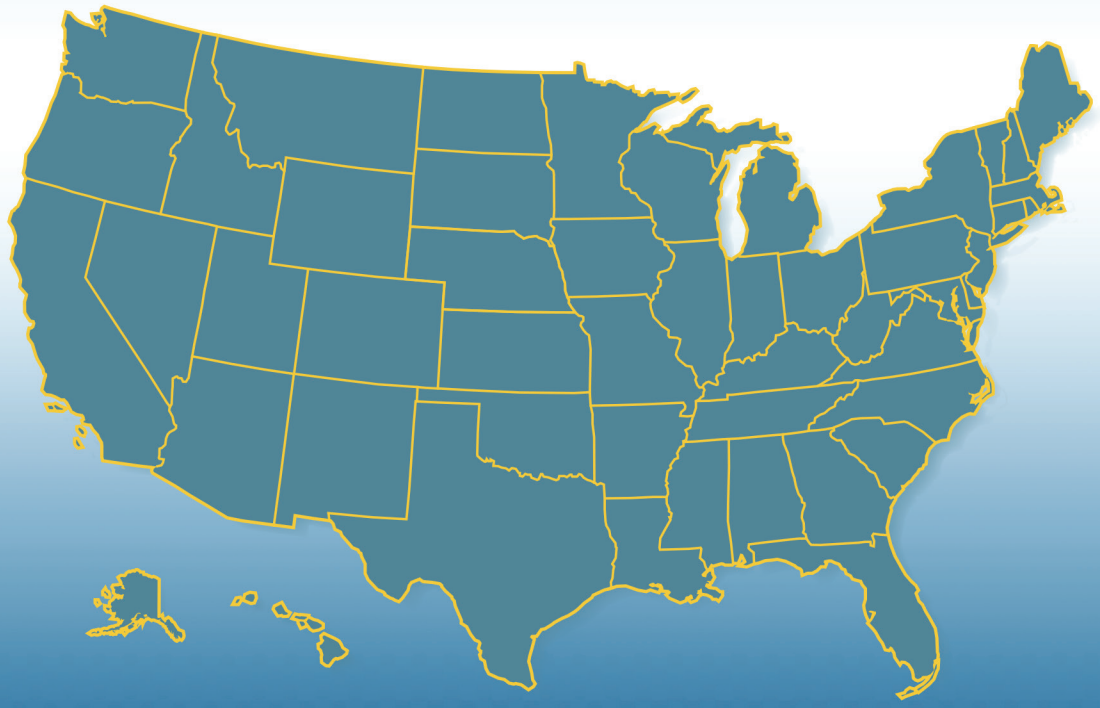
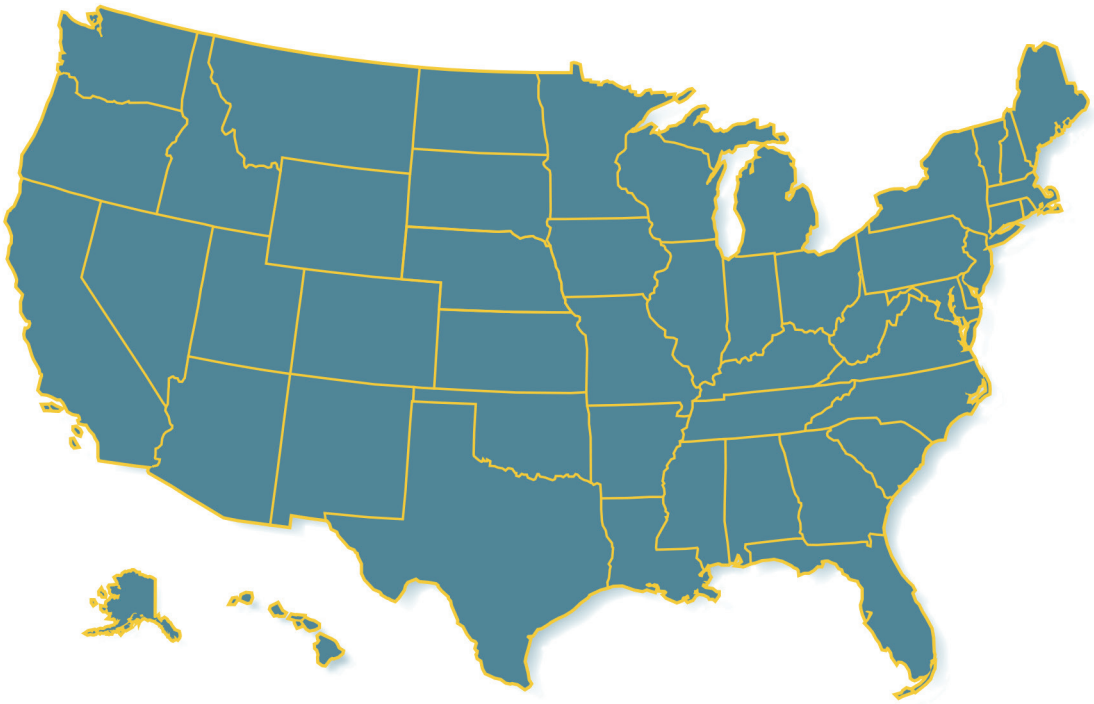
THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING



One-Year Progress Report

THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING



One-Year Progress Report

This project was supported in part by grant number 2015-CK-WX-0001 awarded to Strategic Applications International, LLC by the Office of Community Oriented Policing Services, U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by Strategic Applications International or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

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Recommended citation:
COPS Office. 2016. *President's Task Force on 21st Century Policing: One-Year Progress Report*. Washington, DC: Office of Community Oriented Policing Services.

Published 2016

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President Obama announces the creation of the Task Force on 21st Century Policing at a White House meeting on December 18, 2014. PHOTO: DAVID HUDSON

INTRODUCTION

On December 18, 2014, President Barack Obama issued Executive Order 13684 creating the President's Task Force on 21st Century Policing. The task force was composed of 11 members, including leaders from law enforcement, police unions, academia, youth movements, and civil rights organizations.

The mission of the task force was clear: *"The Task Force shall, consistent with applicable law, identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust."*[1]

Over three months, the task force conducted seven public listening sessions across the country and received testimony from more than 100 witnesses representing a wide range of law enforcement officials, civil rights advocates, community and faith leaders, academics, and others to ensure their recommendations would be informed by a diverse range of voices. The task force also considered more than 200 written submissions. The testimony and hearings were organized around the following six pillars:

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

Following extensive discussion and analysis of the testimony, the task force identified best practices and recommendations under each of these pillars and compiled the *Final Report of the President's Task Force on 21st Century Policing*.[2]

1. Exec. Order No. 13,684, 79 Fed. Reg. 246 (Dec. 23, 2014), https://www.gpo.gov/fdsys/pkg/FR-2014-12-23/pdf/2014-30195.pdf.
2. President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf.

President's Task Force on 21st Century Policing

Charles H. Ramsey (co-chair)
Commissioner, Philadelphia Police Department

Laurie Robinson (co-chair)
Professor, George Mason University

Cedric L. Alexander
Deputy Chief Operating Officer for Public Safety, DeKalb County, Georgia

Jose Lopez
Lead Organizer, Make the Road New York

Tracey L. Meares
Walton Hale Hamilton Professor of Law, Yale Law School

Brittany N. Packnett
Executive Director, Teach for America, St. Louis, Missouri

Susan Lee Rahr
Executive Director, Washington State Criminal Justice Training Commission

Constance Rice
Co-Director, Advancement Project

Sean Michael Smoot
Director and Chief Counsel, Police Benevolent & Protective Association of Illinois

Bryan Stevenson
Founder and Executive Director, Equal Justice Initiative

Roberto Villaseñor
Chief of Police, Tucson (Arizona) Police Department

Note: The U.S. Department of Justice through the Office of Community Oriented Policing Services provided administrative services, funds, facilities, staff, equipment, and other support services as was necessary for the task force to carry out its mission, and the director of the Office of Community Oriented Policing Services, Ronald L. Davis, served as the task force's executive director.

Following an interim submission in March 2015, the final report was released on May 18, 2015. The final report included 59 concrete recommendations and 92 action items that provided a blueprint for cities and towns to use as they develop policing strategies that work best for building trust between law enforcement and the communities they serve while enhancing public safety.

