

PUBLIC TRUST: A SHARED RESPONSIBILITY

**MAJOR COUNTY SHERIFFS' ASSOCIATION
&
FBI NATIONAL EXECUTIVE INSTITUTE ASSOCIATES**

MACKINAC TRAINING CONFERENCE 2015

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INTRODUCTION



The basis for the Major County Sheriffs' Association (MCSA) and FBI National Executive Institute Associates (FBI NEIA) conference on Public Trust was in the belief that trusting relationships require a concerted effort on the part of both law enforcement and the communities they serve. Communities where trust and collaboration with law enforcement exist seem to experience a higher quality of life, by mutually working together to create a safe environment. If there can be trust and collaboration in some communities, why can't there be such trust in all communities?

Noting that there is a growing public perception that the police are responsible for the erosion of public trust, there is also the assumption that they are responsible in finding the solution. While law enforcement does have an enormous responsibility to foster a positive relationship with their communities, the public must also recognize their responsibility in contributing to a healthy partnership. It is unrealistic to expect law enforcement to develop the best solutions and strategies without taking into account the many great ideas that can come from individuals and leaders outside the police community.

This conference provided a forum for bringing together law enforcement and community leaders to have an open and straightforward dialogue on how to strengthen trust between law enforcement and the public.

Conference Goals

The joint MCSA/FBI NEIA conference was designed to determine what law enforcement and community actions, attitudes, and behaviors are needed to foster the public's trust that is so critically needed today. The basic premise of the conference was that law enforcement cannot be effective without the public's trust. Likewise, to be effective, the police must be able to trust the community as a partner dedicated to ensuring a safe and secure environment for all.

To help identify the necessary actions, attitudes, and behaviors, the conference was designed to:

- 1) Bring law enforcement executives and community leaders together to openly discuss their perceptions of police and public trust;
 - 2) Ensure that all attendees participate in group discussions and have opportunities to raise issues and concerns;
 - 3) Develop learning lessons and action strategies to make law enforcement/community trust a reality; and
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- 4) Produce a written report identifying the observations and proceedings. (See Appendix A for program schedule.)

Conference Structure and Composition

The conference was lively and unique, including the diverse composition of the participants, panel presentations, small group discussions, case studies, and the opportunity for all attendees to participate.

Participants

Attending the conference were Sheriffs and law enforcement executives from large county Sheriff's Offices, state police agencies, and the Federal Bureau of Investigation. They represented a broad spectrum of law enforcement agencies from across the country ranging from Alabama, California, Florida, Georgia, Kentucky, Nevada, North Carolina, Massachusetts, Michigan, Minnesota, Ohio, North Carolina, Rhode Island, Virginia, Washington, and Wisconsin.



Community participants included:

- Pastor Douglas Jones, Welcome Missionary Baptist Church, Pontiac, Michigan;
- Executive Director Donnell White, Detroit Branch NAACP;
- Chairman of the Board Nabih Ayad, Arab American Civil Rights League;
- Founder and Director Kobi Dennis, "Project Night Vision," Providence, Rhode Island; and
- Pastor and Director of Community Relations Everett Mitchell, University of Wisconsin-Madison.

Additionally, participants included members of the conference corporate partners who provided valuable input from both the perspective of private industry as well as the community. (For a complete listing of conference attendees by name and agency/corporation see Appendix B.)

Conference Structure

The conference was modeled (to a limited extent) after a conflict resolution model which provides each side of a dispute the opportunity to present their respective perceptions and positions. After the issues and concerns of the conflict are raised and discussed, the parties describe what they would like their relationship to be in the future and finally to develop

action items on how to achieve it.

The conference began with background presentations on trust and on the status of the public's confidence in the police today. Panel discussions, both by law enforcement and community leaders, ensued raising their perceptions on the causes of public distrust of police, followed by small group discussions. Interspersed between panel and small group discussions were presentations or case studies of an officer involved shooting of a minority. The final segment of the conference brought the community and law enforcement leaders together in mixed groups to develop action items for improving public trust of the police. (See Appendix C for biographies of presenters and panel leaders.)

LAYING THE GROUND WORK FOR PUBLIC TRUST

Sheriff Paul Pastor, Ph.D., Pierce County, Washington, author of the article, "Notes on Trust and Law Enforcement," (See Appendix D) served as a presenter, moderator and facilitator throughout the conference. Sheriff Pastor holds a doctorate from Yale University, in addition to an accomplished law enforcement career. His article, provided to all participants, was a catalyst for a host of stimulating discussions.

What is Trust?



Trust is defined by Sheriff Pastor with terms such as "reliability," "predictability," "dependable", "confidence", or "belief in." When we trust another person we regard them as reliable, dependable, predictable, and worthy of investment; or we mistrust them based on our past experience and on current real or perceived behavior.

Pastor spoke of how trust is a relationship. It cannot exist for practical purposes unless it describes a relationship between one party and another, which serves as a predictor of behavior. To trust someone you need to know who they are, what they stand for, what they believe in, their aims and aspirations, and their hopes and dreams. We are just more likely to trust people we know, and the more we know about them the more likely we are to trust them as human beings.

Stephen Covey, in his bestselling book, "The 7 Habits of Highly Effective People," uses the metaphor of an Emotional Bank to describe the amount of trust built up in a relationship. It's the feeling of safeness you have with another human being. According to Covey,

...if a person makes deposits into an emotional bank account through courtesy, kindness, honesty, and keeping commitments, they build up a trust reserve. As this trust account increases it can be called upon if needed (Covey, 1990, p. 188).

Law enforcement engages in all sorts of conduct which can build or diminish the level of trust in the community. The way police do their jobs has a significant effect on public trust and when the trust account is high, communication is easy, instant, and effective.

Terry Mangan, former Chief of Spokane, Washington, and retired instructor at the FBI Academy, reflected this sentiment:

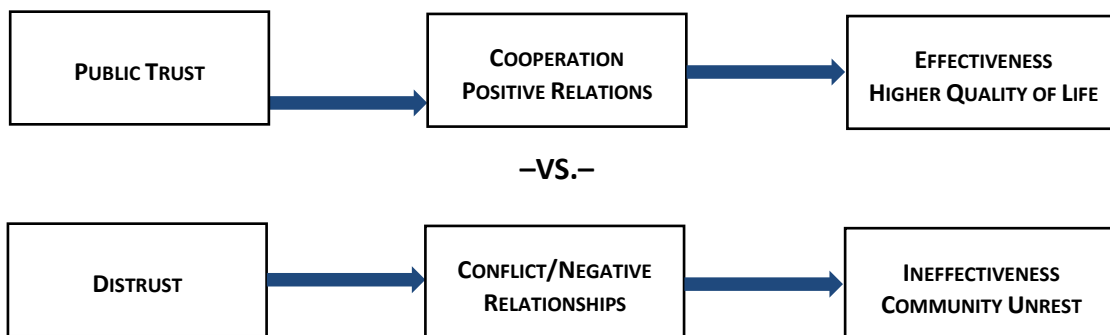
The privilege of working in law enforcement, in any agency at any level, is that we are fulfilling a sacred trust, making a difference, and exercising an authority that belongs not to ourselves but to our country and community, and ultimately to the one source of all authority and justice. Each day and in each opportunity we are given the chance to make things better.

Importance of Public Trust

Law enforcement plays one of the most important roles in our society in improving and maintaining a high quality of life in our communities. The effective execution of law enforcement's mission requires trust, both internally within the agency and externally within the community.

Trust, the oil that keeps the wheels turning, eventually leads to cooperation and positive relationships, which leads to effectiveness and a higher quality of life in the community. Of course, the reverse is disastrously true. Distrust leads to conflict and negative relationships, which leads to ineffectiveness and community unrest.

Figure 1.1



Julian Fantino, former Chief of Toronto, Canada Police Service, asserted:

There can be no ethical compromises or shortcuts to personal and organizational integrity for the law enforcement professional. Remember always that the public trust is of paramount importance. I maintain that in our profession if we lose the public trust, all is lost. It is worth noting that the public trust is critical to our credibility and its importance is never negotiable.

The Two Way Street of Trust

Sheriff Pastor emphasized that it is important that we focus on what law enforcement is doing or not doing to gain and maintain the trust of the community, but we should also focus on what the community can do to gain the trust of police. He said:

Trust is a relational quality. Trust is, in modern parlance, a ‘two-way street,’ with consequences flowing in two directions. Trust is an outgrowth of the relationship of co-responsibility which attends citizenship.

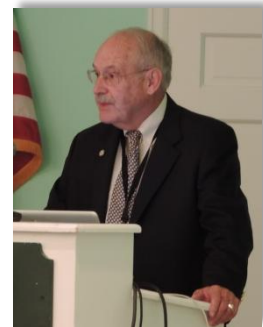
Discussing the issue of honesty as it relates to trust, Sheriff Pastor said: “Honesty is difficult because it can be inconvenient and embarrassing. But willingness to engage in self-critical honesty, while it carries major risks, also carries the potential for major benefit. Self-critical honesty can expedite the paving of the ‘two-way street’ of trust.”

DOES THE PUBLIC HAVE TRUST AND CONFIDENCE IN THE POLICE?



Presentations by Sheriff Pastor, Ph.D., David S. Corderman, Ph.D., Academy Leadership Associates, LLC and MCSA Associate Executive Director, and Dick Ayres, Executive Director, FBI NEIA, laid the ground work for an understanding; that trust is a predictor of behavior; law enforcement cannot be effective without the public’s trust; and that trust is a “two-way street” with the public trusting the police and the police trusting the public.

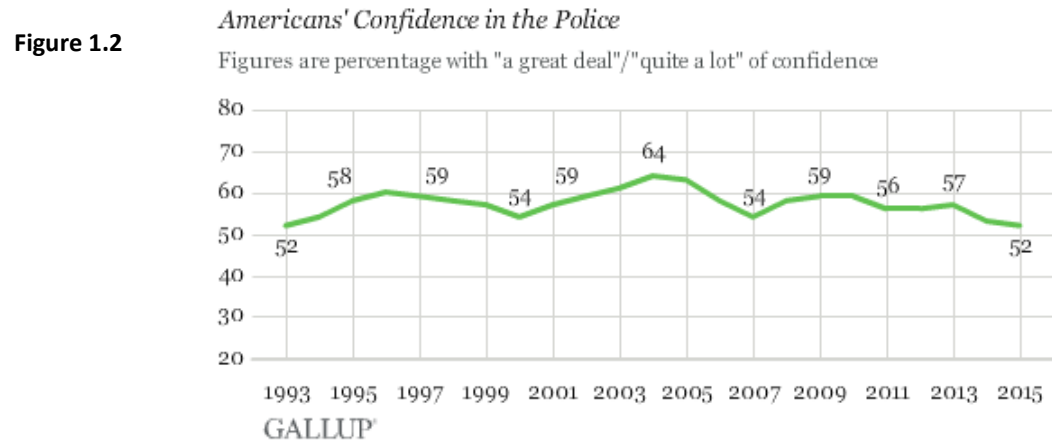
The next issue on the agenda was addressing the question: Does law enforcement have a trust problem, and if so how serious is it? Media reports make it appear that the public’s trust and confidence level of the police is at an all-time low with negative incidents being highlighted on an almost weekly basis. Darrel Stephens, Executive Director, Major Cities Chiefs’ Association addressed this concern.



Stephens provided a statistical review of various surveys on public trust and law enforcement, as well as an insightful, personal, and professional assessment on the issue of public trust from his work as Police Chief of Charlotte, NC; City Administrator of St. Petersburg, FL; Executive Director Police Executive Research Forum (PERF); technical advisor during the Ferguson, Missouri disorder; and from feedback as an advisor on the President’s Taskforce on 21st Century Policing.

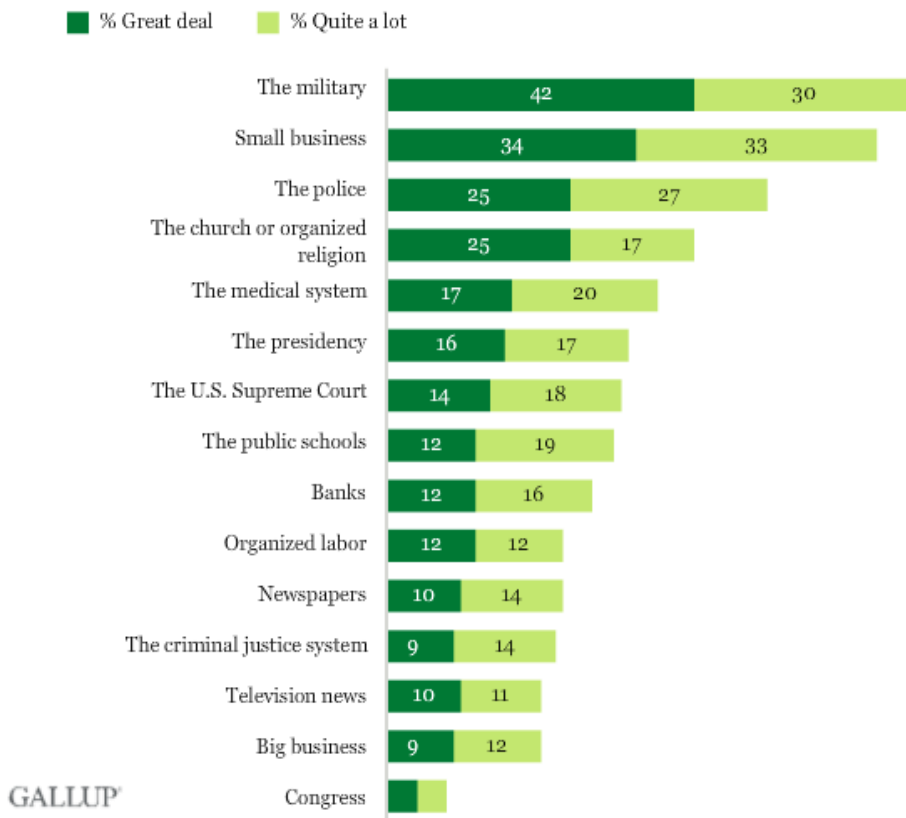
While the most recent Gallup poll conducted in June, 2015 reflected that a majority of

Americans remain confident in the police, 52% expressed “a great deal” or “quite a lot” of confidence in them; this was the lowest ranking of confidence in the police since 1993.



Even at the currently reduced confidence level, the police are still among the highest-ranking institutions, trailing only the military and small business among the 15 institutions tested in the poll.

Figure 1.3 *I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some or very little?*
 June 2-7, 2015



When Americans' confidence in the police was last at 52% in 1993, the Gallup poll was conducted as four white Los Angeles police officers were being tried in federal court for violating Rodney King's civil rights in the 1991 beating of King. Recent events, e.g. Ferguson, Missouri, Staten Island, New York, and North Charleston, South Carolina, where black men while being apprehended were killed by white police officers, has no doubt contributed to the present decline in confidence in police.

