to establish internal benchmarks and measures that identify how officers exercise their discretionary authority, identifying potential disparities in how enforcement is carried out, and a system of assessing how officers conduct themselves with members of the public. 7. Strive to achieve a level of legitimacy that promotes the notion that officers are always acting in the best interest of the community and the individual who an officer may engage. 8. Respond to all facets of the community, including those who may transgress against the community, that require a greater obligation on the part of the police to offset the future 		
13	Kraufman	Keith	Captain	Hawthorne Police Department Los Angeles County, California	Community and police relations	<ol style="list-style-type: none"> 1. Train our new officers on the importance of positive community contacts and strategies like Coffee with a Cop to build relationships and trust. 2. Law enforcement leaders need to ensure we spend some time creating an environment without barriers where this positive community engagement and dialog can occur rather than allowing an officer to go from call to call for years at a time. 	Implement Coffee with a Cop program	

14	Kurand	Laura	Senior Research Scientist	CNA Corporation,	procedural justice, community engagement	<p>Training for police and community</p> <p>1. Clarifying expectations about interactions between the public and the police is important. Procedural justice training focuses upon setting those expectations.</p> <p>2. Increasing understanding of social and cognitive psychology among officers.</p> <p>3. Increase exposure or informal interactions between police and community.</p> <p>4.</p>	<p>Fair and Impartial Policing Training (FIP), also sponsored by COPS, should also be made available nationwide. Teaching officers to recognize and understand bias is effective.</p> <p>Harvard University's Project Implicit will integrate the project's interactive tests which focus on implicit social cognition into training for police officers and communities would be revealing, encouraging the levels of honest dialogue needed at this moment in history.</p>
15	Luteri (et al)	Deborah	Director Civil Rights	Anti-Defamation League	<p>Training and Community Engagement to Build Trust and Legitimacy: The Importance of an Effective Response to Hate Crimes, Curbing the School-to-Prison Pipeline</p>	<p>1. Congress should seize this extraordinary teachable moment to commit to a national conversation about racism, the nature of bias and implicit bias, about building trust in police-community relations.</p> <p>2. The DOJ and the COPS Office should work with the ADL and the Holocaust Museum to expand Law Enforcement and Society (LEAS) training to selected jurisdictions.</p> <p>3. Promote the DOJ revised and updated federal profiling guidance for law enforcement, which expands protection on the basis of gender, national origin, religion, sexual orientation and gender identity. This demonstrates the government's commitment to ensuring that law enforcement conduct their activities in an unbiased manner.</p> <p>4. Congress should support the DOJ and DoJ's effort to dismantle the school-to-prison pipeline to close the achievement gap in schools.</p> <p>5. Congress and the Administration should support outreach programs to promote an inclusive and diverse police force that better reflects the racial, ethnic, and religious communities it serves.</p> <p>6. With funding from Congress, the FBI, Justice Department and US Attorneys should increase police participation in the FBI's HCSA data collection program through national recognition, targeted funding, matching grants for Hate Crime Statistics Act (HCSA) related training and replication of effective programs.</p>	<p>Law Enforcement and Society training (LEAS) delivered by the Holocaust Memorial Museum and ADL</p>
16	Lumpkin	Bruce			<p>Youth interaction and involvement; community policing</p>	<p>1. Recruitment efforts should focus on men and women that have a history of working with youth.</p> <p>2. Cadets should be trained on the teen brain. Scenario based training should be applied as done in our CIT training.</p> <p>3. Youth interaction should be added to the field training curriculum.</p> <p>4. All officers should receive annual youth interactions training that follow the CIT model. Special pins/certificates should be awarded to officers that receive additional training.</p> <p>5. Sergeants should be trained on how to coach, guide, and reward good youth interactions by their officers.</p> <p>6. Scenarios involving youth and the police should be on all future Sergeant Assessment Exams.</p> <p>7. Lieutenants should develop evaluation instruments that measure positive youth and police interactions.</p> <p>8. Captains should allow their supervisors and officers (on-duty) to attend youth activities at their local middle school and high school.</p> <p>9. Chiefs should invite local educators/principals to attend quarterly crime strategy meetings (comprats).</p> <p>10. Dispatchers should receive special training on how to handle calls that involve youth and their caregivers.</p> <p>11. Juvenile investigators should receive additional pay and take home cars for working with juveniles.</p> <p>12. Officers should stop and visit students at the bus stops and occasionally ride the bus with them.</p> <p>13. Police officers need to find creative ways in interacting with at risk youth, alternative schools, juvenile institutions.</p> <p>14. Chiefs should award overtime money for youth interaction programs.</p>	
17	Masterson	Mike	Chief	Boke Mahe Police	<p>training and education; community policing</p>	<p>1. Train Police Leaders to Value, Understand and Implement the Inclusive Strategies of Community Policing.</p> <p>a. Set the values for the agency, establishing a structure and culture where those values are understood and embraced internally, allowing them to be carried out externally.</p> <p>b. Convey the very unique values and requirements of policing amid the freedoms built into our democratic society including the importance of adhering to constitutional constraints and a respect for diversity and equal treatment.</p> <p>c. Embraces change from the inside out, the bottom up, emphasizing participation and true respect for the dignity and professionalism of individual officers and their ability to contribute to improving the end product of policing, contributing to fairness and effectiveness, for building trust through inclusive approaches to community problem solving and, in the process, for reducing the dependence on arrest and prosecution and it's ever present potential for the use of force.</p> <p>d. The value of this training should be recognized, promoted and offered, even required at all levels the law enforcement profession, from academies to academies to professional organizations and affiliations.</p> <p>2. Include Union leadership in determining best policing strategies for our communities.</p> <p>a. Unions should be embraced as partners, not adversaries.</p> <p>b. Bringing Union leadership into discussions on department management illustrates commitment to the inclusive participation model both inside and outside the department.</p> <p>3. Include Union leadership in determining best policing strategies for our communities.</p> <p>a. Unions should be embraced as partners, not adversaries.</p> <p>b. Bringing Union leadership into discussions on department management illustrates commitment to the inclusive participation model both inside and outside the department.</p>	
18	McDevitt	Jack	Dean	College of Social Studies and Humanities Northeastern University	<p>transparency and community policing</p>	<p>1. Data on police performance should be collected and with proper protection for the confidentiality of officers, be shared with the public.</p> <p>2. A DOJ initiative should be developed to identify best practices for collecting and disseminating police performance indicators.</p> <p>3. Improve community engagement and communication with the police.</p> <p>4. Hire a diverse workforce.</p> <p>5. Invite experienced police officers in a conversation of how they might implement a more procedural justice approach to policing.</p>	<p>Improve community engagement through the following: Do not hold the initial meeting at the police department hold it in a community setting</p> <p><input type="checkbox"/> Law Enforcement should ask if they can address a community group (such as the Urban League NAACP La Raza) as a part of their regular meeting</p> <p><input type="checkbox"/> Begin the conversation asking people to share their stories about interactions with the police good and bad</p> <p><input type="checkbox"/> Do not be defensive, the people telling their stories most often are not blaming the officers in the room for what happened they simply want to be heard</p> <p><input type="checkbox"/> At the end of the meeting ask what those who attended would like the next steps to be people are reasonable and often simply want to continue the conversation.</p>
19	Medlock	Harold	Chief	Fayetteville Police Department	<p>community policing</p>	<p>1. Enhance communication and establish best practices for engaging with youth in the field.</p> <p>2. Increase the police department's cultural connection with the community by hiring officers that are representatives of community.</p> <p>3. Training and technical assistance should be produced on a state level.</p> <p>4. Create community dialogues where police chiefs regularly meet with nonprofits, clergy, community groups, and non profit agencies.</p> <p>5. Create transparency with improved and swift information dissemination practices to the public.</p> <p>6. Inform and educate the public by opening up formal and informal BLT and inservice trainings to community members and media and invite feedback.</p> <p>7. Police internal review boards can remove racial bias by inviting the city human resource of community relations department to sit as a voting member of departments disciplinary hearings.</p> <p>8. Federal and state support in developing effective police and community partnerships.</p>	