IMPLEMENTATION IN THE FIELD

Dearborn Heights Command Officers attend the "Analysis of the Final Report of the President's Task Force on 21st Century Policing" workshop hosted by the Livonia (Michigan) Police Department on March 1, 2016. PHOTO: BOB ANKRAPP

Since the task force's final report was released in May 2015, it has quickly become a foundational document serving as an anchor for an ongoing national discussion on policing reform. Major law enforcement and civic organizations including the International Association of Chiefs of Police (IACP), National Organization of Black Law Enforcement Executives (NOBLE), Major Cities Chiefs Association (MCCA), Police Executive Research Forum (PERF), National Sheriffs' Association (NSA), Major County Sheriffs' Association (MCSA), National Law Enforcement Officers Memorial Fund (NLEOMF), U.S. Conference of Mayors, Police Foundation, and Hispanic American Police Command Officers Association (HAPCOA) have taken leadership roles in bringing the task force report's key findings to the attention of their 800,000 members and featuring the report at training sessions and annual conferences. Many of these organizations are also working closely with the Administration to assist law enforcement agencies across the country in implementing the recommendations.

On July 23, 2015, the White House and the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office)—which had been tasked with providing administrative and other support for the task force—convened a White House Forum on Community Policing. The forum included mayors, police executives, law enforcement stakeholders, and community members from more than 35 jurisdictions across the country to discuss strategies and critical next steps for implementation of the task force recommendations. The insights and discussions at this convening were used to generate the *President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action*,[3] released by the COPS Office in October 2015 to serve as a resource for law enforcement, local government, community members, and other stakeholders interested in concrete examples for how to turn the task force recommendations into action.

With support from the COPS Office, several of the major law enforcement stakeholder associations are working to develop national-level, industry-wide projects for each of the six pillars outlined in the task force report. The activities outlined here have been and will continue to be crucial to ensuring long-term implementation of the report. Highlights of their efforts include the following:

3. *President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action* (Washington, DC: Office of Community Oriented Policing Services, 2015), http://www.cops.usdoj.gov/pdf/taskforce/Implementation_Guide.pdf.

- The **IACP** launched its Institute for Community-Police Relations in May 2016, designed to provide assistance to U.S. law enforcement agencies looking to enhance community trust by focusing on culture, policies, and practices. To achieve that mission, the institute will provide immediate, short-term, and long-range support to state and local law enforcement agencies in the United States as they seek to address the issues raised in the task force report. Current and planned offerings of the institute include the following:

Moderator Jerry Abramson, Deputy Assistant to the President Rev. Gary Adams, Commissioner William Evans, Mayor David Condon, and Chief Frank Straub discuss Reports from the Field at the White House Community Policing Forum on July 23, 2015. PHOTO: AL ANDERSON

  - Educational materials including tools, reports, articles, and other resources to help agencies build and foster positive community-police relations
  - Translation of task force recommendations into a blueprint for agencies to follow in embarking on recommendation implementation
  - Training and technical assistance to support task force recommendation implementation
  - Facilitation of citizen-police dialogue to improve trust
  - Inter-agency mentoring to increase local use of the task force report
- The **MCCA** is hosting four regional convenings of local government, advocacy groups, and law enforcement leadership to discuss implementation of the task force report. Between 15 and 20 cities have been included at each meeting, and each has shared information about implementation efforts and best practices. The final convening is scheduled for June 2016, and a report reflecting the series of sessions is anticipated to be released in late 2016.
- The **MCSA** is developing a survey tool to identify successful policies, procedures, and activities by its members in furtherance of task force objectives and recommendations relating to public trust and shared responsibility. The survey instrument will be distributed in the summer of 2016.
- The **NLEOMF** is researching new and innovative officer safety and wellness initiatives and will distribute findings and recommendations on the creation, enhancement, and sustainment of such programs to state, local, federal, and tribal law enforcement agencies nationwide.
- **NOBLE** is focusing on implementation of pillar one of the task force report and is engaged in an outreach project to increase trust and legitimacy between law enforcement and young people through its Law and Your Community program, an interactive training program for young people ages 13–18 designed to improve their communications with law enforcement officers and their understanding of their federal, state, and local laws. NOBLE has reached more than 2,000 people with the program with additional sessions planned throughout the rest of 2016.
- The **NSA** is working with member agencies to discuss strategies and produce informational and training materials focused on trust and legitimacy to help mend the gap between law enforcement and members of the local and national community. Topics of focus include working with persons with mental health issues; criminal justice data collection, analysis, and translation; community trust and legitimacy; and community safety.

- **PERF** has released guiding principles intended to reduce uses of force. In January 2016, PERF released *Guiding Principles on Use of Force*[4] and held a convening to discuss the principles with the field. In addition, PERF is working to develop a comprehensive case study to assist law enforcement agencies as they face challenges in addressing their own responses to the "school-to-prison pipeline" consistent with the recommendation that communities reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.
- The **U.S. Conference of Mayors** is disseminating information on the task force report to mayors and working to identify roles that mayors are playing in partnership with their police chiefs to strengthen police-community relations, particularly in the areas of officer recruitment and training, police department policies and practices, and responses to high profile incidents. The organization has established a dedicated community policing page on its website and has posted the task force report and implementation guide, implementation best practices that cities have submitted, and other materials that can help to foster implementation. In addition, the organization has held sessions in which mayors shared information on how they are implementing the task force report.

Other stakeholder groups with a vested interest in American policing—including the National League of Cities, the National Association of Counties, the Association of Prosecuting Attorneys, and Campaign Zero—have all engaged with the report, inviting members to learn about how the task force recommendations could be applied to their own memberships.

The implementation activities of major law enforcement organizations represent a very high commitment level from the field and are necessary to ensure the recommendations extend beyond this Administration and become institutionalized in the policing profession.

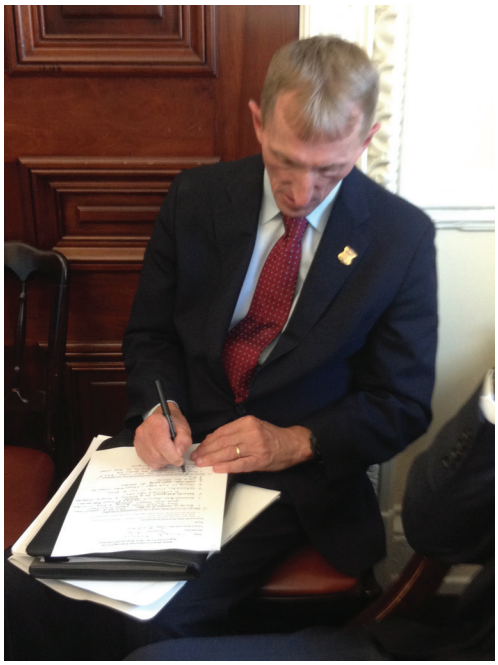
More than 5,000 law enforcement personnel have attended training or educational sessions on the task force report itself, and approximately 80,000 officers have received training on topics recommended by the task force such as fair and impartial policing and procedural justice. At least 36 state and territorial peace officer standards and training (POST) commissions are reviewing their training curricula based on the task force report, with 38 known to have started making changes based on the recommendations.

In addition, 12 statewide law enforcement executive associations or state attorneys general have adopted policies based on or related to the report.

Agencies and other stakeholders can submit information on their state and local implementation efforts through the task force webpage, providing the Administration a method to collect success stories and disseminate best practices to the field. Progress is being made across the country as stakeholders continue to review and implement the task force report recommendations. Just a few instances of such progress at the state and local level are included here, and additional examples and an implementation map can be found starting on page 20.

4. *Guiding Principles on Use of Force*, Critical Issues in Policing Series (Washington, DC: Police Executive Research Forum, 2016), http://www.policeforum.org/assets/guidingprinciples1.pdf.

- **Massachusetts**. The Massachusetts Chiefs of Police Association and the Massachusetts Major City Chiefs published a position paper, *A Response to the Final Report of the President's Task Force on 21st Century Policing*, in September 2015 that highlights best practices from Massachusetts law enforcement and includes an action plan for implementation.
- **Nashville, Tennessee**. The Metropolitan Nashville Police Department (MNPD) initiated a department-wide conversation with its 1,900 employees concerning the task force report. MNPD leadership formed a cross-departmental steering committee of individuals known for independent thought and willingness to engage with other employees. The steering committee will solicit input on how the MNPD should move forward to accomplish the goals of the task force report.
- **Columbia, South Carolina**. The Columbia Police Department conducted a detailed review of the task force report and developed a detailed plan for implementation. The purpose of the plan is to provide stakeholders with the current status of implementation efforts and start collaboratively addressing additional recommendations.