In a recent poll conducted by the Associated Press – NORC Center for Public Affairs Research, found a majority of blacks in the United States – more than three out of five – say they or a family member have personal experience with being treated unfairly by the police and their race is the reason.

Half of African-American respondents, including 6 in 10 black men, said they personally have been treated unfairly by police because of their race, compared with 3 percent of whites.

Mary Frances Berry, the Geraldine R. Segal Professor of American Social Thought and Professor of History, University of Pennsylvania, commented:

When you have police officers who abuse citizens, you erode public confidence in law enforcement. That makes the job of good police officers unsafe.

Whether the reporting of police incidents of deadly force by the media has been objective and the statistics accurate, one thing is certain – the issue of whether the police have the public's trust is being called into question.

PRESIDENT'S TASK FORCE ON POLICING IN THE 21ST CENTURY



In light of the fatal shootings by police of unarmed black men in various parts of the country which have exposed conflict and rifts in the relationships between local police and the public, on December 18, 2014, President Barack Obama signed an executive order establishing the Task Force on 21st Century Policing.

Darrel Stephens, Executive Director, Major Cities Chiefs' Association, having served as an advisor to the Task Force, explained that President Obama charged the Task Force members with identifying the best practices and to offer recommendations on how policing can promote effective crime reduction while building public trust.

Stephens provided an overview of the Task Force recommendations, highlighting the most important to be:

- Establish a culture of transparency and accountability in order to build public trust and legitimacy.
- Acknowledge the role of policing in past and present injustice and discrimination.
- Consider the potential damage to public trust when implementing crime fighting strategies.
- Promote public trust by initiating positive non-enforcement activities.
- Track the level of trust in police by their communities just as they measure changes in crime.
- Collaborate with community members to develop policies and strategies.
- Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community.
- Adopt model policies and best practices for technology-based community engagement that increases community trust and access.
- Adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- Engage community members in the training process.

Stephens' final remarks on public trust and law enforcement emphasized that it was time for moving forward as follows:

- First, acknowledging that trust and confidence in police has declined and to be effective law enforcement must focus on rebuilding the public's trust;
 - Second, insisting that law enforcement officers understand that every contact with the public matters and will leave a lasting impression;
 - Third, law enforcement must measure the communities' perceptions and level of trust in police;
 - Fourth, the President's Task Force Recommendations represent what policing will be like in the future and need to be implemented;
-

- Fifth, law enforcement must develop plans for engaging the community in managing public safety via neighborhoods, schools, civic groups, volunteer programs, and recruiting; and
- Sixth, law enforcement must develop more effective communications strategies with the news media as well as social media. *(See Appendix E for Stephens' PowerPoint presentation.)*

Challenge to Find the Missing Piece

Before the conference moved to the next stage of having law enforcement and community leaders discuss their perceptions of police and the public trust, the causes of distrust and ways to restore it, the attendees were presented with a challenge.

The challenge was to identify in the next presentations a missing piece to the issue of public trust. Presentations to this point indicated that trust may be more difficult than ever to cultivate. What then is the key to ensuring the public's trust in police and the police's trust in the community? How do we eliminate the conflict, the negative relationships and the community unrest?

Does the answer lie with such words found in the President's Task Force such as: transparency, procedural justice, workforce diversity, engaging the community, police training, serious incident review boards, demilitarization of the police, civilian oversight groups, policies prohibiting profiling and discrimination, body cameras, development of new "less than lethal" technology, promote officer safety and wellness, community policing, etc.? All of these are important if not essential in representing the way policing will be conducted in the future.

Is there something missing? Is there something more fundamental needed to ensure trust before law enforcement and community leaders can begin to implement the Task Force recommendations? These questions set the stage for the panel and small group discussions on the issue of public trust.

LAW ENFORCEMENT PANEL ON PUBLIC TRUST



Los Angeles County California Sheriff Jim McDonnell; Polk County, Florida Sheriff Grady Judd; and Rhode Island State Police Colonel Steven O'Donnell provided their observations and comments on the issue of public trust, what may be contributing to the lack of trust, and ways to promote it. After the panel presentations, conference attendees in small groups, examined and discussed their own views and

provided comments on police behaviors and actions that they see as possibly contributing to the public's distrust. The following are some of the topical areas and discussion points made by the panelists and conference attendees.

Factors Contributing to Public's Distrust of Police

Relationships:

- Mistrust--“They just don't know the law enforcement officers in their communities.”
- Lack of relationships with community.
- Youths have negative view of police because their mother or father has been arrested.

Behavior-real and perceived:

- Double standards, police speed and break the law, too.
- No accountability for law enforcement officers' actions.
- Lack of transparency by police.
- Corrupt behavior by law enforcement resulting in loss of moral high ground.
- Defending the indefensible use of force by police officers.

Verbal and non-verbal communication:

- Disrespectful behavior and tone of voice toward minorities.
- Superiority complex by police leaves negative perception.
- Attitude by police of non-interest, non-caring.
- Disproportionate rate of minorities being targeted by law enforcement agencies.

Social Issues that directly impact police intervention:

- Drugs, alcohol, and mental illness.
- Use of force on the mentally ill.
- Kids have nowhere to go therefore, turn to violence.

External Contributing factors:

- Activists jumping to conclusions.
- National venting, charged by racial and economic issues.
- Exploiting law enforcement mistakes to serve different agendas.
- Ferguson as a seminal event leading to overall distrust of police.
- Public's no snitching policy on the street: We don't trust the cops!
- Negative attitude by public: Why am I being stopped!

Role (Implications) of the Media and Public Trust

Stereotype re-enforcement:

- Hollywood portrays law enforcement as villains.
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- Unlawful (or perceived unlawful) use of force captured on video.

Biased reporting:

- Negative social media usage attacking law enforcement officers.
- Negative media relations with police.

Impact:

- Strategic communications--law enforcement has failed to tell their side of the story.
- Law enforcement's relationship with media impacts on community relations.
- Power of the selfie.
- Media attention inflames situations.
- Social media, kids are not watching the evening news--they are on Facebook.

Building Public Trust

Behavior and practice:

- Transparency, the more we can show people what we do, the more support we will receive.
- Treat community members with respect and kindness.
- Treat people as you would want your mother to be treated.
- First conversation must begin on a positive note, first impressions generate respect

Programs and initiatives:

- Citizen police academies.
- Public participation in shoot, don't shoot simulators.
- Kids, cops, and Christmas, making a difference.
- Kids, cops, and classrooms, donating backpacks, etc.
- Conduct community relations course for police officers.
- Conduct community surveys to determine how police are doing and identify important issues.
- Body cameras.
- Need to rebrand law enforcement, tell public real story, i.e. what we stand for and how we make a difference in the community.
- Law enforcement needs to market the brand of the new era of law enforcement.

Setting the tone:

- Must engage the community.
 - Public safety is a team sport.
 - Law enforcement has to be the catalyst for change.
 - Positive law enforcement culture; must have the right attitude from top to bottom.
 - Law enforcement should embrace a guardian, rather than a warrior mindset.
 - Mend media relations.
 - Social media; we must get out in front of the issues before situations go viral.
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COMMUNITY LEADERS PANEL ON PUBLIC TRUST

Donnell White, Executive Director, Detroit Branch NAACP; Nabih Ayad, Chairman of the Board Arab American Civil Rights League, Macomb County, Michigan; Pastor Douglas Jones, Welcome Missionary Baptist Church, Oakland County, Michigan; and Kobi Dennis, founder, “Project Night Vision,” Providence, Rhode Island, provided their observations and comments



on the issue of public trust and ways to build more effective relationships with their communities. After the community panel presentations, conference attendees in small groups discussed the issues raised and provided additional comments. The following are some of the discussion points relative to the causes of community distrust of police and ways to build effective relationships.

Factors Contributing to the Public’s Distrust of Police

Who are the police?

- Population diversity not represented in police agencies.
- Hiring people from outside the communities does not sit well within the community.

Social implications:

- Racial discrimination is becoming a bigger issue as more ethnic groups are experiencing it.
- Incarceration continues to grow and communities are becoming more unsafe.
- Law enforcement receives little support from the families, therefore kids don’t trust them.
- Many people don’t want their children interacting with the police.

Culture, Attitudes and the Organization:

- Attitude of law enforcement officers dictate the level of trust within the community.
 - Attitudes at the top may have changed but not the officers on the street.
 - Length of investigation impacts on trust and credibility, they must be more expedient.
 - Budget cutbacks have caused police to be reactive rather than proactive.
 - Shagging calls not shaking hands.
 - Officers should not elevate the situation on the street, but should contact their supervisor.
 - Positive encounters by police must outweigh the bad.
 - Police Officers’ Bill of Rights interferes with being transparent.
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Observation-real and perceived:

- Why are young black men being shot in the street?
- All that has changed is that the injustices are being captured via cell phones.

Building Public Trust

Behavior and practice:

- Being transparent and being accessible when making press releases.
- Making community policing a priority.
- Community outreach programs are a catalyst for change.
- Hire more African American police officers
- Stopping young drivers for good behavior.

Programs and initiatives:

- Training for police when dealing with the mentally ill.
- Neighborhood watch, summer athletic leagues, welcoming children on the first day of school.

Setting the tone:

- Must foster a positive relationship between law enforcement and the community.
- Policing is not easy and getting the community involved is not easy.
- To rebuild trust takes W-O-R-K!
- Good business practice to be involved with the community.
- Holding city council and local government financially accountable to support police.
- Understanding that law enforcement officers are human and can make mistakes.
- Public needs to be accountable for the things happening with the community.
- Education is crucial; teach trust early in law enforcement officers' careers.
- Instill respect for authority at an early age.

Replace assumptions with reality:

- Blacks want as many police officers on the street as whites.
- Willingness of the community to establish a working relationship with law enforcement.

**OFFICER INVOLVED SHOOTING OF A MINORITY CASE STUDY:
MADISON, WISCONSIN – MARCH 2015**

Sheriff Dave Mahoney, Dane County, Wisconsin and Pastor Everett Mitchell, Director of Community Relations for the University of Wisconsin-Madison, described their experience involving an officer's shooting of an unarmed black man; the prosecutor's subsequent decision not to bring charges; and reasons why the community's response was different from that in Ferguson, Missouri and other similar jurisdictions where civil unrest occurred.

Beginning in the Fall of 2014 and on the heels of the events of Ferguson, MO, New York City, Charleston, SC and others, several law enforcement leaders--Sheriff Mahoney, Madison Police Chief Michael Koval, and University of Wisconsin-Madison Chief, Sue Riseling--began meeting with leaders of the NAACP, Urban League, 100 Black Men, Black Church religious leaders, the Latino Community, and the Hmong Community in an attempt to begin engagement and dialogue. Knowing that Dane County and the City of Madison could experience a critical incident (i.e., officer involved shooting or death to a suspect) there needed to be a better line of communication with these underrepresented communities before a crisis occurred. These meetings occurred weekly until March 2015 when Madison experienced an officer involved shooting in which a 19-year-old black male was shot and killed and community demonstrations began.

Specifically, on March 6, 2015, a 19-year-old, Tony Robinson, was shot and killed by a City of Madison Police Officer after it was reported that Robinson was high on hallucinogenic mushrooms and had battered several people. After entering an apartment building looking for Robinson the officer reported being assaulted by Robinson after which the officer drew his weapon and shot Robinson who died at the scene.

Immediately following the shooting, via social media, the word of the shooting spread and large numbers of the community (200-500 people) began appearing in the neighborhood demonstrating and calling for immediate answers as to why the shooting occurred. Several community leaders from the groups the police were meeting with since the fall of 2014, including faith leaders, also appeared in the neighborhood and immediately connected with the demonstrators and lent a soothing and calming effect on a crowd that was calling for the escalation of anger. It was important that these leaders pointed out that they were working with law enforcement as part of a taskforce, but also calling for answers regarding why this shooting occurred along with solutions so more people of color would not be shot by the police.

Anticipating a possible violent response should the district attorney not bring charges against the officer and determine the shooting to be a justified use of force, the police continued to meet weekly with community and faith leaders to permit demonstrations, but made it clear that violence and property damage would not be tolerated. Additionally, community leaders met with demonstrators and their leadership to achieve an agreement regarding future actions. Specifically, once the announcement came both law enforcement and community leaders were prepared for the emotional response from the community and family at large. There were demonstrations of 500-800 people over the next three days but with no damage or injury to the police or demonstrators.

Lessons Learned

- The importance of grassroots engagement.
 - Building trust with community leaders before a crisis.
 - Knowing that a crisis will happen and being prepared with names and phone
-

numbers of those needed for community support.

- Knowing that emotions will run high and proper training will improve the outcome.
- Providing public safety and not taking the emotional outbursts personally (responding agencies maintaining core principles during community protests).
- Be willing to compromise and work with communities or demonstrators to allow for some non-violent legal civil disobedience.

Significantly, the message provided reflected the importance of community engagement and outreach by law enforcement and community leaders. This case study highlighted two of the main themes of the conference:

1. Bring law enforcement executives and minority community leaders together to openly discuss their perceptions; and
2. Ensure that each have opportunities to raise issues and concerns.

Strategies for Strengthening Trust and Community/Law Enforcement Partnerships



Dr. Cedric L. Alexander, Deputy Chief Operating Officer for Public Safety, DeKalb County, Georgia, and President of the National Organization of Black Law Enforcement Executives (NOBLE), provided a stirring speech on “Strategies for Strengthening Trust and Community/Law Enforcement Partnerships.” It was expected that Dr. Alexander would review recommendations from *The President’s Task Force on 21st Century Policing*, such as transparency, procedural justice, engaging the community, etc. While noting these recommendations are extremely important, Dr. Alexander suggested something more

fundamental needed to be addressed before attempting their implementation. He stated:

Race is one of the most challenging conversations for us as a nation to pursue. Race is tied to emotional, psychological, and historical beliefs and experiences that are deeply rooted in the American psyche. The need for the race conversation is yet forever challenging. In this time of urgency to unite as a free nation of one United States we need to start somewhere. One place we can begin is to discuss our shared values as American citizens. We all want peace and a pursuit of happiness for ourselves and our families and friends. If we as Americans can begin with the idea of having more in common through our shared values and principles, discussing topics such as race becomes less challenging or stressful. Shared understanding of values and principles overshadows all else.

Dr. Alexander provided an answer to the challenge presented to the conference attendees at the beginning of the program to find the missing piece to the issue of public trust. He asked members of law enforcement and the community members to first reason together, find common ground, and agree on common values and principles to build trust and positive relationships.