20	Myers	Richard	Chief	Newport News Police Dept.	Procedural Justice; community policing, police leadership	<p>1. Procedural Justice should be widely taught to police officers as an important tool for officer safety and strengthening community trust.</p> <p>2. All police officers should regularly be taught and provided greater skills in de-escalation.</p> <p>3. Develop curriculum that incorporates the history of policing in America prior to the Civil Rights Era, illustrating how in some communities, the police were instruments of suppression. Training should further highlight the link between a police officer's Oath of Office and policing in a democratic society and upholding the U.S. Constitution and Bill of Rights.</p> <p>4. Advance and facilitate more widespread offering of existing training on policing in a fair and unbiased fashion.</p> <p>5. Community Relations Services (CRS) should be expanded and deployed more proactively.</p> <p>6. Results based Best Practices should be widely adopted that provide full community engagement with local police agencies.</p> <p>7. A template for highly effective Citizens Police Academies with funding support should be developed nationally.</p> <p>8. Volunteers in Policing should be significantly expanded nationally, with training and Best Practices widely promulgated.</p> <p>9. Leadership of the major police chief and sheriff associations, NAAO, Urban League, Dept. of Justice, and others should forge a concerted effort to develop a national template to responding to controversial police actions.</p> <p>10. A network of senior mentors for police chiefs and sheriffs should be developed to help provide guidance and feedback for police leaders who are in the midst of a controversial police action.</p> <p>11. Major national police chief and sheriff associations, the U.S. government, and other key stakeholders should initiate a strategic dialogue with key leaders of the national and regional media to discuss responsible reporting of police actions.</p> <p>12. Best practices protocols for response and investigation of officer involved shootings and</p>		
21	O'Connor	Barbara	President	National Association of Women Law Enforcement Executives	Policies and community policing	<p>Increase recruitment of women and minorities</p> <p>Increase police-led outreach to youth.</p> <p>Implement community needs assessments.</p> <p>Encourage community and police dialogue, give opportunity for feedback.</p> <p>Provide all police opportunities for leadership training.</p> <p>Change how police are branded by removing words like "warrior and war," to "guardians."</p> <p>Introduce and cultivate partnerships with identified leaders to cross train in leadership skills.</p>	<p>Training and discretion in responding to the minority of youth who commit serious violent offenses, but also to those who come to the attention of law enforcement for low-level illegal behavior which can be characterized as youthful mistakes, as well as for "status offenses" like truant and running away—behaviors which would not be illegal but for the person's status as a minor.</p>	
22	O'Neill	Patricia	CEO/Executive Producer	Not in Our Town	Hate crime reporting measures, youth engagement, research and transparency, policies	<p>1. Strengthen Community Engagement to Foster Inclusion Seeing law enforcement as allies in preventing hate violence and promoting safety for all inspires more involvement from everyone in the community.</p> <p>2. Improve Hate Crime Reporting training around recognizing and reporting hate crimes should be mandatory for all law enforcement agencies, especially those receiving federal support for community policing programs. To support these efforts, agencies should work with vetted civilian volunteers who can perform the following functions: Work with community groups as a liaison on hate and bias reporting; report on law enforcement/community disputes (including excessive use of force or harassment); and be a point of contact for reporting and support for hate crime victims.</p> <p>3. Seek Opportunities to Reduce Tensions and Address Implicit Bias.</p> <p>4. Strengthen the Relationship between Youth and School Resource Officers Government officials should work with educators to elevate the promising practices of School Resource Officer (SRO) programs.</p> <p>5. Improve Data Collection Research and Transparency. Mandatory reporting on the use of deadly force would contribute to transparency. A national reporting protocol and requirement for law enforcement misconduct complaints would make it easier for agencies, local officials, and citizens to review patterns and hold their agencies accountable.</p>		
23	Perry	David	President	International Association of Campus Law Enforcement Administrators IACLEA	community policing; policies	<ul style="list-style-type: none"> Incorporate into officer recruitment and employment interviews specific strategies, techniques and practices that ensure candidates possess community policing skills and are familiar with the concepts of community oriented policing. Include components of bias-free policing and de-escalation strategies into officer training programs. At the policy level, adopt standards similar to IACLEA's Accreditation Create or expand partnerships with community groups and key stakeholders in the community to ensure effective ongoing communication and mutual understanding. Incorporate a community oriented policing philosophy at all levels of a law enforcement agency. Sponsor Town Hall meetings with the community to de-mystify law enforcement and solicit feedback on current problems in the community with the goal to bring together stakeholders to solve these problems. Hold "Coffee with the Chief" sessions with key officials in the community to build trust and cohesion. Consider where feasible assigning officers to defined patrol areas and train them to interact in a positive manner with the community. Develop a comprehensive program to support community relations and engagement. 		
24	Pricc	Megan	Director	Identity, Inc.	Juvenile justice/youth engagement	<p>1. Law enforcement needs to focus on those areas and build stronger relationships with poorer communities. These communities need to feel that they can trust police officers.</p> <p>2. Police need to be involved in community events and showing and maintaining a strong presence there.</p> <p>3. More involvement in the schools in high risk districts.</p> <p>4. Law enforcement to hire a diverse workforce in order to build a culture of transparency. Police officers should have the culture competency to work in communities where there are large minority populations. These communities need for police to speak their languages. Communication plays a key role in avoiding misunderstanding amongst the public and the police. Solid communication and cultural competency between police and communities gives a sense of understanding and makes it comfortable for people to not be afraid of the police.</p>		
25	Rosenbaum	Dennis P.	Director, Professor	Center for Research in Law and Justice, Executive Director, National Police Research Platform, Chair, Division of Policing, American Society of Criminology University of Illinois at Chicago	Police legitimacy, procedural justice	<p>Change interactions with the community.</p> <p>1. Innovative training on the dynamics of social interaction, communication, and conflict resolution</p> <p>2. Proficiency should be required for de-escalation skills, exhibiting respect with hostile suspects, empathy and compassion for traumatized victims or persons having a mental health crisis, and many other interpersonal skills.</p> <p>3. Introduce cutting edge policies regarding use of force, de-escalation, responding to mental health crises, and other critical areas of field performance.</p> <p>4. Just as predictive policing and data analytics have been applied to identify at-risk and repeat offenders, the same technology should be applied to identify at-risk and problem officers.</p> <p>5. When equity and fairness in policing are considered as important as effectiveness, the measurement of these organizations and police culture is to change the performance metrics.</p>		

26	Skiba	Russell	Indiana University	Center for Evaluation and Education	Youth engagement and training	<p>1. Assist Law enforcement to exercise their discretion in a way that leads to positive results for youth.</p> <p>2. Training to respond in coordination with educators to implement on-site interventions and supports that promote positive learning environments.</p>	<p>Appropriate training for school-based police across key areas, such as youth and adolescent development, age-appropriate interactions and de-escalation techniques; trauma informed care, working with students with disabilities or mental health issues, understanding of and methods to reduce implicit bias, culturally responsive practices, and supportive social services or resources. training.</p>	
27	Slogan	Wesley		Institute for Policy Research, Northwestern University	Procedural Justice	<p>Procedural Justice training makes a difference in building legitimacy and trust. In the long term, monitoring, supervision and discipline also have to be part of the behavior change mix.</p> <p>Training will be more effective (perhaps only effective) where the policies and practices of the organization support and reward dealing with the public in a procedurally just fashion.</p>		<p>Research on Procedural Justice training for LE in Chicago and Greater Manchester – have revealed promising evidence</p>
28	Turner	Nicholas	President and Director	Vera Institute of Justice	Police legitimacy, procedural justice, stop and frisk	<p>Improving police and youth relations—more effective responses and enhanced collaboration</p> <p>1. Existing training should be expanded upon to encourage respectful policing that makes people feel they are treated fairly (including informing them of the reason for the stop) and emphasize strategies aimed at reducing the number of stops that escalate to the point where officers make threats and use physical force.</p> <p>2. Collaborate with the predominantly black and Hispanic/Latino communities where stop and frisk has been concentrated to improve relationships by finding tangible strategies to put into practice.</p> <p>3. Partner with researchers to better understand the costs and benefits of various proactive policing strategies as well as individual practices, such as stop and frisk.</p> <p>Community engagement and dialogue – Creating allies and improving communication</p> <p>1. All law enforcement agencies should be required to have community members who conformally serve as liaisons and points of contact between the department and the community.</p> <p>2. Law enforcement agencies should actively interact with religious leaders.</p> <p>3. Language barriers in policing should be proactively and consistently addressed by law enforcement policies, training, and allocated resources.</p> <p>Procedural justice – Enhance training to better serve multicultural and multilingual communities</p> <p>1. Police agencies, particularly those in new immigrant communities, need support to reallocate resources and upgrade their officers' training in order to better serve this growing population.</p> <p>Defining the role of the police in a democratic society – Police as first responders</p> <p>1. Jurisdictions should institute pre-police diversion programs so police can better address</p>		
29	Unnever	James	Professor of Criminology	University of South Florida Sarasota Manatee	racial reconciliation	<p>1. police departments should develop, in conjunction with local universities, a course on Race and the Criminal Justice System. It should begin with an introduction to basic concepts such as race, ethnicity, prejudice, ethnocentrism, and the variegated forms of racism-racial discrimination. However, the focus of the course must center on how the African American community has developed a racialized worldview of the criminal justice system.</p> <p>2. all police officers undergo a battery of exams designed to reveal the degree to which they embrace racist attitudes.</p> <p>3. To attenuate the racial divide the police must be perceived as agents whose intent is to empower the members of the African American community that they are policing. This can only be accomplished if the police, without an agenda of their own, go door to door and ask the members of the community what are their most salient issues and how they can be of service to resolve them.</p>		
30				Evangelical Lutheran Church of America	procedural justice	<p>1. Through ministry with and bearing the burdens of those in the criminal justice system members of this church can respond wisely through four practices: bearing the cross, hospitality, accompaniment, and advocacy.</p> <p>2. greater emphasis on victims' rights and needs, use of restorative justice, community-based alternatives to incarceration, legislation that reduces sentences for certain offenses, the emergence of specialized courts, and the growing emphasis on reentry. These efforts should be funded and supported adequately.</p> <p>3. those who make and administer correctional policies to take all appropriate measures to limit the use of incarceration as a sanction for criminal offenses.</p> <p>4. the criminal justice system must acknowledge the disparities, and address the implicit and explicit racism that persists within; it must recognize the special needs of juvenile offenders; it must stop the privatization of prison facilities; and finally, it must foster the full reintegration of ex-offenders into community.</p> <p>5. A fundamental transformation of mindset about criminal justice is required that challenges the logic equating more punitive measures with more just ones.</p>	<p>1. Model an honest engagement with issues of race, ethnicity and culture, by being a community of mutual conversation, mutual correction, and mutual consolation;</p> <p>2. Model a healthy and healing response to the change that inevitably comes from cultural contact.</p> <p>3. model exchanges in which people of different cultures can find points of agreement while sometimes "agreeing to disagree;"</p> <p>4. Encourage and participate in the education of young people, in order that they might be better equipped to live in a multicultural society;</p> <p>5. Bring together parties in conflict, creating space for deliberation; and</p> <p>6. Participate in identifying the demands of justice, and work with others who would have justice for all.</p>	
31				Major County Sheriffs' Association (MCSA)	community relations and public policy	<p>1. solutions to foster improved relations between community and law enforcement should be locally designed and implemented if they are to have any chance of real and lasting success.</p> <p>2. Strengthening relations between law enforcement and the community must also include a more robust effort to highlight the challenges and dangers of the law enforcement profession.</p> <p>3. Give the public a better understanding of why law enforcement officers use certain equipment, employ certain tactics or ask the public to comply with certain procedures.</p> <p>4. Increase awareness and understanding of how the entire criminal justice system works, and what the responsibilities of each component of the system are.</p> <p>5. Conduct analysis of specific areas or jurisdictions where past efforts conducted to strengthen community bonds could be cross-applied to other areas experiencing similar problems, essentially serving as a model for replication across the country.</p>	<p>"Third party" or national oversight efforts over State and local departments are strongly opposed, in that in all cases law enforcement is already overseen by locally-elected officials. Moving oversight to the Federal level reduces accessibility and accountability within the police community, and complicates efforts to build transparency, increase communication and enhance public trust and interaction with law enforcement authorities.</p>	
32	Ingram	Janiye	Executive Director	National Action Network (NAN)	procedural justice, police militarization, accountability	<p>1. Appoint a special prosecutor when bringing cases against police officers.</p> <p>2. Bring forward the principles of community policing and investment by officers as equal partners in building trust.</p> <p>3. Police forces engage local community based organizations like ours to serve as a unifying force in the effort to begin the process of trust building and reform.</p> <p>4. Develop and implement a national database that accounts for all cases of use of force by police.</p> <p>5. Bradetraining of police officers to focus on issues of cultural and community competency, that police must be trained to deal with the disabled and mentally ill communities and there must be wide and sweeping implicit and explicit bias training. The training that police receive must also be ongoing.</p> <p>6. Task force create a guide of best practices and possibly enlist these model officers to be trainers to help public officers.</p>		
33				National Association of Counties (NAOCO)	Community policing	<p>1. Build Systems of Transparency: Law enforcement agencies should have written policy that specifies the role of police in the protection of constitutional guarantees, enforcement of law, and maintenance of public order while responding to the needs of the community.</p> <p>2. Build a Culture of Collaboration and Flexibility: Visible improvements in individual justice outcomes, built and sustained through strategic partnerships, can help build trust and legitimacy between law enforcement and the community at large.</p>		