Boston Police Commissioner William Evans documents implementation strategies for the Task Force Implementation Guide at the White House Community Policing Forum on July 23, 2015. PHOTO: AL ANDERSON

- **Los Angeles, California**. The Los Angeles Police Department (LAPD) developed a formal report card to address gaps between current practices and the task force report recommendations. The LAPD also trained all command staff on fair and impartial policing and de-escalation, established a community relationships division, and is developing a community feedback survey.

Task force members Sean Smoot, Bryan Stevenson, and Tracey Meares at the Southern Illinois University Law Journal Symposium "The President's Task Force on 21st Century Policing: Procedural Justice, Policing, and Public Health" held on November 13, 2015 in Springfield, Illinois. PHOTO: ELIZABETH DREA

- **Beloit, Wisconsin**. After reviewing the task force report, the Beloit Police Department changed its promotional process so that each candidate for sergeant must now write an essay on how any of the task force pillars could be implemented within the agency.
- **Tacoma, Washington**. The Tacoma City Council created Project PEACE (Partnering for Equity and Community Engagement) in response to community concerns about relationships between historically marginalized communities and law enforcement. Using the task force report as a guide, city leaders worked closely with the Tacoma Police Department (TPD) and community leaders to actively engage residents in dialogue to inform the TPD's strategic planning process.
- **Illinois**. Relying on the task force report, Illinois became one of the first states to establish wide-ranging law enforcement rules for body-worn cameras (BWC), bias-free policing training, and improved data collection on stops and arrests under a law that took effect in January 2016.
- **Missouri**. The Missouri POST Commission modeled its new training standards on recommendations included in the task force report. The new training will focus on fair and impartial policing practices, crisis management and critical thinking, handling persons with mental illness, and officer safety and well-being. The POST Commission also issued a number of additional new regulations, including advanced continuing education classes on implicit bias recognition and de-escalation techniques.
- **Virginia**. The Virginia Office of the Attorney General (OAG), with support from local leadership and police agencies, has launched a dual-track training initiative consistent with the final report of the President's Task Force on 21st Century Policing. The OAG is working with the state Department of Criminal Justice Services and public safety stakeholders to develop the training, which will target the skills necessary for successful 21st century policing such as bias awareness, professionalism, situational decision making, use of force, de-escalation, and impartial policing.

Attorney General Loretta E. Lynch visits the Doral Police Department and recognizes their commitment to community policing strategies through the Blue Courage initiative during her Community Policing tour to Miami/Doral, Florida, on July 12, 2015. PHOTO: OLA

ADMINISTRATION RESPONSE TO THE TASK FORCE REPORT

Upon receiving the task force report, the President directed federal law enforcement agencies to implement the recommendations applicable to the Federal Government to the extent practicable. To advance the progress being made by state and local law enforcement agencies in implementing the task force report recommendations, the Administration undertook a series of actions in support of the field.

Attorney General's Community Policing Tour

Attorney General Loretta E. Lynch is currently conducting the second phase of her national Community Policing Tour, which builds on the President's commitment to engage with law enforcement and other members of the community to implement key recommendations from the final report of the President's Task Force on 21st Century Policing. In this current phase of her tour, the Attorney General is visiting six jurisdictions around the country that have each excelled in one of the six pillars discussed in the task force report. Tour stops include the following:

The Attorney General meets with students and young adults in East Haven, Connecticut, during her Community Policing tour of the community on July 21, 2015. PHOTO: USACT

- Miami/Doral, Florida—Task Force Report Pillar One: Building Trust & Legitimacy
- Fayetteville, North Carolina—Task Force Report Pillar Two: Policy & Oversight
- Los Angeles, California—Task Force Report Pillar Three: Technology & Social Media
- Portland, Oregon—Task Force Report Pillar Four: Community Policing & Crime Reduction
- Phoenix, Arizona—Task Force Report Pillar Five: Training & Education
- Indianapolis, Indiana—Task Force Report Pillar Six: Officer Safety & Wellness

White House Police Data Initiative

In April 2015, the White House introduced the Police Data Initiative (PDI), a community of practice that includes leading law enforcement agencies, technologists, and researchers committed to improving the relationship between citizens and police through uses of data on police-citizen interactions that increase transparency, build community trust, and strengthen accountability as called for in the task force report. The PDI addresses the lack of publicly available data on policing activity as a category of data separate from crime data. These policing data (e.g., officer involved shootings, uses of force, traffic and pedestrian stops, resisting arrest, and officer injuries) have been at the forefront of many of the conflicts between law enforcement and communities, and the data are rarely released publicly in a usable format.

The Police Foundation created the Public Safety Data Portal to track police department participation in the PDI and provide guidance to the public on how to interpret data about policing. In addition, they have provided technical assistance to departments across the country that are working toward increasing data transparency.

Grace Clark teaches New Orleans Police Superintendent Michael Harrison how to write his first line of code during the Operation Spark coding event held July 13–15, 2015 in New Orleans, Louisiana. PHOTO: TYLER GAMBLE

In April 2016, the Administration marked the one-year anniversary of the launch of the PDI with a convening during which it was announced that 53 jurisdictions covering more than 40 million people had joined the PDI. To participate in the PDI, jurisdictions must commit to release data that is machine readable and disaggregated by demographic group. Despite the significant number of jurisdictions that have already joined the PDI, many jurisdictions require assistance to provide their data in the required format, and the initiative continues to work toward ways to allow jurisdictions to collect and report both PDI data and crime data in the same way. Some examples of how the PDI is impacting law enforcement include the following:

- **Fayetteville, North Carolina**. The Fayetteville Police Department released incident-level data plus maps and charts for context on use of force, citations, arrests, traffic stops, police force demographics, 911 calls for service, crime incidents, accidents, and more. The department also launched a digital tool that allows it to conduct citizen polls across the city's 157 neighborhoods.
- **Orlando, Florida**. The Orlando Police Department held a "data dive" with domestic violence and sexual assault victim advocates, private sector technologists, uniformed officers, and city IT staff to work out the best way to balance the value of open data and transparency with protecting victim privacy.
- **New Orleans, Louisiana**. The New Orleans Police Department joined the PDI and previewed data on police use of force, officer-involved shootings, and 911 calls for service with dispatch arrival time with a group of young software developers in training from low-opportunity neighborhoods during a three-day summer camp hosted by a local coding academy.

Creation of the COPS Office Policing Practices and Accountability Initiative

The COPS Office created a new Policing Practices and Accountability Initiative as recommended in the task force report. This new section within the COPS Office is tasked with leading the implementation of task force recommendations and has begun working closely with law enforcement, elected officials, and experts in the field to develop strategies to best implement the report recommendations. The new

initiative also oversees the Collaborative Reform and Critical Response technical assistance programs working closely with law enforcement and elected officials to provide technical assistance, identify industry best practices, and provide crisis response services.

Supporting Better Data Collection

The Federal Bureau of Investigation's (FBI) Criminal Justice Information Services (CJIS) Advisory Policy Board approved recommendations for the FBI to collect and report information on use of force by a law enforcement officer (as defined by the Law Enforcement Officers Killed and Assaulted program) resulting in death or serious bodily injury to a person, as well as the discharge of a firearm at or in the direction of a person; the inclusion of certain data points recommended by the task force; and the creation of a separate collection mechanism under the FBI CJIS Uniform Crime Reporting (UCR) program for the reporting of use of force data. The FBI CJIS Division is actively coordinating with the Bureau of Justice Statistics (BJS) to ensure that the UCR collection on use of force from law enforcement agencies does not duplicate other efforts within the DOJ.

Task force co-chair Laurie Robinson leads a working session on Pillar One: Building Trust & Legitimacy at the White House Community Policing Forum on July 23, 2015. PHOTO: NAJLA HAYWOOD

The BJS is testing new methodologies for its arrest-related deaths data collection to increase coverage and determine the most efficient and comprehensive means of identifying and reporting arrest-related deaths.