This approach uses a problem-solving philosophy that emphasizes *what* is right instead of *who* is right (*See Appendix F for a CNN Op Ed article by Cedric Alexander*). This common sense approach and inspiring speech was one of the highlights of the conference and was the perfect segue for final discussions.

MAKING TRUST A REALITY:

LAW ENFORCEMENT AND COMMUNITY COMING TOGETHER

The final session focused on how to build law enforcement-community partnerships to foster trust and respect, create positive relationships, and improve the quality of life in our communities. In small groups, conference attendees examined the lessons learned from their previous discussions and identified specific action items to be taken by law enforcement as well as community leaders to establish or further grow a trusting relationship.

Lessons Learned from Panel and Small Group Discussions

- We all want the same thing; the struggle is how to get there.
 - Need to learn how to accomplish mutual goals together.
 - We all agree nobody wants to shoot anybody.
 - Importance of social media, evolving alongside technology.
 - Importance of community surveys.
 - Strategic communication, build dialogue in troubled communities.
 - Need for crisis intervention and use of force training.
 - Eliminate criminal or racial profiling from the top to the bottom.
 - Develop law enforcement promotional videos to get message out.
 - Cultivating respect for the law.
 - Learning to build better relationships with those in the community, leaders, clergy, etc.
 - Mess up, Fess up, and Clean up.
 - Media must be held culpable for starting the fires with the community.
 - Find common ground between law enforcement and the community.
 - Adopt a COP program.
-

Action Strategies for Building Public Trust

The action items developed do not necessarily indicate the official opinion of the various agencies represented, but are the consensus of conference attendees. They are listed to indicate they were considered, not because many law enforcement agencies are not already doing some of them.

1. Attitude should be made a component in law enforcement training, e.g., friendliness; acting as an ambassador of the organization. Creating a paradigm shift from warrior to guardian ethic.
 2. Enhance de-escalation and crisis intervention training.
 3. Develop strategies of community engagement, ensuring we are engaging the right people.
 4. Establish a community action group that is representative of the community.
 5. Convene an advisory group; have an independent oversight group because the public doesn't believe law enforcement is holding their officers responsible.
 6. Have law enforcement establish relationships with the youth, starting dialogue early.
 7. Improve law enforcement recruiting to ensure better representation of the community. Enhance program to recruit various ethnic groups.
 8. Enhance community relations strategies.
 9. Evaluate and audit the use of social media and the power that it holds.
 10. Communicate the vision from the top and provide training on interpersonal skills; cultural sensitivity.
 11. Recognize and admit the biases and try to understand and change them accordingly.
 12. Understand that anger and frustration surrounding issues of race is a bi-lateral issue.
 13. Audit your agency; be honest from the top to the bottom and share the results with the media.
 14. Focus training on role playing and communication.
-

15. Involve community activists in training so they understand how difficult crisis response can be.
16. Implement Community Oriented Policing.
17. Utilize the President's Task Force on 21st Century Policing to guide law enforcement in the future.
18. Bring police officers into community meetings.
19. Develop and distribute community surveys and release results.
20. Engage children before they are corrupted by crime, e.g., athletic leagues.
21. Promote who the real heroes are; police, fire, and teachers.
22. Commit to the cost of engagement; invest in the change.

FINAL THOUGHTS ON PUBLIC TRUST & LAW ENFORCEMENT

This conference, the first significant joint effort between the MCSA and the FBI NEIA, was a terrific opportunity to bring together solicitous leaders from various communities and discuss important issues facing law enforcement and the communities they police. It was interesting, unique, and challenging because it brought together law enforcement and community leaders, many who were strangers and from different parts of the country, to have an open dialogue on such sensitive issues as police shootings and public trust. Significantly, it was an additional step in the work that has already been done building on the President's Task Force on 21st Century Policing.

Perhaps most rewarding was how attendees demonstrated a sense of unity and shared responsibility for achieving mutual trust and for the development of conference findings and action items. Because of the importance of the work that was done and the effort involved, this summary would not be complete without some final thoughts that integrate the conference findings with a discussion regarding public trust and law enforcement. The following comments are offered in the spirit of framing the findings with previous work done on the concept of public trust and policing.

Why Does It Take a Crisis to Institute Change?

Why does it take a crisis to make us aware of what is important? We know the issues and concerns facing our law enforcement agencies and communities and the need for public trust to be successful. Yet, being aware of the need for public trust is not enough. Typically,

it takes a crisis to make us change the way we do business.

Why did it take the crisis of Ferguson, Missouri, Staten Island, New York, North Charleston, South Carolina, and others to make law enforcement realize public trust cannot be taken for granted? Today, law enforcement is in a perceived public trust crisis.

The disastrous incidents of police shootings of minorities and wide media attention have placed greater demands on law enforcement to change the way it does business. Agencies are urged to move to a new style of policing that will assist them in increasing public trust by practicing what is now popularly referred to as “procedural justice.” Research has shown that the way police do their jobs has a significant effect on citizen trust and legitimacy. Law enforcement, by focusing on the importance of treating people with dignity and respect, giving them an opportunity to explain their situations, and listening to what they have to say, may increase their effectiveness in resolving and avoiding future crises.

Public Trust: Getting to Know You

To trust someone you need to know who they are, what they stand for, what they believe in, and their aims and aspirations. We are more likely to trust people we know, and the more we know about them the more likely we are to trust them as human beings.

“Mr. Gorbachev, Tear Down This Wall.” This was the challenge issued by President Ronald Reagan to Soviet Union leader Mikhail Gorbachev in West Berlin, June 12, 1987. The challenge today for law enforcement and our communities is to tear down the wall of distrust that exists between them. Tearing down the wall of distrust happens by opening communication with community leaders before a crisis occurs, practicing community policing, engaging the community in various outreach programs, and involving and collaborating with community members to develop policies and strategies. Only when law enforcement and their communities get to know each other better will they be able to build relationships of trust and credibility.

Transparency: Awareness Leads to Trust

Transparency is a word that is prevalent on seemingly everyone’s lips today – it has almost become a buzzword. Yet, the concept is far too important to be taken lightly. The public, in order to trust the police, want timely, open and honest communication on how the department operates when enforcing the law, its tactics, policies, and procedures. Public understanding of why and how law enforcement conducts itself is the key to building trust as are the community’s efforts to join with the police to address problems identified.

Transparency also involves avoiding any delay in reporting or covering up an incident that could potentially reflect negatively on law enforcement. The public will usually be more supportive of the police when they are upfront in acknowledging mistakes and providing the appropriate response. Covering up an incident or withholding information is totally

unacceptable in today's transparent atmosphere. As former Superintendent of the Chicago Police Department, Terry Hillard remarked during the conference:

Mess Up...Fess Up...and Clean Up.

Police Culture: If You Do It Long Enough, You Become It!

Undeniably, the scrutiny to which the law enforcement profession is subjected is unparalleled. While errors among professionals in medicine, education, the ministry, child care, etc. are duly reported by the media at every conceivable opportunity, nothing compares to the feeding frenzy that follows a case of alleged police brutality (or any other form of suspected misconduct).

Law enforcement agencies cannot afford negative publicity, any more than they can afford to have employees who are engaging in the negative behavior that has prompted the unwanted media attention. The bad news is that it is virtually impossible to guarantee that such situations will never happen—every organization can have a bad apple in the barrel. What every Chief and Sheriff needs to be concerned about is to make sure the problem is an apple and not the barrel, i.e., the culture.

The fundamental culture by which the organization lives every day, in every way, is basically the underlying set of assumptions that govern how employees at all levels perceive and think about themselves, other people, their work, and the organization's goals—and then how they act in regard to them. Simply put, culture defines the way people do things in the organization—it's the organization's habits—and if they do them long enough they become them. This is why law enforcement executives need to determine what kind of culture is being created by the attitudes of today's police officers and if need be, what can be done to change it.

According to Edgar Schien, noted authority on culture management, the CEO's (law enforcement executive's) most important responsibility is culture management. The law enforcement executive must establish the right culture, set the appropriate example, and audit the organization regularly at all levels to ensure adherence to the culture.

How does the law enforcement executive fulfill this important responsibility? It's accomplished by setting the appropriate example and using the organization's vision, mission, and guiding principles as leadership tools to establish the right culture and build the foundation for ethical, character driven behavior that merits the public trust.

Vision will point the way the organization intends to go. The public expects law enforcement executives to have a sense of direction and a concern for the organization's future and its relationship to the community. Vision also points the way for citizens to envision a future for themselves and their children. A vision that respects individual rights and the rule of law must

be a shared responsibility between the community and law enforcement.

A law enforcement agency's mission is where the officer interacts with the community and where the department's reputation is made. A clear mission statement defines for employees and citizens who the organization is, its special purpose and intent, and its commitment to the public. *It is critical that officers know their department's mission; it allows them to see themselves as part of a worthwhile enterprise and to realize how they can make a positive difference and improve the community life.*

A law enforcement agency that strives to ensure the public trust must identify and define its core beliefs or guiding principles—the deep fundamental truths that guide it and the behavior of its employees. Organizational guiding principles determine what both individuals and organizations consider to be appropriate and inappropriate behavior. Through their guiding principles, credible law enforcement agencies clarify what is correct behavior in how they approach their work, how they manage internally, and how they relate to the community. While it is the responsibility of law enforcement to adhere to these principles, the public should ensure they acknowledge the police when they see these efforts being made.

Guiding principles such as: integrity, fairness, respect, compassion, professionalism, service, and dignity, determine the fundamental culture by which the organization lives every day.

Guiding principles require constant vigilance by all law enforcement executives who seek the public trust. They should become a part of the agency's everyday language and be discussed consistently, displayed prominently, and nurtured vigilantly. They will become the lifeblood of the organization, which, in turn, will shape and mold its culture.

Although the vast majority of law enforcement agencies have a mission and guiding principles statement, and some have also articulated a vision, it is the organizations that have institutionalized these statements into their very fabric that have achieved the public's trust. This is accomplished by constantly communicating, clarifying, and reinforcing the vision, mission, and guiding principles throughout the agency, as well as the community, and aligning them with all daily practices; e.g., recruitment, selection, training, supervision, evaluation, promotion, discipline, awards and recognition, planning and decision making, and role playing. (See *Leading to Make a Difference: Ethical, Character Driven Law Enforcement* by Ayres and Corderman for a full discussion on this issue).

Marketing the Law Enforcement Mission

Mark Twain once said: *"What the public thinks depends on what the public hears."* Law enforcement all too often abdicated its responsibility of creating its public image to the media. Unfortunately, what the public hears is often the result of negative publicity regarding allegations of officer misconduct or of the agency's failure to solve a crime in a

timely manner. This negative publicity casts a shadow on the credibility of the many decent, professional law enforcement officers in this country.

There is a critical need for law enforcement leaders to be proactive in marketing a positive image of their agency by communicating what it and its employees stand for and believe in and how they make a difference in improving the quality of life in the community.

One of the greatest public relations tools law enforcement has at its disposal for marketing itself and building public trust is its mission statement. The public needs to understand the role law enforcement plays in society by protecting life and property, reducing crime, reducing the fear of crime, creating a safe environment, maintaining order, and combating terrorism.

Law enforcement leaders need to raise such issues as racism, brutality, and truthfulness and let any apprehensive citizens know what kind of character their officers possess. Establishing and maintaining public trust and credibility is accomplished by developing, clarifying, and communicating the guiding principles that serve both the agency and the community.

Law enforcement's mission and guiding principles can also be used to develop credibility in the marketplace that will enhance recruiting efforts and develop professional pride that will encourage employee retention. If we want to attract more diverse people to law enforcement and increase the pool of candidates, we need to tell them what we do, why we exist, what business we are in, and why this is a more rewarding career than other occupations that can provide higher wages and benefits. Let's develop marketing strategies based on one of law enforcement's greatest strengths – its mission and guiding principles.

Changing the Community Culture

Just as establishing the right culture in our law enforcement agencies is important in changing behavior, we must also make establishing the right culture in our neighborhoods and communities a high priority.

As law enforcement leaders work to change the attitudes of their officers from a "Warrior" to a "Guardian" mentality, community leaders need to work to change citizen's attitudes toward the police from an "Enemy" to a "Friend" mentality. Trust is indeed a shared responsibility, where the community culture is created that fosters cooperation and works in partnership with law enforcement to create a safe environment. Community members will benefit more by focusing less on negative attitudes toward the police and more on positive attitudes toward school, work, marriage, and child rearing. The community must be held responsible for changing the attitudes, behaviors and habits of their members to develop high standards of ethics and objectivity that will promote better police and community relations.

The community's responsibility to develop an ethical and moral culture does not relieve them from the right to expect higher standards of ethics from its law enforcement officers. While some may think it is too idealistic to expect law enforcement officers to be held to a higher standard, Dr. Karl Menninger, renowned psychiatrist, said the following in *A Psychiatrist's World*:

It should not be very hard to persuade a law enforcement officer to agree that his job requires him to have the ability of a superman. As a matter of fact, in choosing his profession, he has elected to be a superman. What he has said is that he wishes to announce himself ready to act more wisely, more calmly, more bravely, and more law abiding than the average man. To be a law enforcement officer takes intelligence, understanding, warmth, kindness, patience, tact and an immeasurable amount of self-control. Are these qualities appreciated by the public? Most certainly not! But let me ask you too, if they are appreciated by the law enforcement officers themselves. When members of the law enforcement community come to have a higher opinion of themselves, to recognize that they are leaders in the community (i.e. the conscience of the community), umpires in the great game of semi-domesticated human beings trying to live peaceable with one another in a complicated world, then they will inspire similar respect, support, and admiration from the public at large (Menninger, 1950, p. 152).

Dr. Menninger is suggesting that law enforcement officers must have self-respect before they can expect the public to respect and trust them.

Finding the Common Ground: The Missing Piece

Dr. Cedric Alexander, conference speaker, asked members of law enforcement and the community to first reason together, to find common ground, to agree on common values and principles to build trust and positive relationships.

David Brooks, in his bestselling book, *The Road to Character*, said:

We so fear exclusion from the group that we are willing to do things that we would find unconscionable in other circumstances. When unattached to the right ends, communities can be more barbarous than individuals (Brooks, 2015, p.196).

What are the right ends that Brooks mentions and what are the common values and principles Alexander suggest are needed to build trust?

We have learned that trust is predicated on how well we know each other, what we stand for and believe in. Public trust requires that members of law enforcement and the community come together and get to know each other on a formal and informal basis. Once a relationship is developed they can then work to develop a number of mutually agreeable guiding principles as to how they will behave and interact toward each other.

A trusting law enforcement and community relationship is one that uses a problem-solving philosophy that emphasizes *what* is right instead of *who* is right. Where dilemmas are resolved using principles—not positions; where the focus is on problems—not people.