34				National Association of Police Organizations	Police legitimacy, procedural justice	<p>1. Increase both the page and time limits for written and oral testimony.</p> <p>2. Increase the membership of the task force to include as many rank and file officers as Chiefs, academicians and activists.</p> <p>3. Don't allow those who break the law, even violently, to define the legitimacy of law enforcement. Vastly broaden the base of those who define legitimacy to include those who encounter police in positive, non-criminal situations.</p> <p>4. Educate the public about the limitations of cameras and other technology; involve rank-and-file officers in the decision to deploy cameras and the development of policy regarding their use.</p> <p>5. Set high expectations and standards for everyone and adhere to them. Increase outreach but don't reduce requirements. A highly qualified, engaged and diverse agency will be the result.</p> <p>6. Strongly support additional federal resources for the COP's Hiring Program.</p> <p>7. Support leaders who publicly defend their officers. Nurture a culture where the public's default view is that the police are ordinary men and women doing an extraordinarily difficult job, and still usually getting it right.</p> <p>8. Encourage agency leaders and the public to recognize and take advantage of the benefits of police officers and cooperation.</p>	
35				National Organization of Black Law Enforcement Executives (NOBLE)	Hiring practices, procedural justice, youth engagement	<p>1. The task force to establish a clear set of expectations and guidelines that define the accountability and oversight of police to and by ALL the American people.</p> <p>2. authentication of Police/Community contacts validated by the use of body cameras; interrogations corroborated by the use of videos; and the standard of non-distortory release of facts in situations involving sensitive police involved shootings. Similarly, police disciplinary action, if warranted, be open for public review.</p> <p>3. The law enforcement organization's materials and communications must suggest there are opportunities for the populations that would increase the organization's diversity.</p> <p>4. Diversity recruitment starts at the CEO and continued level positions.</p> <p>b. An opportunity or challenge to hiring a diverse workforce can be found in the advancement of officers of color.</p> <p>c. A concerted effort has to be made to reach minority populations on their terms and where they reside. We must remember that law enforcement careers may not be a family tradition in key populations of interest.</p> <p>6. The critical element of a diverse workforce is retention. Your current workforce is your best recruiters for diversity or your organization's loudest critics.</p> <p>4. Evaluate and address the perception of many that the application and enforcement of the law is not equitable and fair in all communities. A key part of this is the analysis of the entire criminal justice system to include transparency, rates of incarceration, policing, and fair sentencing.</p> <p>5. Integrate into its work a public dialogue with a goal of developing tangible next steps and bridges of understanding between various minority and majority organizations.</p>	
36				National Sheriffs Association	Funding; Procedural Justice	<p>1. Direct, stable, and sustainable sources of funding.</p> <p>2. Limit advancing technology; funding should include updates of all latest technology.</p> <p>3. Training to protect the privacy and civil rights of residents must be a necessary part of the funding and training for the rollout of all new technology. This issue alone has created a huge gap in trust between law enforcement and residents—who assume there are no limits to surveillance by police and inadequate protections for their privacy.</p> <p>4. Distinguish and implement a system that better distinguishes between what is addiction or bad behavior versus what is criminal conduct that warrants incarceration. We should entertain a full discussion on sentencing, sentencing alternatives, and providing the means and resources necessary for successful reintegration and transition.</p> <p>5. Law enforcement needs additional community resources, mental health beds, and alternatives to criminalizing mental illness.</p> <p>6. Educating residents about the role and responsibilities of courts and juries, and the constitutional rights and protections to which we are all entitled.</p> <p>7. Community should continue DARE programs and fund youth oriented activities.</p>	
37				PICO National Network	policies and procedural justice	<p>1. Condition all Federal Law Enforcement funding to include the mandate found in the Violent Crime Control and Law Enforcement Act requiring annual reporting about the use of excessive force by local, state and federal law enforcement.</p> <p>2. Ask DOJ to undertake an extensive and comprehensive investigation into the systemic abuses by police departments and make specific recommendations for police training and community engagement strategies.</p> <p>3. Ask that the Department of Justice condition Byrne JAG funding and other grants to state and local law enforcement agencies on adoption of recommended training and community involvement strategies, a first step could be to condition dollars specifically for cities currently or previously under DOJ investigation.</p> <p>4. The avoidable shooting and killing or otherwise murdering of an unarmed citizen who does not have an outstanding warrant for a violent crime should be a federal offense.</p> <p>5. Choke holds and chest compressions by police (what the coroner lists as the official cause of death for Eric Garner) should be federally banned.</p> <p>5. All police officers must wear forward-facing body cameras while on duty. They cost just \$99 and are having a significant, positive impact in several cities around the United States and the world. Turning them off should warrant immediate termination.</p> <p>6. A trusted 3rd party business should monitor and store all videos from forward facing cameras.</p> <p>7. Suspensions for violations of any of the above offenses should be UNPAID. If a third party</p>	