Supporting Innovation and Building Capacity

In 2015, the COPS Office incentivized implementation of task force recommendations through the award of more than $120 million in grants. Additional consideration was given to applicant agencies under the COPS Hiring Program that focused their community policing efforts on building trust, and awards were made for innovative field-initiated projects offering ideas to advance the task force recommendations, including the following:

- Not in Our Town, a project of the Working Group, received funding to produce and distribute three new films demonstrating real-life examples of effective community policing and police-community collaboration.
- The Urban Institute received an award to identify promising practices in social media engagement with the potential to improve transparency, communication, and relationship building between law enforcement and communities.

- Xero Associates, Inc. will collaborate with the Maryland Center for School Safety and the Maryland Department of Education to facilitate the development of a toolkit specifically for law enforcement agencies with school resource officers (SRO) to revise existing (or develop new) policies and procedures for SROs working in schools. The highlight of the toolkit will be a model for SRO best practices including alternatives to arrest for minor transgressions, encouragement of positive behavior by youth, and de-escalation techniques for dealing with disruptive youth.
- Howard University received funding to generate additional knowledge about how to recruit racially diverse millennials, especially college students, into law enforcement and how to engage them in working with law enforcement to bring about positive change for their communities.
- The Vera Institute of Justice received funding to seed a national initiative to develop, test, and implement national models for enhancing law enforcement agencies' CompStat processes. This project will seek to better institutionalize community policing by expanding the metrics of CompStat to include performance measures associated with community policing, problem solving, and evidence-based practices. It will also support future data-driven evaluations of community policing by bolstering departments' capacity to collect data on a wider range of activities.

Similar awards for task force field-initiated projects, as well as funding for the development of civilian oversight best practices, field training projects, and diversity and inclusion training for law enforcement, will be made available in 2016 through the COPS Office Community Policing Development program.

In response to the task force report, the Office of Justice Programs (OJP) National Institute of Justice (NIJ) will be supporting research that addresses and provides an evidence base for several of the pillars identified by the task force, reflecting the integration of the report itself into NIJ's current 3–5 year agenda on policing. NIJ will fund research that

- examines how community- and problem-oriented strategies implemented by the police can strengthen police-community relationships, address crime and disorder in communities, and impact national security;
- evaluates the impact of police training on areas such as police decision making involving the use of force, de-escalation strategies designed to reduce the need for police to use force, police interrogations, and criminal investigations; the research agenda around training will also include examining the development and enhancement of police training academy curriculum;
- examines the impact of crisis intervention training for police to deal with people with mental illnesses;
- advances the understanding of how strategies can be designed and implemented to address officer safety and wellness (including suicide and post-traumatic stress disorder) and the efficacy of these approaches;
- assesses the role that police technology, including social media, plays in improving policing practices.

The OJP Bureau of Justice Assistance (BJA) has awarded $19.3 million to local agencies for the purchase of BWCs and $2 million to a training and technical assistance provider to provide related technical assistance, including policy development, to each grantee with 2015 funds. For FY 2016, BJA will award $16.9 million to local agencies for the purchase of BWCs and supplement the training and technical provider with $3 million to continue grantee services and expand the national non-grantee assistance with policy development and implementation efforts. For FY 2017, the Administration requested $30 million for the

BWC Partnership Program for competitive matching grants and training and technical assistance to help state, local, and tribal law enforcement and public safety agencies cover the costs of purchasing and deploying BWC systems and the data infrastructure needed to support their use.

Task force members and stakeholders convene after release of report to discuss recommendation implementation and strategy on January 5, 2016. PHOTO: DARIUS MOORE

In addition, the Administration requested $20 million for the Problem Solving Demonstration Program under Smart Policing, which focuses on building knowledge on the use of BWC systems as a component of a comprehensive, community-based strategy to improve relationships between law enforcement and public safety agencies and the communities they serve.

In 2015, the OJP Office of Juvenile Justice and Delinquency Prevention provided funding to support the convening of a youth and law enforcement round table and development of an institute on best practices and innovative approaches relating to law enforcement, youth, and juvenile justice. The award recipient, IACP, is hosting youth and law enforcement round tables in partnership with the Yale Child Safety Center to inform the development of a National Law Enforcement Leadership Institute on Juvenile Justice.

The DOJ released guidance on *Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence*[5] and issued a companion report sharing best practices for improving law enforcement response to victims of sexual assault and domestic violence, particularly amongst vulnerable populations such as the lesbian, gay, bisexual and transgender community; racial, cultural and religious minorities; and immigrants.

In response to the task force report's recommendation to establish nonpunitive peer review of critical incidents, NIJ is expanding its Sentinel Events Initiative with an aim to launch a national demonstration project. NIJ is also expanding its efforts to further the adoption of the National Police Platform, a portal that contains methodology providing much-needed information on what police are doing with respect to the communities they serve as well as perceptions of community residents of the police.

Advancing 21st Century Policing Project

In May 2016, the COPS Office launched the Advancing 21st Century Policing Project, which will provide hands-on assessments and technical assistance to a cohort of law enforcement agencies that have already made strides in advancing task force recommendation implementation. The project will also produce

5. *Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence* (Washington, DC: U.S. Department of Justice, 2015), https://www.justice.gov/opa/file/799366/download.

guiding materials for other agencies to use in their efforts to advance those policing practices. This project was launched with COPS Office grantee partners CNA and IACP. Sites participating in the Advancing 21st Century Policing Project include the following:

- Tucson (Arizona) Police Department
- Indio (California) Police Department
- Doral (Florida) Police Department
- Atlanta (Georgia) Police Department
- Louisville (Kentucky) Metro Police Department
- Lowell (Massachusetts) Police Department
- Gun Lake Tribal Police Department (Michigan), Band of Pottawatomi Indians
- Hennepin County (Minnesota) Sheriff's Department
- Camden County (New Jersey) Police Department
- Albany (New York) Police Department
- Columbia (South Carolina) Police Department
- South Dakota Highway Patrol
- Arlington (Texas) Police Department
- San Antonio (Texas) Police Department
- Kewaunee County (Wisconsin) Sheriff's Office

Engaging Key Stakeholders to Advance Implementation

The Administration has engaged key stakeholders to focus on task force recommendations and action items that will lead to lasting reforms. These efforts include the following:

- A meeting hosted by the President with rank and file officers in advance of the release of the task force report to discuss their first-hand experiences in building trust between law enforcement and communities.
- Working with the International Association of Directors for Law Enforcement Standards and Training (IADLEST) to convene a meeting of directors of state POST Commissions to discuss the development of national training goals that support implementation of the recommendations of the President's Task Force on 21st Century Policing. Thirty-six state POST Commission directors are now working to incorporate task force recommendations into their training curricula, including those for basic police academy and in-service training, and a follow-up meeting to discuss progress is planned for the fall of 2016.
- Bringing together police chiefs and advocates to discuss mass demonstrations and how the nature of civil protests and the shifting philosophies that motivate protestors have changed in the last few years and how best to adjust police response in response to these events. A report summarizing the convening and key recommendations identified by the group will be disseminated to the field.

President Obama, Vice President Joe Biden, and Administration officials meet with rank-and-file law enforcement officers from across the country in the Oval Office on February 24, 2015.
PHOTO: PETE SOUZA

- Hosting a rank and file forum for officers and deputies from across the country to get their input on issues of importance and concern, particularly in the area of officer safety and morale, and how rank and file officers, management, and communities can work together to implement task force recommendations and principles. A report on this convening for dissemination to the field is forthcoming.
- A convening of law enforcement and elected leaders on fees, fines, and fixed bail, which included a discussion about how law enforcement officers should not be used as revenue generators for municipalities.
- A convening to discuss pre-booking diversion programs, like one in Seattle, Washington, where law enforcement officials work with district attorneys, public defenders, and social workers to direct low-level offenders to treatment instead of incarceration.
- A meeting of nearly 100 law enforcement leaders, practitioners, researchers, prosecutors, defense attorneys, victim advocates, and privacy advocates to develop a national BWC toolkit for communities seeking lessons learned, current policies and practices, and research materials. Several convenings of the DOJ's Officer Safety and Wellness group to discuss and develop action items and a research agenda. The Officer Safety and Wellness group brings together representatives from law enforcement, federal agencies, and the research community to address the high number of officer gunfire fatalities and to improve officer safety and wellness. In addition, the COPS Office has published numerous publications on the topic of officer safety, including reports on issues such as ambushes of police officers, officer suicides, firearms assaults against police officers, and prioritizing officer safety and wellness through educational campaigns.
- A heroin and opioids summit with law enforcement, public health officials, and community-based advocacy leaders to develop strategies seeking to implement least-harm resolutions to this public health epidemic.