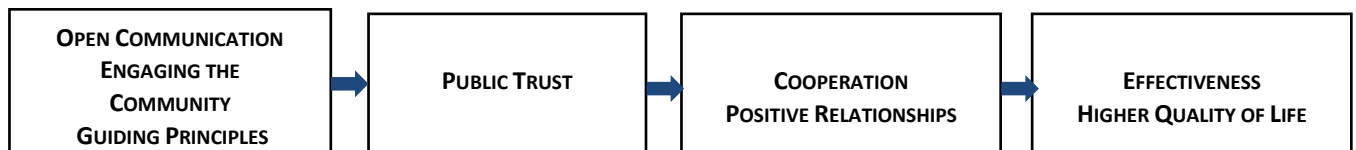
Chief of Police, Gregory G. Mullen, Charleston, S.C. wrote a thank you letter to members of the community and organizations that responded positively to the hate filled, violent criminal act of killing nine people while they were attending a Bible study. Chief Mullen provided a valuable insight on the need to focus on what is right when he stated:

While this tragic incident shocked our conscience, it also provided us a glimpse of humanity that so often gets overshadowed by anger and personal agendas. Instead of anger, hate, separation, and destruction, we observed the unusual power of caring, love, unity, and forgiveness. From the beginning of this incident, law enforcement, religious leaders, community members, politicians, and most importantly the victims' families and survivors came together to demonstrate the awesome power that resides in good people who refuse to be impacted by hate. As I have heard so many times over the past two weeks, 'evil picked the wrong City that night.'

The power of such virtues as caring, love, unity, and forgiveness brought civility to the City of Charleston.

Simple it is, easy it is not. The keys for developing public trust are: open and honest communications; engaging the community to build effective relationships; and developing mutually agreeable guiding principles or virtues as to how we will behave and interact with one another. This leads to cooperation and positive relationships and, ultimately, a higher quality of life for everyone.

Figure 1.4



Final Thought

Those in law enforcement and the community who strive to maintain peace and create a safe environment are truly beacons of light in what is often a dark world. To all of them we owe our heartfelt thanks and admiration.

Respectively submitted by:

Michael Ferrence, Jr.
Executive Director, MCSA

David S. Corderman
Assistant Executive Director, MCSA

Richard M. Ayres
Executive Director, FBI NEIA

APPENDICES

APPENDIX A

Major County Sheriff's Association

1450 Duke Street, Suite 207, Alexandria, Virginia 22314



F.B.I. National Executive Institute

701A Caroline Street, Fredericksburg, Virginia 22401

SCHEDULE OF EVENTS
September 8-10, 2015 – Grand Hotel, Mackinac Island, Michigan
Tuesday, September 8, 2015
Registration from 12:00 - 6:00pm in Garden Terrace
Sponsor Display Area Open 12:00 - 6:00pm in Brighton Pavilion

6:30pm – 7:30pm	Welcome Reception <i>Featured Sponsor – NaphCare</i> Alternative will be the Terrace Room in case of inclement weather	<i>West Front Porch</i>
7:30pm – 9:00pm	Dinner <i>Featured Sponsor – ARAMARK</i>	<i>Grand Pavilion</i>

Wednesday, September 9, 2015
Registration from 8:00-5:00pm in Straits of Mackinac Room
Sponsor Display Area Open 8:00-5:00pm in Brighton Pavilion

7:15am – 8:30am	Breakfast <i>Featured Sponsor – Armor Correctional/WatchGuard</i>	<i>Grand Pavilion</i>
8:30am – 8:40am	MCSA/NEIA Training Meeting – Welcome <ul style="list-style-type: none"> • <i>Sheriff Donny Youngblood, MCSA President</i> • <i>Richard M. Ayres, NEIA Executive Director</i> 	<i>Brighton Pavilion</i>
8:40am – 9:00am	What is Trust? <ul style="list-style-type: none"> • <i>Richard M. Ayres, NEIA Executive Director</i> • <i>David S. Corderman, PhD., MCSA Asst. Exec. Director</i> • <i>Sheriff Paul Pastor, Pierce County Sheriff's Department</i> 	
9:00am – 9:45am	Does Law Enforcement Have a Trust Problem? <ul style="list-style-type: none"> • <i>Darrel Stephens, Major Cities Chiefs' Assn. Executive Director</i> 	

9:45am – 10:00am	Break <i>Featured Sponsor – Diamond Pharmacy/Cardiac Science</i>
10:00am – 11:15am	Law Enforcement Panel of Sheriffs & Chiefs <ul style="list-style-type: none"> • <i>Sheriff Jim McDonnell, Los Angeles County Sheriff's Department</i> • <i>Sheriff Grady Judd, Polk County Sheriff's Office</i> • <i>Colonel Steven O'Donnell, Rhode Island State Police</i>
11:15am – 12:00pm	Small Group Discussion
12:00pm – 1:30pm	Lunch <i>Jockey Club</i> <i>Featured Sponsor – Securus Technologies/SIAC/EmLogis</i>
1:30pm – 2:30pm	Community Leaders Panel <ul style="list-style-type: none"> • <i>Donnell White, Detroit Branch NAACP Executive Director</i> • <i>Nabih Ayad, Arab American Civil Rights League</i> • <i>Pastor Douglas Jones, Welcome Missionary Baptist Church</i> • <i>Kobi Dennis</i>
2:30pm – 2:45pm	Break
2:45pm – 3:30pm	Small Group Discussion
3:30pm – 4:30pm	Officer-Involved Shooting Response Plan <ul style="list-style-type: none"> • <i>Sheriff David Mahoney, Dane County Sheriff's Office</i> • <i>Pastor Everett Mitchell, University of Wisconsin - Madison</i>
6:00pm – 7:00pm	Reception <i>West Front Porch</i> <i>Featured Sponsor – Correct Care Solutions/Alkermes</i> Alternative will be the Terrace Room in case of inclement weather
7:00pm – 8:45pm	Dinner <i>Terrace Room</i> <i>Featured Sponsor – Harris Corporation</i> Guest Speaker: Dr. Cedric L. Alexander Deputy Chief Operating Officer for Public Safety, DeKalb County, Georgia President, NOBLE

Thursday, September 10, 2015

Sponsor Display Area Open 8:00-5:00pm in Brighton Pavilion

7:15am – 8:30am	Breakfast <i>Grand Pavilion</i> <i>Featured Sponsor – Corizon/Sprint/Microsoft</i>
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8:30am – 9:30am	Reflections on Day One <ul style="list-style-type: none"> • <i>Presentations</i> • <i>Discussions</i> 	
9:30am – 9:45am	Break <i>Featured Sponsor – Watch Systems/Wexford Health</i>	
9:45am – 11:00am	Combined Law Enforcement and Community Leaders Panel	
11:00am – 11:45am	Small Group Discussion	
11:45am – 12:30pm	Action Steps Discussion	
12:30pm – 1:45pm	Lunch – Enjoy On Your Own	
1:45pm – 2:45pm	Isla Vista Mass Murder <ul style="list-style-type: none"> • <i>Sheriff Bill Brown, Santa Barbara County Sheriff's Department</i> 	
2:45pm – 3:00pm	Closing Remarks <ul style="list-style-type: none"> • <i>Sheriff Paul Pastor, Pierce County Sheriff's Department</i> • <i>Richard M. Ayres, NEIA Executive Director</i> 	
3:00pm – 4:00pm	MCSA & NEIA Association Meetings	
5:30pm – 6:30pm	Reception <i>Featured Sponsor – Forfeiture Support Associates/Niche RMS</i> Alternative will be the Terrace Room in case of inclement weather	<i>West Front Porch</i>
6:30pm – 7:45pm	Dinner <i>Featured Sponsor – TASER</i>	<i>Terrace Room</i>
<i>Friday, September 11, 2015</i>		
7:30am – 9:30am	Complimentary Breakfast	<i>Main Dining Room</i>
9:30am – 11:00am	Continental Breakfast Available	<i>Geranium Bar</i>

-DEPARTURE-

APPENDIX B

CONFERENCE ATTENDEES

Dr.	Cedric	Alexander	DeKalb County Office of Public Safety/ President-NOBLE
Sheriff	John	Aubrey	Jefferson County Sheriff's Office, KY
Mr.	Nabih	Ayad	Arab American Civil Rights League
Mr.	Richard	Ayres	NEIA Executive Director
Mr.	Henry	Bartlett	Alkermes
Mr.	Tim	Battrum	ARAMARK
Mr.	Jacques	Battiste	FBI Special Agent, Washington D.C.
Mr.	Larry	Bearden	Corizon
Mr.	Chris	Bell	Corizon
Mr.	Mark	Bosen	Alkermes
Sheriff	Michael	Bouchard	Oakland County Sheriff's Office, MI
Mr.	Christopher	Bove	Correct Care Solutions
Sheriff	Bill	Brown	Santa Barbara County Sheriff's Department, CA
Mr.	Brian	Buell	Sprint
Ms.	Kathy	Burkhardt	Alkermes
Sheriff	Irwin	Carmichael	Mecklenburg County Sheriff's Office, NC
Mr.	Michael	Castleman	Cardiac Science
Chief Deputy	Randy	Christian	Jefferson County Sheriff's Office, AL
Mr.	Greg	Coleman	Harris Corporation
Mr.	Lee	Colwell	NEIA Asst. Exec. Director
Ms.	Laura	Cooper	The Charles Group, DC
Mr.	Dave	Corderman	MCSA Asst. Exec. Director
Ms.	Gail	Cordial	Alkermes
Mr.	Michael	Cormaci	President - Watch Systems
Sheriff	Frank	Cousins, Jr.	Essex County Sheriff's Department, MA
Ms.	Tammy	Cravener	Alkermes
Asst. Sheriff	Timothy	Curran	San Diego County Sheriff's Department, CA
Mr.	Kobi	Dennis	Founder: Project Night Vision
Mr.	John	Donahue	NaphCare
Mr.	Eric	Duncan	Alkermes
Mr.	Michael	Ferrence	MCSA Executive Director
Ms.	Kelsey	Gadway	Armor Correctional Health Services, Inc.
Mr.	Timothy	Galante	Microsoft
Reserve Dep.	Michael	Goddard	Jefferson County Sheriff's Office, AL
Ms.	Zela	Guirola	Armor Correctional Health Services, Inc.
Sheriff	Mike	Hale	Jefferson County Sheriff's Office, AL
Mr.	Michael	Harrigan	FBI National Academy
Mr.	Jeff	Harris	Alkermes

Mr.	Terry	Hillard	TASER
Sheriff	Thomas	Hodgson	Bristol County Sheriff's Office, MA
Chief Deputy	Jeffrey	Hook	Dane County Sheriff's Office, WI
Major	Darrell	Huggett	Hennepin County Sheriff's Office, MN
Sheriff	Sandra	Hutchens	Orange County Sheriff's Department, CA
Pastor	Douglas	Jones	Welcome Missionary Baptist Church
Mr.	Dave	Jorgenson	Securus Technologies
Sheriff	Grady	Judd	Polk County Sheriff's Office, FL
Mr.	Dennis	Kelly	Pegasus Program
Mrs.	Karen	Killpack	MCSA Staff
Mr.	Travis	Knudsen	Niche RMS
Ms.	Jayne	Leighton	Harris Corporation
Mr.	Toby	LePeak	Harris Corporation
Ms.	Cheryl	Long	Wexford Health
Mr.	Dave	Lowry	WatchGuard
Colonel	Donna	Luscynski	Hillsborough County Sheriff's Office, FL
Sheriff	David J.	Mahoney	Dane County Sheriff's Office, WI
Mr.	Stan	Martin	SIAC
Special Sheriff	Michael	McCarthy	Essex County Sheriff's Department, MA
Sheriff	Jim	McDonnell	Los Angeles County Sheriff's Department, CA
Mr.	Dan	McGuinn	Securus Technologies
Mr.	Bud	McKinney	NEIA
Undersheriff	Kevin	McMahill	Las Vegas Metropolitan Police Department, NV
Chief Deputy	Richard	Minerd, Jr.	Franklin County Sheriff's Office, OH
Mr.	Everett	Mitchell	University of Wisconsin- Madison
Mr.	Troy	Montgomery	WatchGuard
Mr.	Glen	Mowrey	SIAC
Chief	Greg	Mullen	Charleston PD, SC
Ms.	Megan	Noland	Oakland County Sheriff's Office, MI
Colonel	Steven	O'Donnell	Rhode Island State Police Superintendent/ Commissioner, Department of Public Safety
Ms.	Sandra	Osteen	Critical Connections Consulting
Ms.	Pam	O'Sullivan	Alkermes
Sheriff	Paul	Pastor	Pierce County Sheriff's Office, WA
Mr.	Robert	Pence	NEIA
Undersheriff	Daniel	Pfannes	Wayne County Sheriff's Office, MI
Mr.	Tom	Rafferty	Diamond Pharmacy
Mr.	Adam	Rondeau	Alkermes
Mr.	Phil	Royal	TASER
Mr.	Ron	Ruecker	Assistant FBI Director
Mr.	Dan	Sandall	DLR Group

Sheriff	Zachary	Scott	Franklin County Sheriff's Office, OH
Mr.	Joe	Shoultz	Watch Systems
Sheriff	Rich	Stanek	Hennepin County Sheriff's Office, MN
Mr.	Alan	Stauch	Niche RMS
Sheriff	Lawrence	Stelma	Kent County Sheriff's Office, MI
Mr.	Darrel	Stephens	Major Cities Chiefs Executive Director
Mr.	Tyler	Sweers	Oakland County Sheriff's Office, MI
Mr.	Cory	Taylor	Niche RMS
Mr.	Jeff	Traczewski	Correct Care Solutions
Chief	Michael	Turner	Wayne County Sheriff's Office, MI
Mr.	Vince	Valentine	TASER
Mr.	Andrew	VanderVeen	Sprint
Undersheriff	RoseMary	Wahl	Kern County Sheriff's Department, CA
Mr.	Dave	Weisz	Public Safety Advisor
Ms.	Pauline	Whelan	Alkermes
Mr.	Donnell	White	Executive Director Detroit Branch NAACP
Sheriff	Anthony	Wickersham	Macomb County Sheriff's Office, MI
Mr.	Robert	Williams	Cardiac Science
Mr.	Clay	Winn	TASER
Undersheriff	Michelle	Young	Kent County Sheriff's Office, MI
Sheriff	Donny	Youngblood	Kern County Sheriff's Department, CA

APPENDIX C

BIOGRAPHIES OF CONFERENCE PRESENTERS AND PANEL LEADERS

Sheriff Paul Pastor currently serves as Sheriff of Pierce County, Washington. The Pierce County Sheriff's Department consists of 329 law enforcement officers, 305 corrections officers and 145 civilian personnel serving in Washington State's second largest county.