#	Last Name	First Name	Title	Organization	Themes	Recommendations	Tactics	Best Practices
1	n/a	n/a	n/a	American Friends Service Committee	Increasing militarization of policing and the disparity in treatment of people of color.	<ol style="list-style-type: none"> 1. The Department of Justice must fully investigate officers and bring civil rights charges when applicable. 2. Individual states, through the Governor's office and/or state assembly, must appoint special state prosecutors who can fairly judge law enforcement matters without the burden of institutional relationships with the police. 3. The insidious supply of military grade equipment and weapons, as well as military inspired policing tactics, should be terminated for use in local policing. 4. Strengthen civilian review boards. 5. Police behavior and culture must be modified in ways that ensure the highest standards of public accountability. 6. Dashboard and body cameras should be implemented to safeguard the safety of officers and the public. 7. All officers should receive training in non-violent conflict resolution, how to interact with people different from themselves, positive community engagement practices, and communication skills. 	This includes the power to subpoena law enforcement officers and to compel testimony; to engage in independent investigations; to hold fair and impartial administrative trials; and to enact penalties independent of police department review. Boards must be independent from the police department, be fully funded to carry out their mission, and allow for direct participation of community members.	
2	n/a	n/a	n/a	Amnesty International	Patterns of abuse; Reliable and credible data collection	<ol style="list-style-type: none"> 1. The Justice Department to fulfill its mandate under the Police Accountability Act provisions of the Violent Crime Control and Law Enforcement Act of 1994. The Justice Department should compile and regularly publish detailed national data on police use of force (including all police fatal shootings and deaths in custody), with analysis of patterns of concern and policy recommendations. 2. The federal government should increase its use of Title VI of the Civil Rights Act of 1964 to seek to eliminate racially discriminatory treatment by law enforcement agencies. Funding should be contingent upon agencies which engage in discriminatory practices taking effective steps to eliminate them. 3. Congress should pass the End Racial Profiling Act, the National Criminal Justice Commission Act, the Stop Militarizing Law Enforcement Act, and the Law Enforcement Torture Prevention Act. 4. All allegations of human rights violations and other police misconduct should be fully and impartially investigated, in line with best practice for such investigations. All officers responsible for abuses should be adequately disciplined, and, where appropriate, prosecuted. 5. There should be greater transparency in the investigation of complaints of human rights violations. Complainants should be kept informed of the progress of these investigations. The outcome of all criminal, disciplinary and administrative investigations into alleged violations, and into all disputed shootings and deaths in police custody, should be made public promptly after the completion of the investigation. 6. Police departments should provide information on the internal disciplinary process by publishing regular statistical data on the type and outcome of complaints and disciplinary 	<p>be able to conduct regular audits of the police internal complaints and disciplinary process and, where necessary, conduct their own investigations; have the power to require witnesses to appear and to insist on cooperation from police departments and individual officers;</p> <p>require police agencies to provide information on action taken in individual cases, with reasons for inaction;</p> <p>have the authority to review and make recommendations on policy and training;</p> <p>provide detailed public reports, at least annually, giving relevant data, including the type of complaint and the race and gender of the complainant and the accused officer;</p> <p>publicize the complaints procedure within the community and ensure that it is accessible to the public; information about complaints procedures should be prominently displayed in all police stations.</p>	
3	n/a	n/a	n/a	CALEA	Police and community accountability; community engagement; accreditation	<ol style="list-style-type: none"> 1. Promote standards and accreditation programs for all law enforcement agencies. 2. Annual reviews of compliance. 3. Leverage technology to support agencies in collection of data for informed policy decisions. 		
4	n/a	n/a	n/a	Color of Change	Use of force; Police hiring, retention	<ol style="list-style-type: none"> 1. Create stricter policies to deter use of force. 2. Implement victim services programs. 3. Increase community engagement and oversight. 4. Increase sensitivity training. 		
5	n/a	n/a	n/a	Dellums Commission National Collaborative for Health Equity	Use of force; Transparency and accountability	<ol style="list-style-type: none"> 1. Mobilize communities to ensure broad publication of use of force guidelines. 2. Publicize opportunities for public input. 3. Require review of cases where guidelines are potentially violated. 4. Ensure that police wear body cameras, and that video from these cameras be made publicly available in cases of questionable conduct. 5. Advertise policies for disciplining officers who violate guidelines. 6. Ensure that transfers of U.S. military equipment to local law enforcement be severely curtailed or stopped, except in cases of extreme need. 7. Ensure that federal grants provided by the Department of Justice (DoJ) require police training on implicit bias, racial anxiety, and masculinity threat. 8. Ensure DoJ data collection on police involved deaths. 9. Require that a special prosecutor investigate and weigh indictments of police involved deaths. 10. Call for a Uniform Crime Reporting (UCR) index. 		
6	n/a	n/a	n/a	Streetwise and Safe (SAS)	End profiling and abuse of LGBT population	<ol style="list-style-type: none"> 1. Pass and implement LGBT-inclusive anti-profiling measures <p>a. In a historic move, the U.S. Department of Justice recently expanded the ban on racial profiling by federal law enforcement agents to also bar the use of sexual orientation, gender, or gender identity, along with national origin and religion, to any degree in the initiation of law enforcement interactions. However, the revised guidance includes broad exceptions that dampen the effect of these important protections, including carve-outs for Customs and Border Patrol, Transportation Security Administration, and certain terror investigations, which are simply unacceptable. We urge the Administration to expand these protections to reach all federal and federally funded law enforcement activities, including and especially those that target Muslim communities and take place at our borders, which until all too recently were closed to LGBT immigrants. We also urge the Administration to work with Congress toward the passage of an End Racial Profiling Act that includes protections on the basis of gender, sexual orientation, and gender identity.</p> <ol style="list-style-type: none"> 2. End the use of condoms as evidence of all prostitution-related crimes 		

						<p>a. In a number of places across the country, police and prosecutors regularly engage in the practice of using or confiscating condoms on persons, their businesses, or as evidence of prostitution-related crimes.xvConfiscating or listing condoms as evidence of intent to engage in prostitution-related offenses is a gender- and sexuality-specific form of racial profiling resulting in the harassment of LGBT youth and adults of color, as well as women of color more generally, who are disproportionately profiled as trading sex. Continued use of the mere possession or presence of condoms as evidence acts as a powerful incentive for LGBT youth not to carry condoms, as well as for exploiters to deny access to condoms to those they are exploiting – placing trafficking victims at even greater risk. The threat of arrest for possession or presence of condoms also creates a disincentive to sharing and distributing condoms among and to youth in the sex trades, putting their health and lives at risk. We urge the Administration to work with the Department of Justice issue and publicize guidance condemning the reliance on mere possession or presence of condoms as evidence of intent to engage in criminal activity, and encouraging local law enforcement agencies to adopt policies prohibiting this practice.</p>		
						<p>3. Set nationwide standards for treatment of LGBT people in custody</p>		
						<p>a. We urge the Administration to work with the Department of Justice to aggressively pursue enforcement of existing PREA standards for police lock-ups, and to extend the definition of "lock-ups" contained in the PREA regulations to include police cars and other temporary locations of police detention. We also urge the Administration to work with the Department of Justice to amend PREA regulations to include an explicit prohibition on searches for the sole purpose of determining genital characteristics in police lock-ups.Finally, the Department of Justice should promulgate guidance for local law enforcement agencies relating to placement, searches, and interactions with transgender and gender non-conforming individuals consistent with those contained in NOPD and PRPD consent decrees, and make adoption of policies consistent with the guidance a condition of receipt of Federal funding.</p>		
7	n/a	n/a	n/a	Team Kids	Improve Community relationship through youth activities	<p>1. Improve Police-Youth Relations Through Positive One-on-One Interactions.</p>	<p>a. Each year, Team Kids provides a positive one-on-one experience between police officers and the children and mothers residing in a local, confidential domestic violence shelter. In December of 2014, Team Kids held its 8th Annual Shop With a Cop, bringing together the residents of the Irvine-based Human Options and the Irvine Police Department under the roof of the Irvine City Hall for a festive, intimate holiday event. This year, 23 officers met with 32 children and 13 mothers from Human Options to get the children's holiday wish lists. The police officers shopped for the kids' toys while the mothers and children made crafts.</p>	
						<p>2. Transform Youth-Police Relations and Build Trust Through School-wide Collaborative Community Engagement.</p>	<p>a. The purpose of the Team Kids Challenge is to shift the youth-adult paradigm, particularly the youth-police paradigm. Police officers first come to elementary schools during school hours for a kickoff assembly. Team Kids coaches tell the children they are exactly the right age and size to help make the world a better place.4 Then police explain what they do for the community and tell the children they cannot do it alone and that they need the children's help, thus placing the children on an equal playing field as partners in their work. Police and Team Kids coaches explain the weekly challenges the children will be taking on as a school-wide team. Then police specifically ask the children, "Can we be on your team?," sending the ultimate message of the paradigm shift. During the assembly slideshow, police include a photograph of themselves outside of their uniform, engaged in activities outside of their active duty, to show the children that they are simply people just like the children.</p>	
						<p>3. Reinforce Positive Youth-Police Relations and Community Trust with Community-wide Programs</p>	<p>a. Founded in 2005 after Hurricane Katrina, the Team Kids LemonAID, our flagship community-wide project, empowers children to engage entire communities to help victims of natural disasters.12 LemonAID mobilizes children to work alongside police to raise donations for those in need around the world, particularly after natural disasters and large-scales catastrophes. Local law enforcement partners issue a call to serve to children within their community and encourage them to register their LemonAID stand online at Team Kids' website. Local police agencies develop a route of all LemonAID Stands in their community, share the route during briefing, and then deploy units to stop at all stands to congratulate children for serving as compassionate leaders. This one-on-one interaction helps youth realize the powerful role they play within their communities, in partnership with their public safety heroes.</p>	