Training for State, Local, and Tribal Law Enforcement

The BJA's VALOR training program is designed to prevent violence against law enforcement officers and ensure officer resilience and survivability following violent encounters during the course of their duties. In an effort to improve training on use of force, the BJA conducted a thorough re-examination of the existing VALOR curriculum. As a result of that review, the curriculum now incorporates additional principles from the task force report, strengthening and expanding its focus on re-awakening the "noble guardian" mindset of the profession – reminding officers of their oaths of office and the responsibility to protect and serve professionally and without bias—while also providing information and skills that allow an officer to remain more vigilant and therefore safer. The curriculum also includes a new training module on de-escalation strategies for law enforcement.

In FY 2016, the BJA anticipates funding a de-escalation training and technical assistance provider to develop and implement evidence-based de-escalation training and technical assistance to educate and protect state, local, and tribal law enforcement officers and improve outcomes and relationships between officers and the communities they serve.

Training for Federal Law Enforcement Agents

Every DOJ law enforcement officer is being trained in fair and impartial policing and procedural justice at the direction of the Deputy Attorney General, and the curriculum for the state and local training academy at Quantico is being revised—as the task force recommended—to mirror priority areas for training highlighted in the report.

The Federal Law Enforcement Training Center (FLETC) of the U.S. Department of Homeland Security is reviewing specific areas for curriculum changes based on the report; training its instructors on the "nobility of policing;" revising its leadership training to focus on issues such as transparency and damage to public trust; and evaluating general training on use of force, BWCs, biases affecting decision making, and skills for de-escalation. FLETC will also host a summit inspired by the task force report on trending issues in policing, which will include the areas of mental health and wellness, police social interactions, biases, BWCs, media and community relations, warrior-guardian mindsets, and the use of force.

President Obama addresses attendees at the 2015 IACP Annual Conference in Chicago, Illinois, on October 27, 2015. PHOTO: TRACY PHILLIPS

MOVING FORWARD

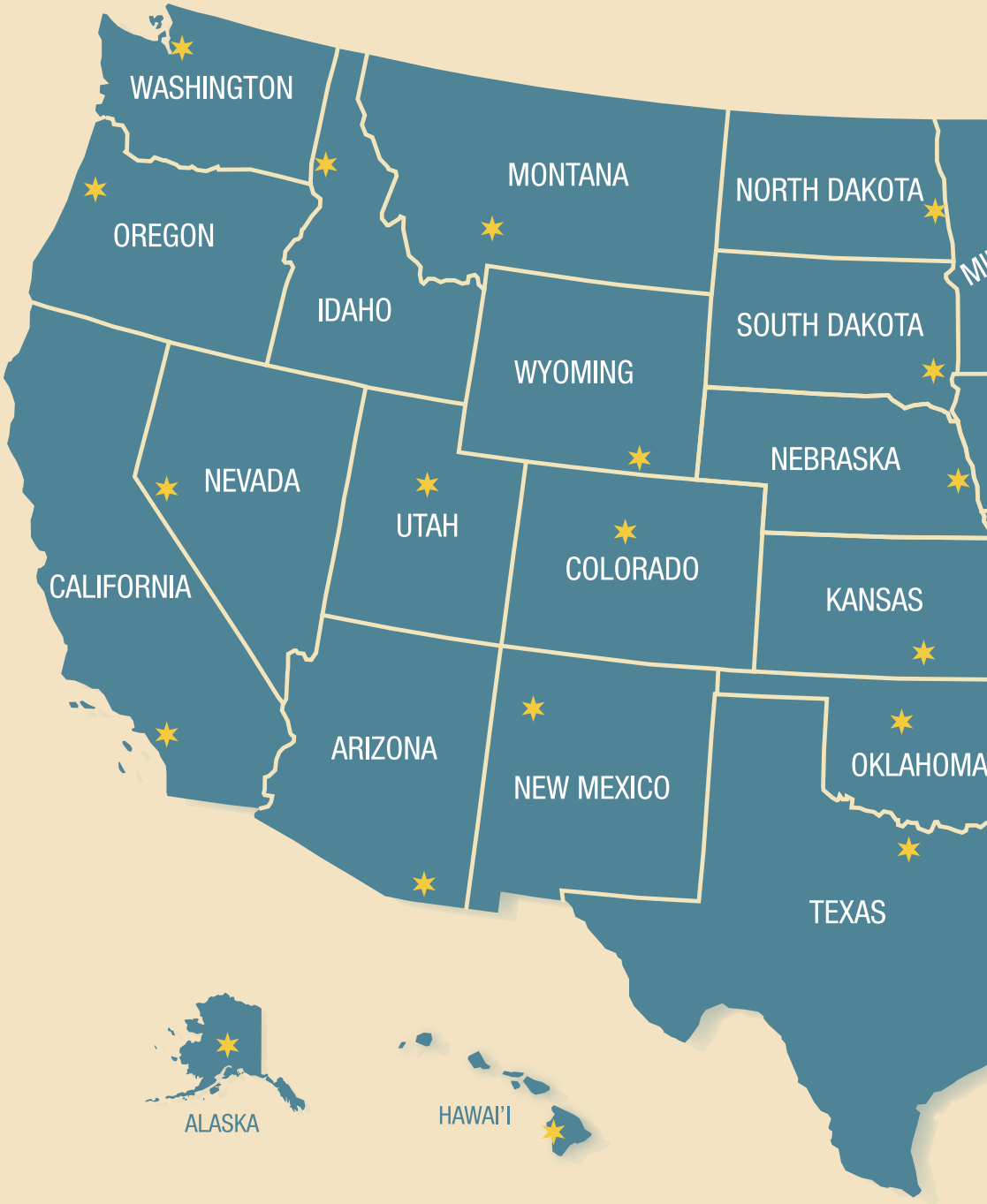
The Administration will continue to work with law enforcement partners and communities to realize the vision of the task force report. New research and resources will fuel the implementation process while focus groups and feedback will inform decisions and course corrections.

There is still a long road ahead for law enforcement and communities committed to implementing task force recommendations, but with so many change agents in the field working together there is no doubt that the current community policing movement will succeed.

And, as President Obama said when he spoke to the IACP in October of 2015:

"I am convinced that progress comes together when we work together, and we work together best when we're willing to understand one another—when, instead of having debates over talk radio, we stop and listen to each other so that we can empathize with the father who fears his son can't walk home without being mistaken for a criminal; and when we sympathize with the wife who can't rest until her husband walks through the front door at the end of his shift."

21ST CENTURY POLICING TASK FORCE RECOMMI



State	Legend	State	Legend	State	Legend
Alabama	University of South Alabama Police Department	**Florida**	City of Orlando and Orlando Police Department	**Louisiana**	Baton Rouge Police Department
Alaska	Fairbanks Police Department	**Georgia**	Georgia Bureau of Investigation	**Maine**	South Portland Police Department
Arizona	Tucson Police Department	**Hawai'i**	Honolulu Police Department	**Maryland**	Cambridge Police Department
Arkansas	Little Rock Police Department	**Idaho**	Nez Perce Tribal Police Department	**Massachusetts**	Massachusetts Chiefs of Police Association & Massachusetts Major City Chiefs
California	State Attorney General Kamala D. Harris	**Illinois**	Governor of Illinois, Bruce Rauner	**Michigan**	Kalamazoo Department of Public Safety
Colorado	Vail Police Department	**Indiana**	Indianapolis Metropolitan Police Department	**Minnesota**	Hennepin County Sheriff Office
Connecticut	New Haven Police Department	**Iowa**	Cedar Rapids Police Department	**Mississippi**	Starkville Police Department
Delaware	City of Wilmington Police Department	**Kansas**	Kansas Association of Chiefs of Police	**Missouri**	Missouri Peace Officers Standards and Training (POST) Commission
D.C.	National League of Cities	**Kentucky**	Louisville Metropolitan Police Department	**Montana**	Gallatin County Sheriff's Office