Experience

Prior to taking this position, he served as Chief of the Department's Operations Bureau in charge of all law enforcement operations (1996 - 2000), Undersheriff for the Clark County Washington Sheriff's Office (1993 - 1996) and Chief of Police for the City of Everett, Washington (1991 - 1992). From 1986 to 1991, he served at the rank of inspector for the Pierce County Sheriff's Department. In the early 1980's, he was in charge of state staff at the Washington Criminal Justice Training Academy where he also managed the Loaned Executive Program and Washington Crime Watch.

Education

Sheriff Pastor holds a bachelor's degree from Pomona College as well as two master's degrees and a doctorate from Yale University. He has lectured in several programs at the FBI Academy in Quantico, Virginia and has received two special commendations from the Director of the FBI for his contributions to law enforcement management training. He is a graduate of the FBI's National Executive Institute and is a Senior Fellow in the American Leadership Forum.

Community Involvement

Sheriff Pastor helped design the national model procedures for policing mass civil disturbance after the World Trade Organization riot in Seattle and also consulted to the International Olympic Security Committee in Salt Lake City in 2001. He serves on state and national committees for emergency mobilization, ethics and intelligence and in 2004 helped develop the National Sheriff's Association Weapons of Mass Destruction training program. In addition, he helped develop the Washington State law on police use of lethal force and the Northwest Law Enforcement Executive Command College.

Darrel Stephens was appointed the Executive Director of the Major Cities Chiefs Association on October 1, 2010. He also is a member of the faculty of the Public Safety Leadership Program in the School of Education at Johns Hopkins University where he has served as an Instructor since June, 2008.

He is an accomplished police executive with over 40 years of experience. His career began as a police officer in Kansas City, Missouri in 1968. In addition to his police experience he served for 2 years as the City Administrator in St. Petersburg, Florida -- a community of 250,000 people -- where he was responsible for a work force of approximately 3000 employees and a budget of \$380 million. He has 22 years of experience in a police executive capacity including almost nine years from September, 1999 to June, 2008 as the Chief of Police of the 2100 member Charlotte-Mecklenburg Police Department (CMPD). In addition he served as the Executive Director of the Police Executive Research Forum from 1986 until 1992.

Perhaps best known for advancing innovative approaches to policing, Stephens has earned a

national reputation as a leader in policing. He served as the President, Vice President and Legislative Committee Chair of the Major Cities Police Chiefs Association while Chief in Charlotte. Throughout his career, he has taken on difficult and challenging opportunities, and championed strategic technology investments to enhance employee productivity.

He has written extensively about policing, consulted extensively and a frequent speaker advocating progressive policing approaches. He received the prestigious Police Executive Research Forum's Leadership Award and the Academy of Criminal Justice Sciences O.W. Wilson Award. He was elected a Fellow of the National Academy of Public Administration in 2005 and frequently is called on to participate in study panels. In 2006 he was awarded an Honorary Doctorate of Laws Degree from Central Missouri State University. He inducted into the Evidence Based Policing Hall of Fame in 2010 and also received the Distinguished Achievement Award Evidence Based Crime Policy.

Sheriff Jim McDonnell On December 1, 2014, Jim McDonnell took the oath of office and was sworn in as the 32nd Sheriff of Los Angeles County.

Sheriff McDonnell is a Boston native who grew up in a working class neighborhood a stone's throw from Fenway Park. He came to Los Angeles over three decades ago with little more than a dream to be part of protecting and serving the public. He was born to immigrant parents who instilled in him the values that have served as the guideposts throughout his life: hard work, integrity and treating all people with respect. He began his law enforcement career in 1981 as a twenty-two-year-old graduate from the Los Angeles Police Academy.

Sheriff McDonnell served for 29 years at the Los Angeles Police Department, where he held every rank from Police Officer to second-in-command under Chief Bill Bratton. During his time at the LAPD, he earned that Department's highest honor for bravery, the Medal of Valor, and led LAPD through the implementation of significant reforms. He helped create the blueprint for LAPD's community-based policing efforts that have now become a model for law enforcement agencies throughout the nation.

For five years, Sheriff McDonnell served as the Chief of the Long Beach Police Department. In that role, he implemented numerous improvements that resulted in safer communities, increased morale, and enhanced community relations.

From his first day on the job, Sheriff McDonnell has stressed the importance of treating all members of our community with respect, being transparent with and accountable to the individuals that the LASD serves, and creating an environment that recognizes and rewards character, competence and compassion. He is committed to ensuring that safe streets and neighborhoods enable all residents and businesses in L.A.'s diverse County to thrive. He is also a believer in prevention-oriented strategies and dedicated to proactively addressing the root causes of crime -- including mental illness, homelessness and the challenges facing youth at risk.

Sheriff McDonnell brings to the LASD decades of experience and strong relationships with law enforcement and government leaders. He is a proven respected voice in local, state, and national criminal justice organizations, having served as President of the Los Angeles County Police Chiefs' Association, President of the California Peace Officers' Association, member (appointed by both Governor Brown and Governor Schwarzenegger) of the California Commission on Peace Officers' Standards & Training (POST), and a board member of the Peace Officers' Association of Los Angeles County.

While Sheriff McDonnell never served inside the LASD, he served alongside it his entire career. He has both an outsider's ability to assess areas that might warrant new thinking, as well as an insider's knowledge of a Department he has admired through his decades of work in Los Angeles. From 2011 to 2012, he became familiar with challenges facing the youth at risk.

LASD during his service as a member of the Citizens' Commission on Jail Violence -- a blue ribbon group created by the County Board of Supervisors to investigate the validity and causes of allegations of excessive force within the LASD's Custody Division. The Commission issued a detailed report, including 63 recommendations that have become a roadmap for change within the Department.

Sheriff McDonnell is also a believer in the importance of education, both in the classroom and on the job. He holds a Bachelor of Science degree in Criminal Justice from St. Anselm College in Manchester, New Hampshire and a Master's Degree in Public Administration from the University of Southern California. He is also a graduate of the Federal Bureau of Investigation's National Executive Institute and has completed executive education programs at Harvard's Kennedy School of Government.

He and his wife Kathy live in Long Beach. He has two daughters -- Kelly who is in law school and Megan pursuing a graduate degree in film school.

Sheriff Grady Judd

Education/Leadership Training:

- Master of Science Degree, Criminal Justice, Rollins College, 1981
- Bachelor of Science Degree, Criminal Justice, Rollins College, 1978
- Associate of Science Degree, Police Science, Polk Community College, 1976
- Federal Bureau of Investigation, National Academy, Session 168, 1992
- Senior Management Institute for Police, Police Executive Research Forum, Session 20, 1997
- Florida Criminal Justice Executive Institute, Chief Executive Seminar, Class 21, 1998
- Federal Bureau of Investigations (FBI) Law Enforcement Executive Development Seminar (LEEDS), Session 47, 2003
- National Sheriffs Association, National Sheriffs Institute, Session 89, 2005
- Federal Bureau of Investigations (FBI) National Executive Institute, Session 30, 2007
- Jewish Institute for National Security Affairs (JINSA) Law Enforcement Exchange Program (LEEP), 2011

Professional Experience:

Polk County Sheriff's Office, 1972 - Present

- Telecommunicator
 - Deputy Sheriff
 - Corporal
 - Sergeant
 - Lieutenant
 - Captain
 - Major
 - Colonel
 - Elected Sheriff in 2004, 2008 & 2012
-

Academic:

- University of South Florida at Lakeland, Instructor, Criminology Department, 1988-2003
- Florida Southern College, Lakeland, Florida, Instructor, Criminology Department, 1981-1999
- Polk Community College, Winter Haven, Florida, Certified Instructor, Florida
- Police Academy, 1973

Professional Affiliations:

- Florida Parole Commission's Parole Qualifications Committee, 2008 - 2012
- State of Florida Medical Examiners Commission Member, 2005 - 2009
- Major County Sheriffs Association, 2005 - Present
- National Sheriffs Association, 2005 - Present
- Florida Sheriffs Association, 2005 - Present
 - President, Present
 - Vice-President, 2012-2013
 - Board of Directors Secretary, 2011 - 2012
 - Board of Directors Treasurer, 2010
 - Board of Directors Chairperson, 2009 - 2010
 - Emergency Task Force Chairperson, 2009 - 2013
 - Legislative Committee Chairperson, 2005
- Polk Community College Criminal Justice Advisory Board, Chairperson, 2005 - Present
- Criminal Justice Advisory Council, University of South Florida at Lakeland, 2002
- International Association Chiefs of Police, 1998 - Present
- Executive Committee Member, Central Florida High Intensity Drug Trafficking Area, 1998 - 1999
- Polk County Police Chiefs' Association, 1996 - Present
- Criminal Justice Advisory Board, Florida Metropolitan University, Lakeland, Florida, 1991 - 2004
- FBI National Academy Associates, 1991 - Present
- Police Executive Research Forum, 1990 - Present

Community Service:

- Honorary Law Enforcement Committee Member, National Law Enforcement Officer Memorial Fund, 2012
- Advisory Board Member, Citizen CPR, 2011 - Present
- Advisory Board Member, PACE Center for Girls, 2011 - Present
- Advisory Board Member, Polk Vision, 2011 - Present
- Board of Directors Member, Polk County Volunteers in Service to the Elderly (VISTE), 2008 - Present
- Council Member, Polk Community College Workforce Council, 2007 - Present
- Committee Member, National Sheriff's Association Weapons of Mass Destruction Committee, 2005
- Committee Member, National Sheriff's Association Drug Enforcement Committee, 2005
- Advisory Board Member, InterAct Alliance (Drug Prevention Resource Center), 2005 - Present
- Advisory Board Member, Keep Polk County Beautiful, 2002
- Chairman, American Heart Association Heart Walk, 2002
- United Way, Central Florida Community Investment Team Member, 2002

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- Board of Directors Member, Drug Prevention Resource Center, 2001 - 2005
 - Domestic Violence Fatality Review Team, 2000 - 2002
 - Chairman, Seniors And Law Enforcement Together Council, 1998
 - Board Member, Rape Crisis Recovery Center, 1998 - 1999
 - Honorary Member, Healthy Families Polk, 1998
 - Board of Directors, Bartow Rotary Club, 1996 - 1999
 - Leadership Lakeland, 1995 - Present
 - Executive Committee Chairman, Explorer Post 900, 1995 - 2003
 - Member, Bartow Rotary Club, 1994 - Present
 - Chairman, PCSO Historical Committee, 1994 - Present
 - Little League Coach, 1984 - 1991
 - YMCA Youth Sports Advisory Board, 1984 - 1990
 - President, Exchange Club, 1982

Awards & Recognitions:

- Church Women United Human Rights Award, 2013
- Callyo's Leaders in Online Child Protection Award, 2013
- Polk County School Board Hall of Fame Inductee, 2012
- Junny Award, Protect Our Children, Inc., 2011
- Christian Character Recognition, Ridge Baptist Association, 2011
- Great American Hero Award, Freedom Federation, 2011
- Distinguished Citizen Award, Boy Scouts of America, 2008
- Distinguished Alumni Award, Polk Community College, 2003
- Paul Harris Fellow, Rotary, 2000

Personal Information:

- Married: Marisa Ogburn Judd, 41 years
- Two sons; Nine grandchildren

Steven O'Donnell graduated from the Rhode Island State Police Training Academy in 1986. He served in the Uniform Bureau and was promoted to the Detective Division in 1990, where he was assigned to the Intelligence Unit. Detective O'Donnell spent the next eight years in the Intelligence Unit in an undercover capacity. He infiltrated numerous organized criminal operations, which led to multiple arrests, successful prosecutions, and forfeiture of dozens of motor vehicles and United States currency. Infiltrations included the New England La Cosa Nostra/Patriarca Organized Crime Family. Undercover roles included bookmaker, loan shark, car thief, and drug dealer. Detective O'Donnell was promoted to Corporal in 1995 and Sergeant in 1997, serving as the NCO-in-Charge of the Intelligence Unit.

In 1999 Sergeant O'Donnell was promoted to Lieutenant, and he supervised the High Intensity Drug Trafficking Area Task Force (HIDTA) in conjunction with the FBI. He also served as the Commissioned Officer-in-Charge of the Narcotics Unit. In 2001, Lieutenant O'Donnell was assigned as the Officer-in-Charge of the Traffic/Planning & Research Unit. In 2002, Lieutenant O'Donnell was promoted to Captain and assigned as Detective Commander, where he supervised all Detective operations, and was also assigned as the State Police Liaison for Interpol, the Consular Notification Coordinator, and Witness Protection Coordinator.

In 2003, Captain O'Donnell was promoted to Major and served as Chief of Administrative Services until 2004, when he was promoted to Major in charge of Field Operations, the second-in-command of the Division. The State Police rank structure was changed in 2004, and Major O'Donnell was named Lieutenant Colonel/Deputy Superintendent, Chief of Field Operations. Lieutenant Colonel O'Donnell retired in 2009 and was named by President Barack Obama as the United States Marshal for the District of Rhode Island.

Colonel O'Donnell was sworn in as Superintendent of the Rhode Island State Police on May 9, 2011. He also serves as the Commissioner of the Rhode Island Department of Public Safety. The Public Safety Commissioner oversees the Rhode Island State Police, Rhode Island Capitol Police, Rhode Island Municipal Police Training Academy, Rhode Island Fire Marshals' Office, Public Safety Grants Administration Office, Rhode Island Division of Sheriffs', and E-911 Public Safety Answering Point.

Colonel O'Donnell is a 1982 graduate of the University of New Haven, holding a Bachelor of Science Degree in Administration of Justice and a 1993 graduate of Salve Regina University, holding a Master of Science Degree in Administration of Justice. He is also a graduate of the FBI National Academy and the FBI National Executive Institute in Quantico, Virginia.

Colonel O'Donnell's prior experience includes serving as a correctional officer with the Rhode Island Department of Corrections for two years and as a police officer for the Town of North Kingstown for one year.

Colonel O'Donnell has received the following awards: Forty-eight commendations, three Special Commendations, and Detective of the Year from the Rhode Island State Police, U.S. Attorney's Law Enforcement Award, Neil J. Houston Award, University of New Haven and Salve Regina University Distinguished Alumni Award, "Trooper of the Year" for the IACP's North Atlantic Region, "Top Cop" award from President William Clinton, Silver Star for Bravery from the National Police Hall of Fame, Veterans of Foreign Wars Police Officer of the Year, and New England Lacrosse Hall of Fame.

Mr. Donnell R. White, acclaimed as one of Detroit's eminent emerging leaders, continues a family legacy of being civically engaged, culturally connected and spiritually lead. Mr. White attended Michigan State University and received his Bachelor of Arts Degree in Finance in 2001. During his collegiate career he worked in the finance industry with companies Motorola Inc. and Henry Ford Health Systems. Mr. White was also exceedingly active in student life and became very involved with several organizations such as; President- Black Caucus, President- National Pan Hellenic Council, President- National Association of Black Accountants, Mentor- My Brother's Keeper Mentor Program and Member- Kappa Alpha Psi Fraternity, Inc. (Delta Pi Chapter), among others.