8	n/a	n/a	n/a	Santa Fe College and the Santa Fe College Police Department	Partnerships with community organizations and college campus for crime prevention	<ol style="list-style-type: none"> Brand recognition through printed materials, weekly email newsletter, neighborhood notices. Create Community Policing Partnerships. <ol style="list-style-type: none"> Get internal staff involved in watching and reporting. Attend student government meetings and conduct student training workshops on safety Provide campus vendors with crime-prevention training (book-store staff, catering, etc.) The college has several formal mutual aid agreements with local law enforcement. Offer RAD (Rape Aggression Defense) Course on campus Train officers in trauma treatment, field work, and interview and interrogation practices. Provide CIT (Crisis Intervention Team) Training to build clear judgment in a shooting-response scenario. Increase personnel at dispatch center Campus programs and safety weeks to educate students about staying safe and contacting PD <ol style="list-style-type: none"> Model after "Safe Santa Fe Days" a week where officers table at events the first week of the Fall Semester, handing out bookmarks with a QR code and brochures and safety tips. Provide "Alcohol Awareness Week" and "Spring Break Safety Week" on campus 	
9	Abraham	Robert	Chair	Gang Resistance Education And Training (G.R.E.A.T.) Program	youth crime, gang prevention; police legitimacy among youth.	<ol style="list-style-type: none"> assist youth to develop positive relationships with law enforcement. Increase pro social involvement by youth. assess community risks Utilize the GREAT program within schools to be implemented by law enforcement. 	
10	Agnew	Philip	Executive Director	Dream Defenders	Change policing policies	<ol style="list-style-type: none"> Eliminate the 1033 Excess Property Program and place strict limits on the transfer and use of military equipment by local law enforcement departments; End the use of language such as the "war on drugs" to describe domestic policies and the tactics which follow from these programs; Refrain from using militarized "hot spot" policing methods that use military tactics against American citizens as if they were enemy combatants. Pass the End Racial Profiling Act. 	
					Remove federal funding	<ol style="list-style-type: none"> Defund police departments that engage in discriminatory policing practices 	
					Assessment and data collection	<ol style="list-style-type: none"> Complete a comprehensive review of data collection practices by local law enforcement and the development of a new data collection system that allows for annual reporting of data on the disaggregated rates of stops, frisks, searches, summonses, and arrests. 	
						<ol style="list-style-type: none"> Create best practices for data collection, use of force and community collaboration and condition federal funding on their adoption and excessive use of force. 	
						<ol style="list-style-type: none"> Develop a review trigger based on departments' refusal to report data on excessive use of force or policing practices and withhold funding when law enforcement agencies do so. 	
11	Bandelet	Monifa		Communities United for Police Reform	police legitimacy; use of force; profiling, policies	<p>Policy and practice</p> <ol style="list-style-type: none"> End to broken windows, and other discriminatory and abusive policing policies. Establish meaningful police-community initiatives designed to ensure that organizations led by and for communities impacted by discriminatory and abusive policing have a formal and structured role in reform and in identifying safety needs. Standardized use of force policies that seek to eliminate excessive use of force and incentive deescalation. End the use of condoms as evidence of all prostitution-related crimes. An immediate demilitarization of local and state police. Federal government should immediately suspend the Section 1033 program that provides military surplus equipment and weapons to local police forces. A full and public audit should be conducted of the program to date. Federal government should revoke federal funding to local police departments found to engage in discriminatory practices under Title VII of the Civil Rights Act. Expand, pass, and implement anti-profiling measures, such as the End Racial Profiling Act (ERPA), to be include race, ethnicity, religion, national origin, as well as age, gender, gender identity or expression, sexual orientation, immigration status, disability and housing status. Obama Administration should develop, legislate, and enact a National Plan for Racial Justice that address persistent and ongoing forms of racial discrimination and disparities that exist in nearly every sphere of life including: criminal justice, employment, housing, education, health, land/property, voting, poverty and immigration. 	

12	Berman	Greg		Center for Court Innovation,		<p>1. Spread community justice</p> <p>2. Promote procedural justice.</p> <p>3. Facilitate informal interactions between police and local residents</p> <p>4. Invest in alternatives to incarceration.</p> <p>5. Foster buy-in at all levels of police departments to improve relationship building.</p> <p>6. Improve environmental design of waiting areas, including cleanliness, language on forms, signage...to improve public perception and trust in justice.</p> <p>7. Focus on victims and improve or enhance victim services.</p> <p>8. Invest in research to document both the process of implementation and the impacts on community conditions and resident perceptions, with a particular focus on specific populations of interest (e.g. victims, teens, arrestees, immigrants, communities of color).</p> <p>9. Encourage research and use of innovative approaches to building trust within the community.</p>	<p>1. All persons within the legal system that come in contact with a defendant should communicate in plain English (rather than using abbreviations and legal shorthand), making eye contact, offering clear explanations of the rationale for official decisions, and providing opportunities for defendants to tell their side of the story, both in and out of the courtroom. (For example, we have created a peacemaking program that uses a non-adversarial approach adopted from Native American traditions to resolve selected cases.)</p> <p>2. Engage local residents and justice system actors in meaningful joint work – advisory boards, community service projects, “call-in” forums, police-teen dialogues, etc. Police departments that have not created such mechanisms should be encouraged to do so.</p> <p>To transform the relationship between police and aggrieved communities will require buy-in at all levels of local police departments, from leadership to frontline officers.</p>
13	Blackwell	Angela	Founder, CEO	Policy Link	Community policing; police use of force	<p>Implement resources developed by PolicyLink to</p> <p>1) strengthen community relationships with police, and</p> <p>2) reduce police force through community-centered strategies.</p>	
14	Coffield	Faye		CJ Federal Task Force	recruitment of diverse police force; procedural justice; racial reconciliation	<p>1. Develop An Internal Recruitment Program.</p> <p>2. Recruit from non tradition sources, i.e. colleges, universities, specialized fields, faith leaders, youth workers</p> <p>3. Increase Financial and Benefit Incentives.</p> <p>4. Improve The Public Image of Police Among Ethnic Groups.</p> <p>Procedural Justice</p> <p>1. Creation of a Federal Police Oversight Agency.</p> <p>2. Internal Affairs Units should contain trained civilian investigators.</p> <p>3. Appoint special prosecutors</p> <p>4. Enforce Monetary and Other Penalties for Police Departments with Repeated Patterns of Abuse and Misconduct.</p> <p>Racial Reconciliation and Community Engagement and Dialogue</p> <p>1. Departments must stop using the same civil rights, community and religious leaders to address the concerns of the community. Through COP efforts must be made to continually develop new voices within the community to address issues.</p> <p>2. The Departments must hold regularly scheduled open meetings with the community.</p> <p>3. Create one stop mini precincts increasing easily access by community.</p> <p>Improving Police and Juvenile Relationships</p> <p>1. Develop and implement outreach programs that build relationships with young and teen children of color.</p> <p>Role of Police Unions and Line Officers in Building Trust.</p> <p>1. Departments must begin to place more emphasis on patrol officers creating relationships within the community instead of merely responding to calls for service.</p>	<p>1. Provide money and/or time off to existing officers for referring successful candidates. Departments should also use programs such as Police Explorers and PAL programs to prepare and obtain suitable ethnic candidates. Additionally, qualified current non-sworn employees should be solicited for transition to officers.</p> <p>2. The Police Athletic League. Many larger Departments have some form of PAL program. PAL programs provide positive police contacts which result in strong and positive lines of communication between the community and the Department. PAL can also serve as an employment gateway to the Departments.</p> <p>3. The Midnight Basketball League (MBL) started in the late 1980s for youths 18-21. This should be one of any Department’s target ages because of increases in criminal activity among them. The goals of MBL is not only keeping young men off the street and crime free, but to prepare them for the challenges of life. Participants were required to participate in classes before the start of the basketball game. Like PAL, MBL can serve as a recruitment tool for the Department.</p> <p>4. Police Explorer Programs although not as popular as they once were the Police Explorer program is not only a wonderful community relations tool. It is also a gateway to police careers.</p> <p>5. Non-Traditional Programs. I was once a Atlanta Police PAL officer. However, I do not play sports. I developed programs and activities, often with help from participants, for those who did not want to participate in</p>
15	Corson Lake	Jill	Director of Global Advising	Parsons The New School for Design in New York	Community Dialogue	<p>1. Convene restorative justice meetings in communities throughout the country involving citizens, police officers, and facilitators. Convene in every city where a police officer has killed a person of color.</p> <p>b. People who have specialized in conducting these meetings: Adam Kahane, Chairman of Reos North America, The Public Conversations Project of Watertown, Massachusetts, Otto Scharmer, senior lecturer at the Massachusetts Institute of Technology’s Sloan School of Management,</p>	
					Police Leadership Development	<p>1. Implement a nationwide training program in which trainees and veteran police officers must engage in methodological belief exercises to temporarily stand in another person’s shoes and to understand the world through that person’s point of view and frames of reference. Model on the Washington State Police Academy’s new program.</p> <p>a. Specialists who can engage on issues relating to PTSD, trauma, biases regarding race, the science of racial prejudice, etc.: Bob Doppelt, Executive Director of the Resource Innovation Group, The Garrison Institute, which leads Contemplative-Based Resilience Training, Michael C. Johns, Director, Veterans Services Department, Foxborough, MA,</p>	
16	Couper	David	Retired Chief of Police	Minneapolis PD	Education requirements for leadership	<p>1. Police must be led by highly educated and developed men and women that are committed to a leadership style that is collaborative and avoids coercion and disrespect.</p>	
					Diversity	<p>2. Police personnel must be as diverse as those they serve.</p>	
					Community-oriented a policing a priority	<p>3. The original ideas and concept of community-oriented policing must rise above all other methods of delivering police services. It can no longer be an optional way of delivering police services. It must be the primary method of service delivery by our nation’s police.</p>	
					Police-appointed bargaining structure	<p>4. Police chiefs should appoint the head of their bargaining or representative police organization to their management team.</p>	
					Issue official apology	<p>5. Police must apologize for the past and work to seek forgiveness for their past behavior.</p>	
17	delOne	Madeline	Executive Director	The Innocence Project	Scientifically verified evidence and testimony	<p>1. Scientifically eyewitness identification procedures that reduce suggestion and bias. Mistaken eye-witness identification is the single most common factor in wrongful convictions.</p> <p>a. Double-blind lineup and photo array procedures</p> <p>b. Proper composition of the lineup</p> <p>c. Standardized witness instructions.</p> <p>d. Documentation of Witness confidence judgments</p> <p>2. Mandatory electronic recording of investigations.</p>	