ENDATIONS IN ACTION

State	Legend	State	Legend	State	Legend
Nebraska	Omaha Police Department	**Ohio**	Austintown Police Department	**Texas**	Celina Police Department
Nevada	Carson City Sheriff's Office	**Oklahoma**	Police and Community Trust (PACT)	**Utah**	Utah Police leadership and IACP
New Hampshire	Farmington Police Department	**Oregon**	Portland Police Department	**Vermont**	Montpelier Police Department
New Jersey	Camden County Police Department	**Pennsylvania**	Philadelphia Police Department	**Virginia**	Virginia Office of the Attorney General
New Mexico	Pueblo Laguna Department of Public Safety	**Rhode Island**	Cranston Police Department	**Washington**	Washington State Peace Officer Standards and Training (POST) Commission
New York	New York City Police Department	**South Carolina**	Columbia Police Department	**West Virginia**	West Virginia State Police
North Carolina	Southern Coalition for Social Justice	**South Dakota**	Sioux Falls Police Department	**Wisconsin**	Beloit Police Department
North Dakota	Fargo Police Department	**Tennessee**	Metropolitan Nashville Police Department	**Wyoming**	Cheyenne Police Department

**Map reflects one example per state of task force recommendation implementation efforts.*

APPENDIX. IMPLEMENTING TASK FORCE RECOMMENDATIONS AROUND THE COUNTRY

The following examples of police departments implementing recommendations of the President's Task Force on 21st Century Policing are representative of the countless success stories being shared with the COPS Office and the Administration by agencies across the country. The selection of one example per state for inclusion in this report is meant to illustrate the wide variety of approaches law enforcement is taking regarding implementation and to provide departments with a sample of concrete ideas for how to create change in policing and community engagement.[6]

Alabama

Out of concern for officer wellness and subjects with mental illness and after engaging with the recommendations in the final report of the President's Task Force on 21st Century Policing, the Chief of the University of South Alabama Police Department launched a program called Mental Health First Aid for Law Enforcement. Begun in June 2015, the 8-hour training program is open to all law enforcement—federal, state, local, university, and tribal—in Mobile and Baldwin counties. It addresses how to handle individuals at risk of self-harm, including through use of the ALGEE (**a**ssess for risk of suicide or harm, **l**ist nonjudgmentally, **g**ive reassurance and information, **e**ncourage appropriate professional help, and **e**ncourage self-help and other support strategies) method. More than 200 officers have been trained so far, and the program is trying to keep up with the demand. One officer, within days of taking the class, was able to talk a suicidal student to safety using the methods (including de-escalation) taught in the class.

Alaska

In Fairbanks, Chief of Police Randall Aragon circulated a fact sheet to the community and surrounding jurisdictions with information regarding the final report of the President's Task Force on 21st Century Policing. After a review of the fact sheet, the Fairbanks Police Department assigned officers to serve as liaisons between the department and the community.

Arizona

In 2015, the Tucson Police Department, under the leadership of task force member and then Chief Roberto Villaseñor, created a framework for assessing progress and developed action items for the task force recommendations.

6. Unless otherwise indicated, information about the nationwide implementation of task force recommendations comes from various sources including submissions from law enforcement agencies and other stakeholders through the COPS Office website and other means, newspaper articles, and progress reports from agencies receiving COPS Office grants.

Arkansas

Little Rock Police Department (LRPD) Chief Kenton Buckner has emphasized restraint and communication over physical force in accordance with principles outlined by the President's Task Force on 21st Century Policing. The LRPD has augmented its training to follow the task force's suggestions. Specifically, the agency began emphasizing a communication tactic known as verbal de-escalation, which steers an encounter away from conflict and toward a resolution. The training also includes direction on interacting with people with mental illnesses. Officers now have the option to transport some people to mental health clinics and substance-abuse treatment centers.[7]

California

Attorney General Kamala Harris created the 21st Century Policing Working Group to improve peace officer training, promote data driven accountability, and build trust between law enforcement and the communities they serve. With the release of OpenJustice,[8] the public will be given access to a variety of new features, data, and information on the state's criminal justice system. The new data will include visual tools and interactive charts to allow users to compare and cross-reference county and agency data sets against statewide averages and local crime data. The working group also reviewed the results of the state attorney general's course on principled policing and implicit bias (which was offered for peace officers statewide in November) and developed a set of shared principles around body-worn cameras (BWC).[9]

Colorado

The Leadership Team of the Vail Police Department examined each recommendation outlined in the task force report in relationship to the department's performance and developed specific action items and plans to improve performance in areas of need.

Connecticut

In the New Haven Police Department, academy recruits were provided the task force report to review. Recruits subsequently attended a training session to discuss how to best implement the report recommendations.

7. Scott Carroll, "Police Shifting Away from Force, LR Data Show—Unrest Over Tactics Elsewhere in U.S. Puts Focus on Communication, Chief Says," *Arkansas Democrat-Gazette*, March 16, 2016, http://infoweb.newsbank.com/resources/doc/nb/news/15BC681D449310F8?p=AWNB.

8. "OpenJustice," Office of the California Attorney General, accessed May 18, 2016, http://openjustice.doj.ca.gov/.

9. Jason Shueh, "This Week in Civic Tech: California Releases Use of Force Data, Can an Ego-Boosting Text Promote Good Health," *Government Technology*, February 18, 2016, http://www.govtech.com/data/This-Week-in-Civic-Tech-California-Releases-Use-of-Force-Data-Can-an-Ego-Boosting-Text-Promote-Good-Health.html.

Delaware

Facing higher crime rates and seeking solutions, the City of Wilmington hired former Philadelphia Police Commissioner and task force co-chair Charles C. Ramsey to work with top officials in overhauling the police department. Using the task force as a guide, Ramsey will work with the police department to improve public safety.

District of Columbia

The National League of Cities (NLC) announced the release of its newest guide for city officials, *City Officials Guide to Policing in the 21st Century*.[10] The guide informs local officials about the recommendations from the final report of the President's Task Force on 21st Century Policing, providing guidance on how city leaders can work together with their city's law enforcement officials to implement the principles of community policing. The guide helps city officials tackle each of the six pillars that the task force declared necessary for successful community policing. The guide also provides community policing strategies along with resources that city leaders can use to secure assistance and funding opportunities.

Florida

As part of their participation in the White House Police Data Initiative (PDI), the City of Orlando and the Orlando Police Department held a "hackathon" in January of this year. During the event, local and state advocates from domestic violence and sexual assault organizations, along with police and city officials and technology specialists, explored ways to safely release de-identified data on domestic and sexual violence. The "hackathon" proved to be very informative and highlighted the importance of addressing re-identifiable data. It set the stage for further development for promising practices and recommended protocols. In April 2016, the City of Orlando launched an open data website[11] to increase transparency and provide information to community stakeholders and residents on the data published by the City and the Orlando Police Department, including maps, interactive visualizations, and direct access to data sets.

Georgia

The President's Task Force on 21st Century Policing made a number of recommendations to local law enforcement agencies concerning use of force, including that agency policy should mandate an "external and independent" criminal investigation whenever an officer has used force resulting in death or has been involved in a shooting resulting in injury or death. Following release of the task force report, the Georgia Bureau of Investigation (GBI) was asked by the Chiefs of Police of Atlanta and DeKalb County to conduct all such investigations where the involved officer was from either of those police forces. The GBI agreed, and as a result there is external and independent criminal investigation of such uses of force by members of those departments.

10. *City Officials Guide to Policing in the 21st Century* (Washington, DC: National League of Cities, 2016), http://www.nlc.org/Documents/Find%20City%20Solutions/Research%20Innovation/Governance-Civic/NLC%20Community%20Policing%20Guide.pdf.

11. "Open Data," City of Orlando, accessed May 11, 2016, https://data.cityoforlando.net/.

Hawai'i

The Honolulu Police Department (HPD) is working to increase community engagement and used the task force report recommendations to identify Coffee with a Cop as one method for line officers to meet with community members and discuss concerns. The program, launched in April 2016, helps facilitate conversations between the HPD and community members that help break down barriers and increase trust in law enforcement while providing citizens with information about the many roles and responsibilities of HPD line officers.

Idaho

As an outgrowth of their engagement with the task force report, the Nez Perce Tribal Police Department is establishing a new National Indian Youth Police Academy (NIYPA), a program that provides opportunities for Native youth from across the country to engage directly with law enforcement mentors to participate in a variety of activities that emphasize community policing and engagement with diverse cultures. The NIYPA, launching in the summer of 2016, will allow youth (ages 14–17) to help inform law enforcement strategies that will resonate with cultural tradition and may inspire youth to become a base of future tribal leadership to serve Native populations and the public at large.