Mr. White entered the Detroit Branch National Association for the Advancement of Colored People (NAACP) as a volunteer in 2002 and was hired as an administrative assistant in 2003. Rapidly attracting young people to the Association, Mr. White was promoted to Youth & Education Director in 2004. Following the hard fought battle in Michigan for the protection of affirmative action in 2006, Mr. White distinguished himself as an unrelenting force in the civil rights and social justice community speaking throughout the state, organizing, educating and mobilizing communities. Despite the passage of the anti-affirmative action initiative, Mr. White was recognized as a developing voice for the people and was appointed to the position of Deputy Executive Director in 2007. Appointed interim Executive Director in March of 2011 and Executive Director in October of

2011, Mr. White continues to serve in that capacity and holds the distinction of being the youngest Deputy Director and Executive Director to be appointed in the history of the NAACP.

Committed to being civically engaged, Mr. White has become immersed within the community through various local, statewide and national organizations and initiatives. Some include; Founding Member- New York University's Brennan Center for Justice Law Enforcement Signatory Group; Member- Detroit Future City Steering Committee, Co-Chair- ClearCorps/Detroit, Member- Federal Bureau of Investigations Multicultural Advisory Committee, Member- Michigan Department of Transportation's Detroit Transportation Workforce Diversity Forum, Member- Wayne State University Board of Governors Community Retention/Oversight Advisory Group, Member- Wayne State University President's Advisory Group, Member- Fellowship Chapel Men's Christian Fellowship, Commissioner- Detroit Crime Commission, and Board Member- The Youth Connection (Detroit)

In addition, Mr. White was appointed by Mayor Dave Bing as Detroit Police Commissioner in December of 2010. As Commissioner, Mr. White has the responsibility of increasing public confidence in the Detroit Police Department by providing accountability through competent, objective and effective civilian oversight in the following ways: 1) Reviewing, evaluating and establishing Detroit Police Department policies, rules and regulations. 2) Reviewing and approving the Detroit Police Department budget annually. 3) Acting as final authority in imposing and reviewing discipline of employees of the Detroit Police Department. 4) Preparing an Annual Report of the Detroit Police Department activities, including the handling of crime, complaints and of future plans. 5) Reviewing and approving the Detroit Police Department personnel promotions.

Acknowledged locally, nationally and internationally for his spirit of community activism, Mr. White was bestowed in 2015 with the Rev. Dr. Martin Luther King, Jr. Legacy Award by the Martin Luther King, Jr. Senior High School for continuing the legacy of the Dream; Selected in 2014 by the German Marshall Fund of the United States (GMF) as a Marshall Memorial Fellow – a diverse transatlantic leadership community of more than 3,000 distinguished members building a first-hand understanding of priorities and solutions across the Atlantic between Europe and America; 2012 Detroit Free Press and Metropolitan Affairs Coalition's Dave Bing Future Leader Award for promoting regional cooperation throughout southeastern Michigan; 2012 100 Black Men of Greater Detroit, Inc. Community Service Award for exemplary community engagement; 2012 Arab American Political Action Committee Community Service Award for building bridges between diverse communities; and the 2012 Michigan Chronicle Men of Excellence Award for a consummate commitment to civil rights and social justice advocacy.

For his unwavering commitment at a young age, Mr. White received the 2010 Michigan FrontPage Newspaper's inaugural FP: Thirty Award, which honored thirty (30) individuals in southeastern Michigan under forty (40) years of age for creating a movement within their professional arenas, personal lives and community connections; 2007 Michigan Chronicle Newspaper's Contemporary Pioneer of the year award for his community involvement, activism and dedication to the Metro-Detroit area; 2005 Fifth Third Bank Young History Maker's Award, for bridging the gap between the work of the civil rights and social justice community and the youth of the next generation.

Recipient of multiple Spirit of Detroit Awards and various other acknowledgements, Mr. White continues to be distinguished for his activism within the community.

Despite his various appointments, awards and honors, Mr. White knows that he "is" because so many people who have gone before him "were." Mr. White is the beneficiary of a family and community that has wrapped their arms around him, demanded greatness and physically, mentally

and spiritually supported the pursuit thereof. Spiritually grounded and fortified, Mr. White leads his life by Micah 6:8 “What does the Lord require of thee but to do justice, love mercy and walk humbly with our God.”

Nabih H. Ayad Esq.: Attorney Ayad is Chairman of the Board for the Arab American Civil Rights League (ACRL). From December of 2008 to December of 2011 Attorney Ayad was a Michigan Civil Rights Commissioner, Appointed by former Governor Granholm. He is on the Advisory Council on Arab and Chaldean Affairs for the State of Michigan since 2007. Ayad was Vice President of the Arab-American Political Action Committee (AAPAC); On the Detroit NAACP Legal Redress Committee; Chairman of the NAACP Western Wayne County Legal Redress Committee for 18 cities in Western Wayne County and on the ACLU Lawyers Committee for the State of Michigan since 2002. Attorney Ayad was on the National Executive Board for American-Arab Anti-Discrimination Committee (ADC) Ayad and also as former Chairman of the ADC Advisory Board for the State of Michigan for over 7 years. Attorney Ayad was also Co-Chair of ALPACT (Advocates and Leaders for Police and Community Trust) an organization made up of 100 law enforcement and civil rights groups where he co-chaired with the head of the FBI in Detroit.

Attorney Nabih Ayad has received numerous honors, including the ADC National Advocate of the Year Award in 2005; ADC Michigan Attorney of the Year Award in 2003; ACLU 2006 Bernard Gottfried Award; Forum and Link Magazine Distinguished Leadership Award; Wayne County Community Leadership Award, NAACP Western Wayne County Outstanding Leadership Award; AAPAC Community Service Leadership Award, Lakeshore’s Leaders, Legends & Luminaries 2011 Honoree award as well as Wayne County Executive Office Certificate of Recognition. Most recently Attorney Ayad was honored with the prestigious NAACP Great Expectation Award at the Centennial Year Celebration in May 2012. Michigan Trial Lawyers Association 1999; American Immigration Lawyers Association 1999; Alpha Delta Law Fraternity International; Golden Key Honor Society; Beta Gamma Sigma.

Attorney Ayad received his JD from the Detroit College of Law at MSU in 1998, B.S. in Accounting from Wayne State School of Business in Detroit in 1995. In February 2003, the Detroit News done a Bio on Attorney Ayad and said he is a “*tireless crusader for civil rights since September 11, 2001*”. Attorney Ayad has been featured in almost every major media outlet in the world taking on cases to protect our nation’s constitutional rights.

Douglas P. Jones

Martial Statues: Wife, JoAnn
 Children: (3) Daughters, Proud Grandfather of (one) grandson
 Pastor, Welcome Missionary Baptist Church

Boards-Appointments:

Present: President, Greater Pontiac Community Coalition
 President, Committee of Fifty
 Chaplain, Oakland County Sheriff Department
 Member, Pontiac Chamber of Commerce
 Member, Downtown Business Association
 Founder, Operation Identification 1972
 Founder, GAP (Grandparents/Acting Parents) Bowen Senior Citizen
 Founder, Youth in Government and Business Mentoring Program

Board Member, Pontiac Youth Assistance
 Board Member, Pontiac Oakland Symphony
 Board Member, Minority Chamber of Commerce
 Life Member of NAACP
 Former Chairman, North Oakland Medical Centers 2004
 Former Board Member, Salvation Army
 Organizer/Promoter Woodward Dream Cruise "Make the Loop" Pontiac

Pastor Jones has had an active role and been a board member of the following organizations:

Former: Former District Manager, Xerox Corporation, Lansing MI
 Former Acting Director, Pontiac Area Urban League-Fund Drive Chairman
 Former Board Member, G.O.A.L.'s MSU
 Former Board Member, Health and Human Service Council
 Former Board Member, United Way Oakland County
 Former Board Member, Crossroads for Youth
 *Former Board Member, North Oakland/Detroit YMCA
 Former Board Member, Oakland Mediation Council
 Former Board Member, Academy for Excellence
 Former President, Woodward Dream Cruise Incorporated
 Former Member, GEAR UP Program Oakland University
 *Aided in building New YMCA-Auburn Hills, Michigan

Education:

B.A. University of Cincinnati-Sociology/Psychology
 B.T.H. Cincinnati Bible College-Pastoral Care Administration
 Certificates in various workshops and counseling sessions and attended
 Special training in Administration, Management and Planning to improve his
 effectiveness and contribution
 Visiting Columnist-Oakland Press
 Guest Lecturer- University of Detroit School Business
 Speaker- Rochester College

Recognition:

- Listed in Who's Who Black Pastor 1971 Washington DC
- Recognized by the State Assemblies of Ohio 115 and 118
- Recognized by Department of Health -Education Welfare for Operation Identification
- As Moderator of the Greater Cincinnati Progressive District Association
- As Chairman of District mission and Chairman of District Layman
- Had Youth In Government and Business Program written in 102nd Congressional Records-
May 14, 1992
- Received Proclamation from U.S. House Representatives-April 28, 1991
- Received State of Michigan Proclamation April 17, 1991
- Recognition by the City of Pontiac-1991, 1993, 1995
- Recognition from the United Way of Oakland County
- Recognition from United States Congress-2001
- Recognition by United States President William Clinton
- Along With Multiple Certificates, Endorsement, and Resolutions for Welcome Missionary
Baptist Church
- White House Guest of President Barak Obama -2013

His Faith Based Relations include Religions Affiliation:

- Member Crystal Lake District
- Member, Oakland Ministerial Fellowship
- Loves Work of Pastor
- Oakland County Chaplain
- 33rd Degree Mason
- Member, Wolverine State Convention
- Member, National Baptist Convention USA Inc.

AWARDS:

1983	Xerox Corporation Award
1984	City of Cincinnati Proclamation
1985	State of Ohio Proclamation
1990	Urban League Award
1990-94	City of Pontiac Proclamation
1991-94	State of Michigan Proclamation
1996	United Way of Oakland County
1996	University of Detroit
1997	Omega PSI PHI Fraternity-Community Service Award
1999	Oakland County Board Association Liberty Award
2000	Humanitarian Award
2000	Census Bureau Commendation
2000	Boy Scouts Achievers Award
2000	Proclamation School District City of Pontiac
2001	Dr. Martin Luther King Jr. City of Pontiac Resolution
2002	Distinguished Citizen Award
2003	Positive Male Role Model- Continued Support
2003	Zeta Phi Beta Sorority, INC.-Community Service Award
2004	Pontiac Adult High School- Keynote Speaker
2004	Michigan Legislative Black Caucus
2004	Dorothy Ruth Wright- Inspirational Award
2004	Oakland Livingston Human Service Agency- Volunteer Recognition
2005	United Sisterhood Wolverine State Baptist Convention- Outstanding Leadership in the Community
2006	Alpha kappa Alpha sorority, INC.-Community Service Award
2007	Recognition Oakland County
2008	Recognition Oakland County
2009	Recognition Oakland County

History at Welcome:

Called to Pastor at:

Welcome Missionary Baptist Church

-April 1989

- Membership grew to 2,000 in 7 years currently 4000 +
- Paid off First Mortgage in 3 years of Pastorship
- Established Scholarship Fund
- Supports World Mission

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- Loves Work of Pastor
 - Supports Missionaries in Australia, Africa, Eastern Europe, and Brazil
 - Established Youth Church
 - Vacation Bible School-With Annual Attendance upwards of 800
 - Completed 8.5 million dollar expansion
 - Supports United Negro College Fund
 - Established Men's Fellowship to aide family values and Men's Ministry
 - Established Exodus Dependency Program for Drug and HIV Issues
 - Established Woman to Woman Program includes Domestic Violence Ministry
 - Established Young Adult Ministries
 - Young Men Making A Difference (Y.M.M.A.D.) Men's Mentoring Ministry
 - Infant & Youth Health Program (T.I.P.)
 - Day Care Unit opened Summer 2002 (Welcome Learning Center)
 - Y.E.S. -Young Enthusiastic Saints/ B.A.S.I.C- Brothers and Sisters in Christ for 20 Something
 - Hispanic Ministry-2004
 - Marriage Support Ministry -2004
 - Teen Calling Teens 2004
 - Established Boy Scout Troop #143-1989
 - Girls Brownie Troop
 - Welcome Baptist Travel and Tour Ministry
 - Welcome Baptist Foundation and Endowment
 - Welcome Baptist Building Ministry
 - Pastor Care
 - CICA-Christian In Corporate America
 - Financial Literacy & Business Forums

Kobi Dennis is the founder and Director of "Project Night Vision," a program for youth, ages 12-18 that uses sports and mentors from the community to provide meaningful activities during evening hours. PNV partners with law enforcement and business leaders, who volunteer their time with the kids each night. The name "Project Night Vision" came from Kobi's experience as a member of the United States Navy in the early 1990s during the Gulf War. He had Navy Seals on the ship with him, the USS Samuel B. Roberts. His day job was in the supply section, and his night job was night watch, where he had to use night vision goggles. So, he named this program Project Night Vision: To be able to see things that other people cannot or do not want to see.

He also works with United Solutions (US Program), which partners with other community leaders to bring meaningful programming to Providence youth.

Kobi has been working with youth and a variety of community and neighborhood initiatives for the past 25 years. Some of the other programs he has been involved in include: Teaching Assistant in Providence, Athletic Director of the Boys and Girls Club of Providence, Maryland Job Corps in Randallstown, Maryland, Residential Camp Director in Charlestown, RI and Consultant with Partnership to address Violence Through Education (PAVE) in Rhode Island. PAVE works with at-risk youth to address and prevent bullying and violence. Kobi also serves as a Transition Specialist for Goodwill Industries of Rhode Island.

Kobi has said that he believes he is fulfilling his life's dream by inspiring others. He serves as a role model for youth and his community. Kobi is a recipient of the prestigious Jefferson Award for community service and a recipient of the Rhode Island State Police Colonel Everitte St. John Chaffee Award, the highest award the Rhode Island State Police can bestow on a civilian

David Mahoney is currently serving his third term as Dane County Sheriff. He was first elected in November 2006 to become the 52nd Dane County Sheriff.

David has been a professional law enforcement officer for 36 years. Thirty-five years of his law enforcement career have been with the Dane County Sheriff's Office where he worked in Security Services, Support Services, and Field Services Divisions. Before joining the Sheriff's Office, David worked for a short time for the Village of Cross Plains Police Department and City of Middleton Police Department.

David has extensive experience in labor management having served twelve years as a local, state, and national labor executive officer.