					Assessment			
18	Eisen Fortier	Lauren-Brooke Nicle	Counsel, Justice Program; Counsel, Justice Program	The Brennan Center for Justice at NYU School of Law	<p>Recommending New Priorities and Performance Measures for Police; Shifting Federal Funding toward New Priorities; Improving Procedural Justice</p> <p>Improving Procedural Justice</p>	<p>3. Participate in the Sentinel Events Initiative review by the National Institute of Justice.</p> <p>Recommending New Priorities and Performance Measures for Police</p> <p>1. The Task Force should issue a model set of priorities.</p> <p>2. These priorities should entail corresponding success measures that local police can use to measure whether those priorities are achieved.</p> <p>Shifting Federal Funding toward New Priorities</p> <p>1. The President and executive agencies, recast these federal criminal justice grants in a model called "Success-Oriented Funding."</p> <p>2. The Task Force should recommend that the President and executive agencies ensure federal criminal justice grants align funding with policy priorities.</p> <p>1. Ensure videotaping of eyewitness identifications.</p> <p>2. Ensure videotaping of custodial interrogations.</p>	<p>Measures for reducing incarceration can include: the increase in percent of misdemeanor arrests issued desk appearance tickets or citations. Measures for reducing recidivism can include: the increase in arrestees screened for mental health/drug addiction within 24 hours of arrest.</p> <p>The Administration review and revamp all federal grants that support law enforcement to better focus on 21st century policing priorities. Where grants do not encourage 21st century policing practices, federal agencies should implement a Success-Oriented Funding model to the extent allowable by their executive authority.</p>	
19	Fachner (et al)	George		CNA	Use of force;	<p>Establish a National Center for Police Shootings and Deadly Force Research, Training, and Technical Assistance to study the prevalence and nature of police deadly force encounters nationwide.</p> <p>1. Creating a Framework for Multi-Agency Examination of Police Use of Deadly Force</p> <p>2. Create a deadly force database to be used for research, training and education.</p>		
20	Fagan	Jeffrey	Professor of Law	Columbia Law School	Police accountability	<p>1. For police executives, training is an important response to crisis and criticism. But training begs the critical question of whether officers are held accountable for the rules and laws on which they are trained. What happens to police when they violate rules and procedures is critical to developing incentives to follow policy rather than the internal social culture of policing. Stronger and visible accountability mechanisms contribute to the perceived legitimacy of the police. The most heavily policed populations tend to believe that police are held to a different standard, that they can and routinely do avoid discipline or punishment for infractions both large or small.</p> <p>2. Transportation, medicine, and child welfare are public service domains where mistakes are occasions for learning. Many school districts have internalized metrics for learning from performance through an inward look at teaching and school design. Industry does it routinely. In each of these domains, this process is ongoing and utilized.</p> <p>Why not police? In an era celebrating data and metrics, the analysis of court cases that produced settlements is rare. The costs of litigation are externalized to taxpayers, and the difficult and uncomfortable process of introspection is avoided. Modern institutions use failure as an opportunity for learning: to see warning signs that were missed, to understand how decisions can be reshaped to prevent failure, to identify information needs that can improve methods.</p>		
					Community advisory board	<p>3. The interactions of local groups with police presents opportunities for democratic regulation, with the police as central actors in the process. What is regulated here is less what the police do, than the joint production of security through local institutions. Think, for example, about collaborations of parent associations with school safety officers to assess how to make schools safe and productive settings. Police are stakeholders in the process, but so too are community groups, academics, families, and other professionals.</p>		
21	Fridell	Lorie	Associate Professor of Criminology	University of South Florida	Science-based Training	<p>1. Law enforcement executives need information and other resources so that they can implement science-based policies and practices to promote fair and impartial policing. The COPS Office has supported the creation and dissemination of a 1.5-day training program for executives and community stakeholders that does just this. Trainees learn about the science and then about a "comprehensive program for producing fair and impartial policing." The participants leave the training with preliminary action plans. This program, or ones like it, needs to reach more agencies. Additionally, technical assistance is needed as follow-up to the training to facilitate the implementation of the elements of a comprehensive program.</p> <p>2. Law enforcement agencies should provide science-based "biased policing" training to all personnel. Training for personnel needs to increase officers' knowledge of the modern science of bias and then impart relevant skills for producing bias-free behavior. Indeed, the good news from the science is that implicit biases are malleable and controllable; the researchers have identified various mechanisms that can be used to thwart either the activation of biases or at least the application of them in the form of behavior. In other words, individuals can be trained to reduce and manage their biases. All police personnel need to learn about the modern science of bias and acquire the individual-level skills for reducing and managing biases. In the COPS-sponsored Fair and Impartial Policing curricula for academy recruits and/or in-service patrol officers, trainees learn about the science and acquire skills through highly interactive and experiential sessions.</p> <p>3. Scenario-videos that are used to train use-of-force judgment should incorporate scientifically-supported elements that can reduce bias in the application of force.</p> <p>a. Resources should be made available to agencies so that they can provide frequent, scenario-based, use-of-force judgment training to their personnel.</p> <p>b. Research should be conducted to identify the frequency and dosage of science-based scenario training that is required to reduce/eliminate biased use-of-force decisions and the results should be used to develop standards to guide agencies.</p>		
22	Ford	Johnny	Mayor	Alabama Conference of Black Mayors (ACBM)	Use a new science of Humaculture to change education and a cradle-to-grave development program	<p>1. Create an Office of Innovation (on the Microsoft model)</p> <p>a. Use this office to create and share new research</p> <p>2. Create the American Sisterhood Institute</p> <p>b. Use the institute to empower women and mothers, teaching them about imprintation and nurturing of babies.</p>		

23	Garcia	Ethan	Youth Specialist	Identity, Inc., Montgomery County, MD	Improve police and youth relations	Police officers as mentors, police participation in community events, more involvement in schools, strong positive presence in the community, empower youth to become leaders in their communities.	Cultural competency, language competency for police officers
					Hire a diverse workforce in order to build a culture of transparency	Provide culturally appropriate health, social and emotional support services. This includes a collaborative network with community organizations through direct services and linkages to other social service providers.	
						Should be a strong concentration on helping underserved and minority youth and their families succeed instead of just holding them accountable for when they fail.	
24	Ginyard	Fred	Organizing Director	Fabulous Independent Educated Radical for Community Empowerment, FIERCE (NYC)	Racial and gender profiling of LGBTQ youth	<p>End Discriminatory Policing Practices</p> <p>a. End the use of Broken Windows Theory to create and implement police policy</p> <p>b. End the use of Quality of Life Laws</p> <p>2. End the Criminalization of Runaway and Homeless LGBTQ Youth</p> <p>a. End the use of Status Offense to criminalize runaway and homeless LGBTQ youth</p> <p>3. Federal Oversight and Transparency of Policing Practices</p> <p>a. Establish independent federal oversight committee on policing practices</p> <p>b. Ensure local police data and stats are open to the public and disaggregated by age, race, gender</p> <p>4. Increase resources and access to safe spaces and employment opportunities for LGBTQ Youth</p> <p>a. Increase funding for services and beds for homeless youth</p> <p>b. Re-authorize the Federal Runaway and Homeless Youth Act with non-discrimination policy mandate.</p> <p>c. Increase the number of slots available for youth in job development programs. Ensure that all slots mandate have adopted similar state employment non-discrimination policies to protect LGBTQ youth.</p>	
25	Green	Virgil (Babatu)	Chief, Chair	Future America National Crime Solution Commission	Help law enforcement understand the histo-cultural side of crime, and institute a model-neighborhood approach to break the cycle of crime by using a "before-the-fact" approach to combatting it.	<p>1. Train the police to be the anchoring part of a team assembled to take care of babies and to make sure the community is healthy mentally and physically.</p> <p>2. Coordinate the community plan and the new role for police through an Office of Innovation that is manned by at least one person. Make use of specially designed New Knowledge Forums to begin the community's re-education on the team approach to raising babies.</p>	
26	Hayes	Louis	Police Officer	Retired	Training practices for officers	1. We need REALISTIC training in mental health situations, risk assessment and management, incident strategy, and non-criminal interventions.	
					Educating the community	2. Teach the community about the differences in law and policy, how human psychological factors are at play in these stressful events, and about the justice system at large.	
27	Herring	Maulin Chris	Trainer/Consultant	Public Safety	Changing the negative perception of Black/African American male	1. Involve black men in police athletic leagues, citizen police academies, mentoring programs, officer hiring boards, office promotion boards.	
					Long-term community engagement	<p>2. Local Law Enforcement agencies must commit to long-term community engagement plans that include: Elected Official Commitment</p> <p>Public Departments Commitment (parks and recreation, public works, planning, community development, etc.)</p> <p>Law Enforcement Organization Assessment for Community Engagement</p> <p>Preparedness (Complaint Reporting/Tracking, Early Warning, Performance Appraisal Systems, Patrol Deployment, etc.)</p> <p>Community Wide Strategy Meeting That Leads To Working Groups Based On: Community Strengths, Community Challenges and Community Opportunities</p>	
29	Jones-Brown,	Delores	Professor	Department of Law Police Science and Criminal Justice Administration	Neighborhood Policing: A Path to Safe, Respectful and Effective Policing	<p>1. Mandate the piloting of neighborhood policing in urban police departments. a. pilot in one or more of precincts/districts where it can be evaluated, adjusted and expanded. b. require the police department to share its power with the public.</p> <p>3. This will start with identifying examples of departments in which "best practices" are taking place. This would include departments currently under or successfully concluded DOJ consent decrees. Where a review of literature or other documentation is not enough, some site visits and possibly data analysis may be needed.</p>	Most jurisdictions have some structures in place, such as community liaison's and periodic community meetings that should facilitate the implementation process.
					Identify best practices		
					Assessment	4. Assess individual departments. criteria will need to be analyzed to determine a department's overall "fitness." The Massachusetts Police Accreditation Commission (MASSPAC) which has for more than 20 years been performing services similar to CALEA, is a logical starting point for measuring the quality and quantity of policies and procedures department have adopted. Expanding on MASSPAC's verification efforts, the IRJ and MPI will develop ways to document actual implementation of such policies. Other criteria will require adopting new assessment tools ranging from data submission to on-site verification.	
						5. Collect Meaningful data. Both internal and external sources of data will be needed to understand how well a department is operating. While periodic spot checks will be needed during the implementation of this effort, it is important to leave departments with the tools to continue to measure their own conditions and document progress on a permanent basis.	