Illinois

On August 12, 2015, the governor of Illinois, Bruce Rauner, signed into law SB 1304—a comprehensive package of legislation on law enforcement use of BWCs and reforms aimed at improving community relations—that passed with bipartisan support. The bill includes the Police and Community Relations Improvement Act, making Illinois the first state in the nation to implement several recommendations included in the task force report. The bill also includes the Law Enforcement Body Worn Camera Act, which represents the first statewide codification of best practices regarding police use of BWCs.[12]

Indiana

The Indianapolis Metropolitan Police Department, recognized during the Attorney General's second Community Policing Tour for implementing task force recommendations from pillar six, Officer Safety and Wellness, won the NLEOMF and BJA Destination Zero's inaugural Officer Wellness award. The program is exceptional in its scope, as it is designed to proactively promote strong, healthy officers from recruitment to retirement.

12. "Illinois Passes Sweeping Police Reform Bill with Rules on Chokeholds and Body Cameras," *RT News*, August 13, 2015, https://www.rt.com/usa/312311-illinois-passes-sweeping-police-reform/.

Iowa

The chief of the Cedar Rapids Police Department has taken several steps in response to the task force report. These include providing the report to command staff and creating work groups around the six pillars of the report to develop action items; creating a Police Community Action Team to engage citizens in conversations in at-risk neighborhoods; and establishing the Police Chief's Advisory Committee, which includes citizens from each of the city's four quadrants, a pastor, and representatives from business and community groups.

Kansas

The Kansas Association of Chiefs of Police reviewed the task force report and identified key policy areas they want to address at the state and local levels. The association plans to implement new policies, practices, and training based on the report's recommendations.

Kentucky

Louisville added Procedural Justice, Implicit Bias, and Police Legitimacy to the Louisville Metropolitan Police Department's (LMPD) 2015 yearly in-service training and incorporated these concepts as a permanent fixture in the training of new recruits. As a result of the LMPD's work group meetings, it was further recommended that these philosophies be incorporated into every training that the LMPD administers. In addition, the LMPD is a part of the White House's Police Data Initiative and currently has 14 data sets posted on Metro Louisville's open data portal and another 10 sets on the police department website.

Louisiana

Having read the task force report, the Chief of the Baton Rouge Police Department (BRPD) was prompted to start several new community outreach programs. One program, Cops and Clergy, was launched in June 2015 and involved 20–25 clergy participating in an abbreviated citizens' academy two nights per week for six weeks, attending such classes as Fourth Amendment, use of force, and shoot/don't shoot scenario training to better understand officers' jobs. The second round of this program will be completed in May 2016. The BRPD also launched the Cops Care Kids Camp hosted at churches throughout the city. Hundreds of kids ages 9–13 interacted with officers and command staff (including the chief), attended enrichment and workshops, and saw demonstrations on crime scene, mounted patrol, K-9, and motorcycle units, as well as a bullying presentation. The BRPD will be running this program again starting in June 2016.

Maine

Inspired by recommendations from the task force report, the chief of the South Portland Police Department is taking action to increase staff diversity to better reflect the community. Open house events and meetings with community-based organizations have helped increase the interest of minority populations and women in working for the police force.[13]

Maryland

In his annual report to the City Council in February 2016, the Cambridge Chief of Police listed police department accomplishments, strategies, and crime data specific to each district and stated that in the future he and his officers will launch a departmental reorganization with a "clear vision that is guided by the President's Task Force on 21st Century Policing."[14]

Massachusetts

The Massachusetts Chiefs of Police Association and the Massachusetts Major City Chiefs published a position paper, *A Response to the Final Report of the President's Task Force on 21st Century Policing*,[15] in September 2015 that highlights best practices from Massachusetts law enforcement and includes an action plan for implementation. A working group that meets regularly will develop model policies on community engagement, ballistic vests, and seat belts as well as the use of social media and introduce legislative bills in support of task force report recommendations. In addition, all Massachusetts chiefs will receive mandated training on fair and impartial policing, legitimacy and procedural justice, community engagement, and community collaboration for persons with mental illness, and municipal officers will receive ongoing training on fair and impartial policing, community engagement, and use of force tactics.

Michigan

The Kalamazoo Department of Public Safety used the task force report as a road map for success. Since the report's release, the department has used it to shift its organizational practices and change its culture to mitigate disparate impact in traffic stops and consent searches.

13. Kelley Bouchard, "South Portland Police Step Up Minority Recruitment, Outreach," *Portland Press Herald*, March 10, 2016, http://www.pressherald.com/2016/03/10/south-portland-police-step-up-minority-recruitment-outreach/.

14. Victoria Wingate, "Chief Dvorak Praises Community Support," *My Eastern Shore, Maryland*, February 18, 2016, http://www.myeasternshoremd.com/news/dorchester_county/article_0755bf60-7202-57d1-a586-6e5d64a08d8c.html.

15. Massachusetts Chiefs of Police Association, *A Response to the Final Report of the President's Task Force on 21st Century Policing* (Chelsea, MA: Massachusetts Major City Chiefs, 2015), http://www.masschiefs.org/files-downloads/news-1/866-mcopa-mmcc-response-to-the-final-report-of-the-president-s-task-force-on-21st-century-police/file.

Minnesota

In September 2015, the Hennepin County Sheriff hosted a leadership series session to learn more about the task force recommendations. At the session, the sheriff committed to implementing the recommendations in his strategic plan goals for 2016 and in future training and to continue his efforts to build trust with communities in Hennepin County.

Mississippi

Looking to increase community interaction and relationships with the community, the Starkville Police Department has instituted a new Walk and Talk initiative. Every day, officers are expected to spend at least 15 minutes with community residents interacting outside the normal officer relationship. Residents are encouraged to share their interactions on social media.[16]

Missouri

The Missouri Peace Officers Standards and Training (POST) Commission modeled its new training standards on recommendations included in the task force report. The new training will focus on fair and impartial policing practices, crisis management and critical thinking, handling persons with mental illness, and officer safety and well-being. The POST Commission also issued a number of additional new regulations, including advanced continuing education classes on implicit bias recognition and de-escalation techniques.

Montana

A sergeant from the Gallatin County Sheriff's Office attended a forum for rank and file officers hosted by the Office of Community Oriented Policing Services. Following discussions at the meeting about the President's Task Force on 21st Century Policing, the sergeant shared a written report with his colleagues identifying useful ideas from the task force report—ideas that might be implemented in the department.

Nebraska

The Omaha Police Department (OPD) has taken task force report recommendations and developed a community policing effort titled Pop with a Cop. The new program places OPD officers in a position to interact with the public, particularly youth and families with children, in a friendly, one-on-one environment. To increase transparency, the OPD is also securing BWCs for the entire police force with private funding support.

16. Austin Montgomery, "SPD to Launch Neighborhood Initiative," *Starkville Daily News*, April 11, 2016, http://starkvilledailynews.com/content/spd-launch-neighborhood-initiative.

Nevada

Inspired by the task force report recommendations on training and education, the Carson City Sheriff's Office established a new school resource officer (SRO) training partnership with the National Association of School Resource Officers (NASRO) and hosted a training course for local SROs in the spring of 2016. The training resulted in stronger partnerships between Nevada law enforcement officers and SROs, school students and staff, parents, and community stakeholders. The SROs will receive additional training from NASRO, and new officers will also receive training to promote safe schools and positive relationships between law enforcement and youth in the community.

New Hampshire

The Farmington Police Department is using task force recommendations to engage with community youth. The FPD SRO is focused on efforts to better engage with youth and to help ensure that at-risk students return to school in the fall.

New Jersey

On May 18, 2015, President Obama visited Camden, New Jersey, to announce the release of the task force report and highlight the progress made by the Camden County Police Department (CCPD) in implementing new community policing models. In implementing its BWC program, the CCPD embraced one of the core recommendations of the task force report by soliciting input from its community about how the cameras should be used. The CCPD invited the Policing Project at the New York University School of Law to develop a comprehensive feedback process that included posting a draft policy on the CCPD website and inviting comment, issuing an online survey, hosting two public forums, and holding two officer focus groups. The CCPD and Policing Project are finalizing a report setting forth comments received and CCPD responses to those comments, including changes made to the BWC policy to address concerns raised by community members.

New Mexico

The Pueblo Laguna Department of Public Safety has implemented new community engagement programs as a result of the task force report, including increased presence at village community meetings. Officers from the department were recently recognized by the pueblo leadership for their community outreach efforts. The Pueblo Laguna Department of Public Safety is also reviewing and amending standard operating procedures to include more community policing strategies as recommended in the task force report.