Education:

- Bachelor of Science degree in Criminal Justice from Mount Senario College in Ladysmith, Wisconsin and coursework through the University of Wisconsin – Madison and University of Virginia.
- Graduate of the 92nd National Sheriff's Institute Executive Level Management Course sponsored by the National Sheriff's Association and National Institute of Corrections, Longmont, Colorado.
- Graduate of the 234th Session of the FBI National Academy for Executive Management sponsored by the US Department of Justice, Federal Bureau of Investigation, Quantico, Virginia.
- Graduate of the 36th Session of the FBI National Executive Institute (NEI) for Executive Management sponsored by the US Department of Justice, Federal Bureau of Investigation, Quantico, Virginia
- Graduate of the Leadership in Police Organizations Course sponsored by the International Chiefs of Police, Center for Police Leadership, hosted in Madison, Wisconsin.

As Dane County Sheriff, David serves on several National, Statewide and Dane County committees, to include:

- National Sheriffs' Association – Committee on NSI, Education and Training
 - National Sheriffs' Association – Committee on Global Affairs
 - National Sheriffs' Association – Committee on Homeland Security
 - National Sheriffs' Association – Committee on Domestic Violence
 - Major County Sheriffs' Association – Intelligence Commander Committee (Exec. Board Representative)
 - Major County Sheriffs' Association – Executive Committee 2013 - present
 - Governor's Council on Domestic Violence 2008-2012
 - Governor's Executive Council on Radio Interoperability 2009-2012
 - Governor's Joint Review Committee on Criminal Penalties 2010-2011
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- Governor’s Council on Wisconsin Homeland Security 2009-Present
 - WI Supreme Court Task Force on Mental Health and the Criminal Justice System
 - WI Office of Justice Assistance (OJA) Regional Specialized Team
 - Task-Force Executive Committee 2010-Present
 - Dane County RESPECT - Madison
 - Dane County Taskforce on Racial Disparities in Criminal Justice
 - Dane County Taskforce on Disproportionate Minority Confinement
 - Dane County Taskforce on Immigration Issues
 - Dane County Leaders of Color/Law Enforcement Collaboration
 - Badger State Sheriff’s Association –Board of Directors
 - Badger State Sheriff’s Association-Legislative Committee
 - Badger State Sheriff’s Association-Sheriff’s Constitutional Authority Committee
 - Glacier’s Edge Council of Boy Scouts of America Executive Board
 - Pegasus Research Foundation – Advisory Board

David’s wife, Kathleen, works in the dental claims department at WEA Trust. David and Kathleen have two children. Patrick, an Edgewood College student, and Sean, a student at UW-Platteville.

Everett Mitchell is the Director of Community Relations for the University of Wisconsin-Madison. Before coming to the University he was an assistant district attorney. Previously, Everett served as associate director of the Madison Area Urban Ministry (MUM) from 2004-2010 where he worked extensively with restorative justice programs for ex-offenders. Everett is also senior pastor of Christ the Solid Rock Baptist Church. He has been involved with a number of community service groups among them 100 Black Men of Madison, Omega Psi Phi Fraternity Incorporated, United Way of Dane County Co-Chair of Community Impact Team, United Way of Dane County Vision Council, Downtown Madison Rotary, Board Member of Goodman Community Center, Board Member of Agrace Hospice, Kromrey Middle School Mentor, and Leaders of Color and Law Enforcement Training Co-Chair. Everett has been a lead consultant for sex offenders at Sand Ridge Secure Treatment Center focusing on Non-Violent Communication. He holds a bachelor’s degree in religion and mathematics from Morehouse College, masters’ of divinity and theology from the Princeton Theological Seminary and a law degree from the University of Wisconsin Law School.

Cedric L. Alexander, Psy.D. is the Deputy Chief Operating Officer in the Office of Public Safety at the DeKalb County Police Department, DeKalb County, Georgia. Dr. Alexander was appointed by the DeKalb County Chief Executive Officer as the Chief of Police for the DeKalb County Police Department in April 2013, where his primary responsibility was to oversee and direct all activities of the Police Department and surrounding areas. On December 2013, Dr. Alexander was appointed to the position of Deputy Chief Operating Officer, DeKalb County Office of Public Safety.

Dr. Alexander is responsible for the day-to-day operations of DeKalb County Police/Fire Department, Medical Examiner’s Office, and Animal Services as well as 911 Communications. Chief Alexander is responsible for protecting and serving the citizens of DeKalb County. DeKalb County is the second largest county in the Metro-Atlanta area protecting and serving approximately 700,000 citizens.

Prior to joining the DeKalb County Police Department, Dr. Alexander was appointed by the Transportation Security Administration as the Federal Security Director (FSD) for Dallas/Fort

Worth International Airport (DFW) in September 2007. His responsibilities included the coordination and oversight of all security and regulatory actions. DFW currently operates as the third busiest airport in the world, servicing 60 million passengers a year.

Before joining TSA, Dr. Alexander served as the Deputy Commissioner of the Office of Public Safety at the New York State Division of Criminal Justice Services in Albany, New York. His many duties included statewide oversight of public safety as well as direction of training for criminal justice officials throughout the State of New York. Prior to his appointment with the State of New York, Dr. Alexander served as Chief of Police in Rochester, New York.

In 1992 he chose to pursue a doctoral degree in clinical psychology from Wright State University, Dayton Ohio. Further academic training includes: a clinical psychology internship at the University of Miami / Jackson Memorial Medical Center, Postdoctoral Training at the University of Rochester School of Medicine / Department of Psychiatry in Rochester, New York and Leadership Training at Cornell University.

Dr. Alexander served on numerous community boards and civic organizations in upstate New York. He is currently serving as President of the National Organization of Black Law Enforcement Executives (NOBLE). Dr. Alexander also holds a membership with the International Association of Chiefs of Police (IACP). Dr. Alexander has published articles on police stress and burnout and currently lectures on topics of management and leadership. He is a member of the President's Task Force on 21st Century Policing, and recently met with the President to discuss the Interim Report of the Task Force that contains recommendations on how to enhance and improve community-police relations.

Dr. Alexander has appeared on CNN with Piers Morgan, MSNBC Morning Joe Show, CBS Evening News, ABC World News with Diane Sawyer, and NBC Nightly News. In addition, Dr. Alexander has written Opinion Editorials for CNN titled, *How to build a more sensitive cop*, December 4, 2014, and *Police and communities of color need to build trust*, October 10, 2014.

Bill Brown was first elected as Santa Barbara County's Sheriff-Coroner on November 7, 2006, and was re-elected to his second term after running unopposed in June, 2010. Sheriff Brown began his law enforcement career in 1977 with the Pacifica Police Department in the San Francisco Bay area. In 1980, he transferred to the Inglewood Police Department. He served that Los Angeles County community until 1992, when he was selected as chief of police for the City of Moscow in Idaho. In that position he was responsible for overseeing police operations for both the City of Moscow and the University of Idaho. In 1995, Brown was selected as chief of police for the City of Lompoc, being only the eighth person to hold the title of police chief in that community since it incorporated in 1899. He led the Lompoc Police Department for the next 11 years until being elected to his present office.

Sheriff Brown earned a bachelor's degree in management from the University of Redlands in 1987, and received a master's degree in public administration from the University of Southern California in 1995. He was president of the 91st Class of the Delinquency Control Institute, and is a graduate of the Northwest Command College, the 169th Session of the FBI National Academy, and the 33rd Session of the FBI National Executive Institute.

Sheriff Brown is a past president of the California Police Chiefs' Association, and currently serves as second vice-president of the California State Sheriffs' Association. He is a Commissioner on the Mental Health Services Oversight and Accountability Commission for the State of California, having been appointed to that position by both Governors Schwarzenegger and Brown. He also serves as the Chairman of the Santa Barbara County Law Enforcement Chiefs, and Executive Director of the Santa Barbara Regional Crime Abatement Team (SBRCAT).

Active in his community, Sheriff Brown serves as an honorary board member for the North County Rape Crisis and Child Protection Center and Santa Barbara Domestic Violence Solutions, as an advisory board member of the Anti-Defamation League and the United Boys and Girls Clubs of Santa Barbara County, and as a Red Cross Ambassador for the Santa Barbara Chapter of the American Red Cross. He is also a steering committee member for both the Santa Barbara County Reentry Project and Santa Barbara's "Fighting Back" (Against Alcohol & Drug Abuse), sits on the Lompoc Hospital District Board of Trustees, and is on the board of directors for the Pierre Claeysens' Veterans Foundation.

Sheriff Brown is deeply committed to the philosophy of community policing and corrections, wherein peace officers and citizen's work together to identify and seek long term solutions to problems relating to crime, fear of crime, neighborhood decay and quality of life.

Sheriff Brown and his wife, Donna, have been married for 35 years and have three grown children.

APPENDIX D

Major County Sheriff's Association

1450 Duke Street, Suite 207, Alexandria, Virginia 22314



F.B.I. National Executive Institute

701A Caroline Street, Fredericksburg, Virginia 22401

Notes on Trust and Law Enforcement

Sheriff Paul A. Pastor
Pierce County Washington

Trust is defined with terms such as reliability, predictability, dependable, confidence, or belief in. Trust is a variable, a relative, and also a transactional quality. Trust varies depending on circumstances, experience (whether direct or vicarious) and conducts. We trust another party – i.e. regard them as reliable, dependable, and predictable, worthy of investment/enablement, or mistrust them based on our past experience and on current real or perceived behavior.

Trust is relative. It is not absolute. We say that we *absolutely* trust or distrust but in fact, this is situational. Trust is necessarily comparative and relative. We measure trust not in absolutes but in terms of circumstances and in comparison to other trust/non-trust relationships. Finally, trust is transactional. It describes a relationship. It cannot exist for practical purposes unless it describes a relationship between one party and another which serve as a predictor of behavior of one party toward another. We, in law enforcement, engage in all sorts of conduct which can build or diminish our level of trust in the community. This has been the topic of a tremendous amount of public and private discussion in America over the past year.

The amount and the intensity of this discussion reflect the importance of trust to successful policing. The conduct and content of this discussion is important because the topic has a profound impact on communities, but to fully engage in an understanding of trust, it is important to consider the topic from a variety of vantage points.

It is not an exaggeration to say that in many communities and, especially in many minority communities, there is an ongoing mistrust of local law enforcement. Some mistrust has been earned based on patterns of behavior over time. Some of it is unearned but attributed based memory and reputation and perception. Some of it is both unearned and inappropriate. There is also – and this is seldom acknowledged and even less often discussed – an issue of law enforcement distrust of communities.

It is important that we improve community trust in policing *and* police trust in communities not because it is nice or comforting or feels good but because it is essential to accomplishing the mission of police agencies. Trust in policing is essential to the peace and well-being of communities.

The recent intense public discussion of the issue of trust has grown out of controversies over incidents of police use of force. This has prompted a great deal of serious self-examination on the part of law enforcement agencies as to their role and the conduct of their personnel. It has also resulted in serious consideration on the part of communities as to what communities ought to expect of their law enforcement agencies. Much of the discussion has been serious and useful, But in some instances, the discussion is an occasion for emotional venting; a container for all sorts of political agendas; an opportunity to renew differences and substantiate grievances rather than to resolve issues and address problems.

The issue of trust has garnered an extraordinary level of press coverage, but we should not be distracted or beguiled by emotional headlines. We should focus on the seriousness and complexity of the issue and not bow to quick-fix, public apologetics. Law enforcement needs to be willing to look inward and be self-critical. We need to be able to step up and call things the way we see them. We have short comings. We need to step forward and address them even though it will sometimes not be popular in our own ranks or the wider community, but we also need to renounce the easy path of uncritical acceptance of criticism. We need to speak clearly to the flaws in the assertions of our critics. If we are to form true partnerships and real trust with communities then we *both* must take on the responsibilities of partnership. Being clear and being honest and being willing to challenge our existing or potential partners to step up to their responsibilities is the only way real partnership will happen. We cannot sit back and refuse to acknowledge the validity of any criticism nor can we half-heartedly offer *mea culpas* and wait for controversy to subside.

Trust and Policing

Trust is at the basis of democracy – the relationship between government and the governed. Democracy is based on the concept of *co-responsibility* and citizens assuming certain obligations and burdens. It is not based on citizens being the passive recipients of government services and government largesse. Citizenship is about co-responsibilities of the government *and* the governed and not about the unilateral responsibilities of the government. In America today, we seem to be focused on rights, benefits, and entitlements and to ignore duties, obligations, and sacrifice inherent in the concept of citizenship.

Effective policing in a democratic society requires trust between the public and the police. Most of us in the profession can recite all or parts of the Nine Principles of Policing attributed to Sir Robert Peel. We recognize the extent to which the Nine Principles are based upon trust and seek to enhance a trusting relationship between the public and the police.

Peel asserted that if certain approaches were taken by constables, the public would extend their trust to the police. This was, in 1829, and is today, an accurate assessment. What Peel's principles did not address, however, is the inverse of community trust in the police: police trust in the community. It is important that we focus on what law enforcement is doing or not doing to gain and maintain trust of the community, but we should *also* focus on what the community can do to gain the trust of police. Trust is a relational quality. Trust is, in modern parlance, a "two-way street" with consequences flowing in two directions. Trust is an outgrowth of the relationship of co-responsibility which attends citizenship.

Law enforcement cannot carry out its mission – whether it is expressed as enforcing laws or community protection or rights protection or public order maintenance or community betterment

or a combination of these things – without a level of trust on the part of the community. It is not just a matter of good practice or morality or benign perception. It is a matter, first and foremost, of effectiveness, and secondarily it is a matter of efficiency. We cannot be effective or efficient without community trust. For these reasons, it is very important that we address the issue of trust and find ways to enhance community trust in police and find ways to decrease conduct such as racial profiling, arbitrary action, and lack of self-control or imposing our own sense of justice.

At the same time, law enforcement effectiveness and efficiency is also undermined if law enforcement trust in the community is undermined. Just as aspects of police conduct can raise or lower trust on the part of the community, aspects of community conduct can raise or lower trust in law enforcement. Again, trust is a two-way street.

For example, “Don’t rat” and “Don’t snitch” and “Don’t co-operate” are expressions of mistrust in police. But they also engender mistrust on the part of the police. What these expressions signal is “we don’t care” or we refuse to participate in or acknowledge the legitimacy of the system of governance. If the community does not care, or routinely chooses not to participate, this erodes the degree to which law enforcement feels invested in its mission. A community cannot expect service and civility yet not be willing to meet obligations and extend civility. Of course, it is unacceptable that law enforcement would react by withdrawing service or failing to respond. This violates our oath of office and flies in the face of our core values. But we seldom hear mutual responsibility mentioned or discussed. It is, in fact, a crucial component of civic infrastructure.