					Mandatory Training	6. This is another reason why a statewide approach can produce greater results. While a few of the larger departments conduct their own academies and other training, Massachusetts has a state agency – the Municipal Police Training Committee [MPTC] – that is charged with training all municipal police officers (and others), providing recruit, in-service and specialized courses. The MPTC has done the best it could with nearly the lowest per officer training budget in the nation. It does not own a single academy, has no full-time trainers on staff, and has not updated its curriculum for nearly two decades. It is fair to assume that this project will identify areas that with increased funding improvements can definitely be made.		
					Federal funding	7. Working with the Supervisory Group, especially key state legislators, the project must identify a realistic way to maintain the self-evaluation, policy updating and related training that are identified as essential to achieving and maintaining policing best practices.		
					Evaluate outcomes	8. Much the same way as MPI has tried to evaluate its training efforts over the years, the IRJ will study whether the departments conducted and will continue to engage in a thorough self-evaluation, adopting proper policies, coordinating these with training, and making a difference in the lives of their citizenry. Objective measurements of crime statistics alone are not enough. Citizen surveys, measuring levels of trust, perceived bias, and commitment to true community policing principles will be needed.		
30	Knee	Stanley	Chief of Police	Austin PD	COPS establish national standards of training	1. The Office of Community Oriented Policing with input from law enforcement, scholars and elected officials develop standards for hiring, equipping and training, both new officers, and for supervisors, managers chiefs of police. In order to receive any federal criminal justice funds these standards would have to be adopted by the state. a. The COPS Office fund regional training centers throughout the to provide no cost instruction to law enforcement personnel from agencies seeking to meet these standards b. Of special interest is training for supervisors, managers and of police that provide them with skills and a forum for a review of best practices developed by other agencies c. COPS re-establish the educational assistance program offsetting cost of law enforcement officers attending college similar to the benefit given our military.		
					Funding for forensic laboratories	2. The Office of Community Oriented Policing set standards for funding forensic science laboratories used by law enforcement. a. Law enforcement understands the importance of forensic science in proving the guilt or innocence of individuals. We have also been saddened by local budgets that do not provide funding for the analysis of rape kits and other scientific work on evidence or providing for laboratories that can properly analyze evidence. There are also instances of falsification of results, improper storage of evidence rendering it useless for scientific work. These standards and the dollars that would go with them would significantly increase law enforcements ability to prevent crime and bring those responsible to justice.		
32	McCaulay	R. Paul	Police Officer/Educator	Academy of Criminal Justice Sciences	Accountability with the police force	1. Apply "broken windows" approach WITHIN the police force. service itself. The police service must not accept minor police officer misconduct but rather it must actively address basic "quality-of-police life" factors—a key role of the first line supervisor. It is becoming clearer that, if not addressed by management, minor police operational misconduct, such as calling a citizen a mother f---er, not carrying flashlights during daylight hours, approaching an armed suspect without using available cover, not wearing the uniform hat as a means of announcing police presence, or multiple officers acting independently rather than as a coordinated team with a lead officer "communicating-giving direction" can and have created major incidents and patterns of misconduct including the unnecessary use of force and even deadly force.		
33	McMurray	Harvey	Chair, Dept of Criminal Justice	North Carolina Central University	Community conflicts; research	1. Improve research on community conflict. 2. Increase participation of historically minority associations in research of community conflict.		
34	Mellis	Doug	Chief	MCOPA	Independent Oversight	1. Some type of oversight would be used, but avoiding some of the problems associated with some "monitors" and hopefully borrowing from lessons learned by the DOJ in its Consent Decree cases over the years. This group will include community representatives who are respected for their efforts at building trust between the local community and the police.		
35	Moe	Charlene	Program Coordinator	Center for Public Safety and Justice: University of Illinois	Reinstatement of COPS National Regional Institutes	1. The restructure and reestablishment of the USDOJ COPS National Regional Institutes for Community Policing, an alliance once established to provide comprehensive guidance, trainings and resources to law enforcement agencies and communities across the nation through a coordinated strategy.		
36	Nash	Toye	Sergeant	Phoenix PD	Use behavioral science research.	1. Expand research initiatives systems from a behavioral science. The DOJ includes these as a mandate condition for those law enforcement agencies under consent decrees. Many more agencies have chosen to be proactive by implementing such systems voluntarily, but struggle in doing so due to lack of consistency in early intervention philosophies.		
37	Pasco	James	Executive Director	National Fraternal Order of Police	More funding and more centralization	1. 5% of agencies employ 61% of the police force. Policing practices are not standardized. In order to achieve the goals of community-oriented policing, funding should come from every level of government. Higher offices should be held accountable, not individual police officers.		
					Increase diversity in workforce	2. Gather input from community organization and rank-and-file officers about best profile for police officer. 3. Do not engage in hiring practices of "diversity for diversity's sake." Do not compromise the good qualities needed for a good police officer. 4. Hold departments accountable for their efforts to hire and promote equitably from diverse backgrounds.		
					Leadership training	5. Focus training on leadership, rather than rank and file, who do not make agency decisions about departmental responses to things such as riots. 6. Teach leaders how to boost morale. 7. Politicians should support their law enforcement departments against the media. 8. Begin leadership training at the recruitment stage to build up good leaders for the future.		