New York

The New York City Police Department (NYPD) established a use of force committee to research the policies of dozens of law enforcement agencies and to identify and address any inconsistencies in NYPD guidelines about the use of firearms and use of force reporting standards. As a result of the committee's work, the department established a 54-officer Force Investigation Division, comprehensive rules governing investigations, an NYPD Use of Force Report, and an annual recruit and in-service training in de-escalation, managing arrests, and takedown tactics.

North Carolina

Police departments in Fayetteville and Charlotte-Mecklenburg partnered with the Southern Coalition for Social Justice to create Open Data Policing NC. The Open Data Policing NC effort was inspired by the departments' participation in the White House Police Data Initiative, an effort that includes leading law enforcement agencies, technologists, and researchers committed to improving the relationship between citizens and police through uses of data on police-citizen interactions that increase transparency, build community trust, and strengthen accountability as called for in the task force report.[17]

North Dakota

The Fargo Police Department assigned officers to each of the four city districts to focus on relationships with minority populations in an effort to build trust and legitimacy. The officers are modeling their behavior on the pillar one (Building Trust & Legitimacy) section of the task force report including the principles of treating people with dignity and respect, giving individuals voice during encounters, being neutral and transparent in decision making, and conveying trustworthy motives.

Ohio

The Austintown Police Department has taken a proactive approach to building trust with the communities they serve and is sending all officers to 21st Century Policing training and Understanding Cultural Changes training based on the task force report recommendations. In addition, the department has implemented a new program in 2016 to make proactive contact with all business owners within the community, record any concerns, and work with the community to address the issues. Finally, the Austintown Police Department is participating in a senior watch program and becoming more involved with local crime watch organizations.

17. Megan Smith and Roy L. Austin, Jr., "Launching the Police Data Initiative," White House Blog, May 18, 2015, https://www.whitehouse.gov/blog/2015/05/18/launching-police-data-initiative.

Oklahoma

The Police and Community Trust (PACT) Initiative, a group of law enforcement agencies and community organizations in Oklahoma, held a summit to discuss and develop action items taken from the task force report and other sources. Issues included community engagement strategies; increased diversity recruiting; training on gender sensitivity, sexual harassment, anti-bias, and de-escalation; integrating advocates and community leaders into training; and designating an individual within the police department or sheriff's office to seek out best practices from other departments. Another issue addressed was officer safety and wellness, including discussion of an employee assistance program for officers in crisis, random drug and alcohol testing for all officers, and the Cops Helping Alleviate Police Problems program.

Oregon

The Portland Police Department, featured on the Attorney General's second Community Policing Tour as a model department for implementing task force recommendations on pillar four (Community Policing & Crime Prevention), developed an innovative Smart Policing intervention that combined the directed patrol technique of hot spot policing with tactical approaches from community policing. This intervention ran for six months in 90 high crime areas. Its evaluation is now underway.

Pennsylvania

Former Philadelphia Mayor Michael Nutter signed an executive order supporting the efforts of the Philadelphia Police Department to review the task force report and establish a baseline of current status, recommendations for next steps, and projected costs for implementation. The Philadelphia Police Department appointed a captain to be responsible for monitoring department progress on all recommendations and preparing regular reports as part of staff meetings and reports to the City Council.

Rhode Island

In an effort to improve community policing and implement strategies from the task force report, the Cranston Police Department is using the MyPD app, a mobile application that allows residents to communicate directly with the police department, to provide tips as well as feedback on officers. The department has also partnered with a local nonprofit to provide mentorship for struggling elementary school students.

South Carolina

The Columbia Police Department conducted a detailed review of the task force report and developed a detailed plan for implementation.[18] The purpose of the plan is to provide stakeholders with the current status of implementation efforts and start collaboratively addressing additional recommendations.

South Dakota

The Sioux Falls Police Department is using the task force report as a framework for training concepts particularly focusing on procedural justice and how it relates to all areas of law enforcement. These concepts will be included in a recently developed first-line supervisor training for all newly selected sergeants.

Tennessee

The Metropolitan Nashville Police Department (MNPD) initiated a department-wide conversation with its 1,900 employees concerning the task force report. MNPD leadership formed a cross-departmental steering committee of individuals known for independent thought and willingness to engage with other employees. The steering committee will solicit input on how the MNPD should move forward to accomplish the goals of the task force report.

Texas

Informed by the task force report and other efforts around the country, the Celina Police Department recently made changes to its use of force policy to increase the safety of officers as well as of community members. All of the Celina Police Department's sworn employees will also complete a 40-hour mental health officer certification class focused on crisis intervention.

Utah

In October 2015, the state convened its police chiefs, sheriffs, and other command staff at Brigham Young University, where the International Association of Chiefs of Police presented findings from the task force report. During the conference, Utah police leadership discussed the findings from the report and discussed other keys issues in policing.[19]

18. *City of Columbia's Implementation Plan: Moving from Recommendations to Action* (Columbia, SC: Columbia Police Department, 2015), http://www.columbiapd.net/pdfs/publications/CPD-Community-Based_Plan-Final-12-3-2015.pdf.

19. Andrew Adams, "Teens Get Hands-on Understanding of Police Use of Force," KSL.com, February 11, 2016, http://www.ksl.com/?sid=38463801&nid=148.

Vermont

Following the task force recommendations on scenario-based training, officers in the Montpelier Police Department received training in dealing with an active school shooter that focused on disengagement and how to recognize the mental health needs of those involved. The Vermont State Police have engaged in similar training.

Virginia

The Virginia Office of the Attorney General (OAG), with support from local leadership and police agencies, has launched a dual-track training initiative consistent with the task force report. The OAG is working with the state Department of Criminal Justice Services and public safety stakeholders to develop the training, which will target the skills necessary for successful 21st century policing such as bias awareness, professionalism, situational decision making, use of force, de-escalation, and impartial policing.[20]

Washington

The Washington State Peace Officer Standards and Training Academy, together with Blue Courage, the Police Foundation, and other innovators, is developing a national blueprint and toolkit training model funded with a planning grant from the MacArthur Foundation. The purpose of this blueprint is to provide a standardized model process that delivers guidance, education, and resources to police leaders who are willing to examine the culture of their agency and create a plan for strengthening and improving it with particular focus on building internal trust and legitimacy.

West Virginia

West Virginia State Police are using elements from the task force report to shape a new curriculum aimed at ensuring officer safety and protecting the civil rights of motorists. A new four-hour training course, which focuses on de-escalation, was developed for the academy's most recent cadet class in spring 2015.[21]

20. Michael Kelly, "Herring Announces Initiatives to Promote Safe, Impartial 21st Century Policing in Virginia," press release, Commonwealth of Virginia Office of the Attorney General, September 29, 2015, http://www.oag.state.va.us/media-center/news-releases/626-september-29-2015-herring-announces-initiatives-to-promote-safe-impartial-21-st-centry-policing-in-virginia.

21. Curtis Johnson, "W.Va. State Police Offer New Course," *The Herald-Dispatch*, August 1, 2015, http://www.herald-dispatch.com/news/w-va-state-police-offer-new-course/article_86c-c661d-1287-592f-9a81-620de084383f.html.

Wisconsin

After reviewing the task force report, the Beloit Police Department changed its promotion process to require each candidate for sergeant to write an essay on how any of the task force pillars could be implemented within the agency.

Wyoming

Inspired by the task force report, the Cheyenne Police Department is now requiring all officers to attend diversity training, has taken steps to record racial demographics for citations and use of force, launched a campaign to increase membership in an existing citizen advisory committee, and now uses that committee to review department policies. The department also assigned an officer on each squad to engage the community through social media and tied community policing to annual performance evaluations. Officers are now also required to receive training on crisis intervention as well as peer support and staying well.

President Barack Obama established the President's Task Force on 21st Century Policing in December 2014 to identify best practices and offer recommendations on how policing practices can promote effective crime reduction while building public trust. The task force submitted its final report to the President in May 2015 with specific recommendations and action items informed by experts and practitioners in the field. A subsequent implementation guide was also released in October 2015 as a companion to the task force report to provide guidance on implementing the task force's 59 recommendations and 92 action items. This progress report, issued one year from the task force's submission of the final report, provides highlights of how jurisdictions across the country have implemented the recommendations and action items and describes the Administration's efforts to support implementation in the field.

U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street NE
Washington, DC 20530

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Published 2016