						9. Teach executive leadership to have a good relationship with the Union. This boosts morale, and studies have shown that officers perform better when they know they can trust their union.		
					Procedural justice	10. Teach officers to treat the community with respect.		
					Community relations	11. Use organizations such as FOP, Boys & Girls Club, Shop with a Cop, Big Brother Big Sister, Police Athletic Leagues (PAL) to boost a relationship with the community.		
38	Price	Megan	Director	School for Conflict Analysis and Resolution	Insight Conflict Resolution training to achieve procedural justice in policing.	1. Bring Insight Policing based on RVIP (Retaliatory Violence Insight Project) to scale. 2. Develop an officer train-the-trainer program to make insight policing a sustainable component of agency practice. 3. Evaluate the impact of Insight policing on officers and police agencies		
						4. Evaluate the impact of Insight policing on community trust and police legitimacy		
39	Razer	Tess	Teacher	Brooklyn, NY	Police Training, Community Involvement, Police Tactics, Police Accountability	Police Training:-Police chiefs, captains, leaders, etc. should be elected by a board of community members. -Police training needs to be more rigorous (a model for that, is how teacher training has changed). This training should NOT be costly, as police are frequently working class people who should not be burdened with costly training. -Police training should not just be tactical. Police need to learn about the communities they serve, the communities' historical relationships with the police, it should be philosophical and focused on policing as a means of supporting and working on behalf of communities. -Currently in NYC most police are trained to shoot at the chest, stomach and head. Instead, police would be taught to shoot at the legs to avoid fatalities, but this would be seen as a very, last resort.		
						Community Involvement:-The police would answer to the community. All community members are to hold police accountable. -There would be community boards focused on police accountability and the police would have to answer to these boards--reports on arrests, stops, so that were not abusing their power to arrest. This would be the opposite of quotas checks. -There would be community mediating groups (like the Interrupters in Chicago) who would be on call to mediate and deescalate violence between gang members or just any community members. The police's first response would be to use these groups as mediators before any use of violence and aggression. The police would serve communities from which they come. Similar to school districting, police members should come from their communities so that they feel a greater sense of obligation to the care of the community. -In violent situations, the police would sooner risk their own lives before using deadly force.	We've been handing out whistles to community members so that they can blow the whistle on everyday police brutality and bullying tactics. The whistles are empowering, as community members will start to blow their whistle once they hear one being blown, and they give people a voice who are scared of the police. Ideally, the police would respect these whistles as an alarm to them not as confrontational.	
						Policing Tactics:-Stop and Frisks and Broken Windows policing would end. -Arrests would only be made when they were absolutely necessary. -The police would not ever have military-grade weapons or equipment. -The mentally ill and homeless would be helped by the police who would have departments just focused on finding shelters, free rehabilitation clinics, and free mental health care for these people who they serve.		
						Police Accountability in their use of violence: -If ever a police officer killed anyone (suspect, someone running away, in a struggle, a witness, anyone!) there would be no grand jury case to decide whether or not the case should be brought to trial. The officer would immediately be brought to trial. That officer would immediately lose his weapon and badge. -Reparations would be paid to all families who are victims of police violence at the expense of the police department, in every case. -All current officers who have murdered people will be fired, jailed and made to pay reparations of those families (this includes people murdered in police care).		
40	Ryan	Jula	Community Safety Initiative Director	The Local Initiatives Support Corporation (LISC)	Federal funding	1. Expand federal support for comprehensive, neighborhood-based efforts to reduce crime and interconnected challenges of poverty and disinvestment in ways that champion collaborative problem-solving among community, law enforcement and local government leaders. a. The Byrne Criminal Justice Innovation Program is an example of such an initiative for reasons cited above.		
					Law Enforcement Training	2. Expand opportunities for local law enforcement, particularly mid-level commanders and executives, to access training on how to build and sustain partnerships across sectors and with community leaders. a. Investment by BJA in the "Developer + Police =Results" materials developed by LISC, by COPS in the Building Our Way Out of Crime: The Transformative Power of Police – Community Developer Partnerships book authored by Bill Geller and Lisa Belsky, and a forthcoming COPS/LISC curriculum on developer-police partnerships are examples.		
					Incentivize law enforcement to follow procedures that build community trust	3. Encourage accountability of local law enforcement to employ collaborative problem-solving methods, and to reward those officers who successfully build alliances or pursue non-traditional responses to crime problems in partnership with community groups. a. Experiments with community-based Compstat and recognition by DOJ, IACP and Major Cities Chiefs of effective models are ways to support continued innovation in this area.		
41	Stout (etal)	Brett	Dr.	John Jay College of Criminal Justice	Communities of color report experiencing persistent and aggressive policing.	Discriminatory and abusive policing must end. False choices about safety must also end: it is not EITHER heavy police surveillance OR unsafe neighborhoods. WE know better alternatives exist. We deserve safe communities AND a style of policing that allows everyone of us to go about our day with dignity and respect.	The Morris Justice Project (MJP) documented the experiences with and attitudes toward policing in a 42-block neighborhood just east of Yankee Stadium in the South Bronx. Conducted collaboratively with neighborhood residents, the study, which began in 2011, features a participatory survey constructed entirely by the MJP collective that systematically sampled 1,030 members of the community. Researchers for Fair Policing (RFP), a collaboration with youth from Make the Road New York, began in 2012 also with the purpose of understanding experiences with and attitudes of police but this time with a specific focus on youth.	

					Communities of color express mistrust, fear, and anger towards the NYPD.	<ol style="list-style-type: none"> 1. The everyday experience of policing impacts the whole community. 2. Repairing trust between individuals, communities, and police requires addressing systemic racism in policing practices and policies. 3. Communities of color must be included in a democratic process of influence and oversight on how they are policed. 	Public safety is not solely about policing and the criminal justice system. Public safety involves vibrant schools, living-wage jobs, affordable housing, and overall socio-economic investment in low income and communities of color. Increased police surveillance and control does little to address the deeper roots of community safety.	
42	Stoudt (et al)	Brett		Public Science Project/Morris Justice Project (MJP)/Research for Fair Policing (RFP)	Community development	<ol style="list-style-type: none"> 1. Investing in community development is an important strategy for police reform. Public safety is not solely about policing and the criminal justice system. Public safety involves vibrant schools, living-wage jobs, affordable housing, and overall socio-economic investment in low income and communities of color. Increased police surveillance and control does little to address the deeper roots of community safety. Our research demonstrates that people's experiences of aggressive policing in gentrifying (and still disinvested) NYC is connected with other experiences of racialized dispossession. 	Community survey process	
					Community engagement	<ol style="list-style-type: none"> 2. Communities of color must be included in a democratic process of influence and oversight on how they are policed. 		
						<ol style="list-style-type: none"> a. A first step includes revitalizing the broken Civilian Complaint Review Board (CCRB)xiii. A second step involves facilitating structured conversations that evoke higher levels of thinking on policing. It is not enough to simply hold town halls for community feedback sessions. 		
43	Warren	Vincent	Executive Director	Center for Constitutional Rights	Use the NYPD as a model and example for keeping police force accountable.	<ol style="list-style-type: none"> 1. Immediate DOJ investigation into the killing of Eric Garner and Ramarley Graham 2. Independent analysis of the NYPD's disciplinary policies and procedures and the strengthening of systems to ensure accountability. 3. Passage of the Right to Know Act by the New York City Council;xiv 4. New York State Governor's Veto of S7801/A9853; 5. Granting of power to New York State Attorney General to independently investigate and prosecute incidents of lethal police violence. 6. Ending of aggressive and discriminatory enforcement of misdemeanor criminal and other quality of life laws, commonly known as or "broken windows" policing. 7. Support for and meaningful engagement by all stakeholders with the collaborative reform process in Floyd v. City of New York . 		
					National recommendations for DOJ	<ol style="list-style-type: none"> 8. Withdrawal of federal support and funding for municipal police departments who routinely engage in discriminatory practices. 9. Ending the Department of Defense's 1033 program; 10. Creation of a national database by the Department of Justice to track police shootings and other incidents of brutality and excessive use of force 11. Passage of the federal End Racial Profiling Act (ERPA) 12. End local, state and federal law enforcement's targeting of Arab, Muslim, and South Asian neighborhoods, businesses, mosques, schools, and organizations for surveillance, monitoring, and intelligence-gathering without particularized suspicion of wrongdoing. 		
44	Weinstein	Barbara	Associate Director	Religious Action Center of Reform Judaism	use of force; transparency	<ol style="list-style-type: none"> 1. Build a culture of transparency. <ol style="list-style-type: none"> a. improve data collection, b. Community oversight and involvement c. leverage technology and implement use of body cameras. 		

Name	Recommendations/Actions
Timi Burke	All police statistics be published monthly, every township, every law enforcement agency (eg, sheriffs as well)
Megan Price	Let's look to the War on Poverty's Community Action Programs to help communities "Grow Up."
Sameera Jade Daniels	Encourage media to highlight loving & mature role models. This is question of leadership.
Megan Price	On moving toward racial reconciliation in the US see Scott's new book "Crimes Against Humanity in the Land of the Free."
Marieke	The role that racial bias plays in policies directly effects the bias of police officers.
Marieke	Get the fck back up on the sidewalk = unacceptable way to speak to human beings in the line of duty.
MCC Washington Ofc.	Mass incarceration is the civil rights issue of the 21st century.
NCCCUSA	We recommend body cameras for police and for federal funding for communities that cannot afford them.
STOPHaus Movement	Every man and woman deserves fair tx by #police and all #corruption deserves #prosecution.
Mary Adams	If serious, terminate and prosecute officers who abuse those they are paid to "protect and serve."
SRO Brock	Properly trained SROs (NASRO model) along with a Com policing centric patrol force, combined with body cameras = Answer
SRO Brock	Correction: Verbal Judo (De-escalation training) is the the third component for success.
Emily Ingebretsen	We need a natl database for all killings/assaults against unarmed individuals by police.
Emily Ingebretsen	Dont support laws which you wouldnt kill for. Cops come ARMED to enforce laws.
Rachel	We need data collection to hold law enforcement accountable
The Virtus Group	If @policetaskforce wants change, must look to influential LOW-RANK LEOs. Top down change =unlikely.
The Virtus Group	Answer NOT in new tech or programs. Return to old fashioned relationships for safety!

City of Philadelphia	Michael_Nutter talks partnership w/ federal partners, police-community relations & holistic approaches to reduce crime
The Virtus Group	We (cops) need \$/resources for #MentalHealth care to PREVENT so many tragic deaths w/ LE contact.
Nancy Lockhardt, M.J.	Consult with Young Adults. Respect their knowledge.
Marc Krupanski	We need performance indicators that capture deescalation, effective discretion, & police legitimacy in communities.
George Fachner	Police need to understand communities in their social and historical context
Aubrey Whelan	Retrain police -- moving from an enforcement role to a community-building one
Carmelita	#StopSchool2Prison Pipeline#FederalMandateonAccountability
George Fachner	NAACPLDF: diversity is important but not a solution. Black and Hispanic officers not immune to #police culture
Marc Krupanski	For #21stCenturyPolicing we need performance indicators that capture deescalation, effective discretion, & police legitimacy in communities.
Aubrey Whelan	Lots of calls from panelists to retrain police -- moving from an enforcement role to a community-building one
Marvin Bing	Passage of the End #RacialProfiling Act and the Stop Militarizing Law Enforcement Act for #PolicingTaskForce