Recent Headlines

We have recently seen media coverage of officer-involved violent incidents which can and do engender mistrust in the community. We have recently seen community anger directed at police based on these incidents. It is very likely that this anger is generated not only by the incident itself, but reflects a deeper and longer standing set of grievances and feeling of mistrust toward the police.

At the same time, in some instances, the underlying mistrust has sometimes prompted reactions which may be characterized as an over-reaction or intentional disregard of facts. These over-reactions or disregard of facts can cause reciprocal mistrust and police alienation from the community. Ferguson, Missouri is one example. In Ferguson, misinformation, fueled in part by the Department’s failure to provide timely information and then by stories made-up by non-witnesses, has persisted in the community despite outside substantiation of the true story. Factual information was disregarded in favor of information more damning to the police in part due to underlying community mistrust of police, but such acceptance of the less grounded, more emotionally satisfying narrative can also be a source of police mistrust of the community. Narratives based on mistrust can be adopted not only by those who truly feel concerned about real or perceived police misconduct. They can also be fed by individuals and news media outlets that stand to benefit from the more dramatic if not entirely accurate narrative.

Honesty and Trust

On the part of the citizenry “speaking truth to power” is often cited as a fundamental example of political courage. This must not encompass the speaking of “made up facts” to power. It cannot merely be “expressing anger to power.” The issue here is honesty. On the part of government actors, being forthright and clear when describing official actions and their

consequences – even when this causes embarrassment or worse – is another fundamental example of political courage. This must not encompass “cover-up” or “blame shedding” or articulately “spinning” inconvenient facts. The issue here, again, is honesty. Honesty is difficult because it can be inconvenient and embarrassing. But willingness to engage in self-critical honesty, while it carries major risks, also carries the potential for major benefit. Self-critical honesty can expedite the paving of the “two way street” of trust.

What does self-critical honesty look like on the side of police?

- Admitting that racism exists in policing. Of course, racism also exists in many other social institutions. It exists throughout American society. America is not a “post-racial” nation. This state of affairs does not, however, absolve law enforcement of responsibility for addressing racism and taking on the difficult task of dismantling it.
- Admitting that police can sometimes act out of fear.
- Admitting that we can make mistakes even when we enter a situation with the best of intentions. Because policing involves discretionary actions in risky, time-sensitive and information-constrained situations, there is always the potential for accident and mistakes.
- Admitting that history *does* influence community perceptions and that white communities and minority communities as well as the police communities may have very different perspectives / views of history.

In minority communities, self-critical honesty may involve:

- Admitting that racism exists throughout American society and not exclusively or even preponderantly in law enforcement. It exists in minority communities as well as in white communities.
- Admitting that spreading inordinate fear of the police among the community and especially among young people may serve as a self-fulfilling prophecy. It may encourage young people to act out or resist legitimate police activity. Fear, in fact, can engender reciprocal fear and unjustified fear can engender unjustified reciprocal fear.
- Admitting that in many poor minority communities, the statistical likelihood of suffering physical harm or death is far more likely to occur at the hands of a member of that community than from the police. Black lives do matter. But sadly, they often do not matter nearly as much as they should in either white or black communities.

The fact is that a minority-on-minority crime *is* a major issue in minority communities. It is a subject of upset and real concern, but it can appear to law enforcement that it does not generate the degree of community concern and communal action raised by actual or perceived police wrongdoing. At the same time, law enforcement should appreciate that violent action on the part of a government actor, such as a law enforcement officer, is likely to cause more resentment, anger and sense of mistrust than apparently random citizen-on-citizen violence. Such action may be viewed as carrying the implied approval of the state and the appearance of power imbalance and blocked routes of redress.

There is one more one more issue for us to recognize and acknowledge. We need to recognize that law enforcement is the most decentralized, interactive “street-level” branch of government. Unlike other government institutions, law enforcement confronts America’s racial divide up close and personal in chaotic and real world circumstances. Thus, law enforcement can become a convenient lightning rod for anger at perceived injustices across a wide spectrum of

social issues from education, to housing, to job opportunities, to transportation, as well as other areas.

The position of law enforcement in the midst of America's racial divide makes it even more essential that all parties attend to issues of self-critical honesty. This will require a great deal from all parties. It will require that each side cede some advantage to those who they may regard as adversaries and whose good will they may question. It will be politically difficult but it can be a crucial launch point for increased trust.

Trust and the Gallup Poll

Each year, the Gallup Poll does research on public trust in American institutions. For many years the category "the police" (by which is usually understood to mean *local law enforcement*) has placed in the top four most trusted institutions in America. *The police*, as a category usually scores just behind *the church*, *the military*, and just ahead of *small business*. This year, for the first time in about 25 years, "the police" ranked as the seventh most trusted American institution, again, seventh as against a traditional showing of third or fourth.

Why is this? We can assume that this drop is related to the series of events involving high profile use of force incidents over this past year. In some of these events, law enforcement officers and/or agencies behaved poorly, or worse, illegally. It would appear that these incidents and their portrayal in the news media impacted trust levels even in jurisdictions remote from where the incidents occurred.

The recent Gallup Poll noted that our overall trust level dropped in both white and minority communities. It has traditionally been lower in minority communities and especially so in black communities. The further reduction in level of trust recorded in minority and in black communities should especially be a matter of concern to us. To be fair, the Gallup Poll finding this year showed an overall drop in trust for nearly every other institution from the military to the courts to news media to business. These are, apparently, mistrustful times. However, the drop in relative trust rate for policing is very pronounced

Why did this happen? Why did trust drop in areas far removed from the jurisdictions in which the incidents occurred? Why the "beyond jurisdiction" national impact? Several reasons:

- The content of the incidents were extremely dramatic and violent and involved loss of life.
 - Incidents, or their immediate aftermath, were caught on camera and some of the video appeared to show police officers as inept or disregarding the dignity or safety of individuals or, worse, vindictively or casually violent.
 - Video technology, for good or for ill, whether it portrays completely or incompletely or shapes its own narrative, is a fact of modern life. It puts even the distant, uninvolved observer into the situation.
 - The incidents occurred as the economy of the nation was beginning to improve. Social action and social activism is more likely on the cusps of economic change; even modest economic change.
 - The reactions of agencies to news coverage also contributed. In some cases, agencies were not forthcoming with information. The rationale for not releasing information sometimes involved investigative protocols or bargaining unit agreements. Sometimes, it may have
-

been due to inept press relations. As a result, some agencies lost the platform to critics by failing to supply facts, counter-narrative or even statements of self-critical honesty in a timely manner.

- Finally, the news stories not only spoke of mistrust but – were fed by pre-existing mistrust. Thus, the stories played into underlying suspicions that that police routinely disregard citizens' rights and abuse citizens. Americans have always been attentive to stories regarding power, abuse of power and accountability. They may be especially attentive at a time when people increasingly feel – according to Gallup and other pollsters and various political commentators both liberal and conservative – that large institutions behave with arrogance and unimpeded self-interest.

The Challenges of Mistrustful Times

Again, these are mistrustful times. These are times when many people may feel that “the cards are stacked against most common citizens” in economics, in the justice system, in medical care, and in a wide variety of day-to-day encounters with social systems and institutions. As noted above, law enforcement is the most decentralized, accessible government entity, and may be a very accessible target of opportunity for expressions of mistrust.

With all of this occurring, what has been the reaction of law enforcement agencies and their personnel? One reaction – and it is a constructive reaction – is to carefully examine the whys and wherefores of the phenomenon. National professional organizations such as the National Executive Institute Associates, the Major County Sheriffs' Association and the Major City Chiefs' Association have actively pursued this proceeded strongly with this. Much that is constructive in terms of analysis and self-examination is ongoing on with agency executives leaning into the idea that we need to engage. But there has also been a degree of anger and resentment expressed at the approach taken by the Justice Department, news media and some national civil rights figures over some of the incidents impacting trust.

Law enforcement personnel – including individuals and their bargaining units – have also stepped forward with positive reactions. Many have provided thoughtful, self-critical, “we could do a better job of earning trust” approach. Some have sought to wrestle with the hard questions of trust and the precursors of mistrust.

As with agency executives, some of our personnel have lashed out with accusations of political pandering by government officials, the media and *the race industry*. Others accurately point to public ignorance of what police work is really like. A rare, but difficult and dangerous reaction said to have occurred in a few jurisdictions is “de-policing” in some neighborhoods. This is an approach by which officers intentionally do the absolute minimum and are slow to intervene in situations lest they be unfairly criticized by the administration or the public. “De-policing” is dangerous because it is a form of unethical passivity which violates our oaths of office. It is a serious betrayal of trust.

The Path Forward

So, what is the best path forward?

- First, we must recognize that we have a problem. And it is a problem for America and American communities not just a problem for law enforcement agencies. Whether it is fair

or unfair does not matter. Perception is not reality but it impacts reality. Our problem centers around an underlying mistrust of law enforcement – whether deserved or undeserved – especially in minority communities.

- At the same time, we should not lose track of the fact that the problem is neither universal nor irretrievable. In many communities, including many minority communities, local law enforcement agencies still have the trust of the citizens they serve. The Gallup Poll shows that local law enforcement as an institution still garners more trust than the news media, the criminal justice system as a whole and many other American institutions.
- We should aim to reinforce the importance of trust as a basic prerequisite for successful policing in a democracy.
- We should state clearly and unequivocally that trust is not a one way street. Trust requires co-engagement and co-responsibility and commitment from both sides to be truly functional.
- We should make self-critical honesty an important part of our effort at upgrading our approach and we should challenge our critics to do the same. Self-critical honesty is both necessary and uncomfortable; we should practice it and insist that the community practice it.
- We should not passively acquiesce to all criticism of our agencies and policing in general. Where criticism is overblown or offered as political fodder, label it as such. Admittedly this carries risk from a political/public policy and political accountability standpoint.
- We need to be the ones to initiate and move things forward. Grumbling and kicking rocks, “the blame game” and self-pity will get us nowhere.
- We should cite the important link between mistrust and reductions in community engagement. Budget cuts during the Great Recession have resulted in us being more reactive and less proactive and community-linked as we prioritize resource use. Reduced trust can follow from reduced engagement and outreach.


Ethically and practically, we do not have a fallback position. We must engage. We need to step up, honestly assess our position, identify where we need to improve, and we need to act. We should seek partners while being prepared to reject those bent on putting down the police. The late Yale professor Albert Reiss put it best in his 1971 book *The Police and the Public*: “A civil police is ultimately dependent upon a civil community. But the police are in a unique position to impact the civility of the community.” Professor Reiss was right. It starts with us. There is no one else around who will make it happen. Not the Justice Department and not community advocacy groups; not churches, nor business, nor spontaneous protests. Not investigative journalists, nor angry public officials, nor advocacy celebrities. None of these ultimately can make it happen. Only we can make it happen. Only we can initiate the hard work of enabling mutual trust.

Mutual trust means accepting responsibility for being trustworthy and expecting others to be trustworthy in return. It means living up to our own obligations – our ethical, our professional obligations – and holding others responsible for living up to theirs. It involves risk. It requires courage and patience and the willingness to be disappointed and stand up and try again. It is not easy and it is not for the feint hearted. Inevitably, trust will be violated. That is the way of the world. But trust – mutual trust between law enforcement and the communities we serve – is an essential to effective policing. It is the right pathway to building safer and more civil and communities. It is the mechanism by which we can advance the mission of doing justice and undoing injustice.

APPENDIX E

PRESENTATION: DARREL STEPHENS


Public Trust/Confidence in the Police



Darrel W. Stephens
September 2015

Trust and Confidence in the Police

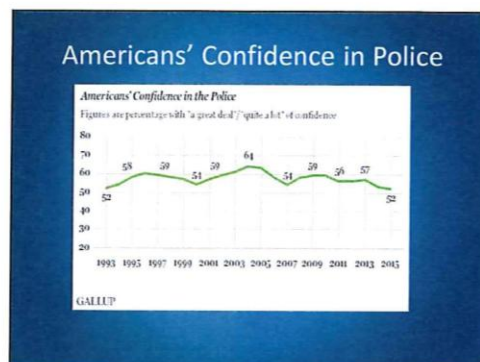
- A National Perspective
- A Local Perspective
- Ferguson
- President's TF on 21st Century Policing
- Thoughts on Moving Forward



Confidence - National Perspective

- Confidence has declined over the past year
- Confidence in urban areas lower
- Hispanic confidence about the same as whites
- Honesty/Ethics ratings have declined

"WHEN YOU HAVE POLICE OFFICERS WHO BRING THEIR OWN BIASES TO THE CONFIDENCE IN LAW ENFORCEMENT THAT MAKES THE POLICE OFFICERS' DUTY."
- WALT FRANCES BERRY

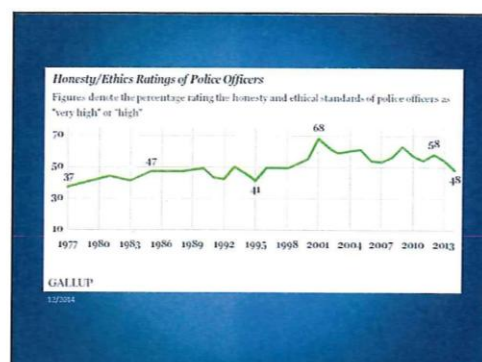


Confidence in Police, by Race and Place of Residence

Figures are percentages saying they have a great deal or quite a bit of confidence in the police

	All Americans	Non-Hispanic whites	Non-Hispanic blacks	Hispanics
Total	57	61	31	57
Live in urban area	51	62	26	51
Live in non-urban area	58	60	38	59

2006-2011 aggregated data
GALLUP



Honesty/Ethics Ratings of Police Officers, by Race
 Figures are the percentage rating the honesty and ethical standards of police officers as "very high" or "high"

	2013	2014	Change
	%	%	(pt. pts.)
All Americans	51	48	-6
Non-Hispanic whites	58	59	+1
Nonwhites	45	23	-22

GALLUP
12/2014

African-American Confidence

- Confidence is lower
- Perceive unfair treatment
- Poor job performance
- Want larger police presence



African American Confidence Lower

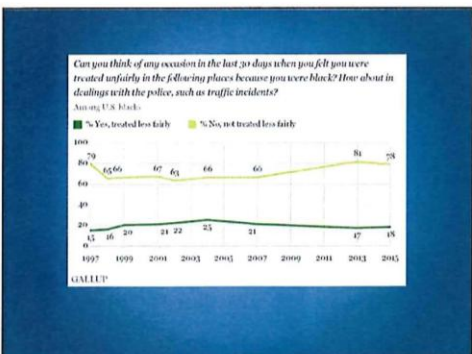
Changes in Confidence Ratings of Police, by Subgroup (Gallup)
 Figures are percentage with "a great deal" or "quite a lot" of confidence in the police

	2012-13 %	2014-15 %	Change - %
White	60	57	-3
Nonwhite	49	42	-7
Black	36	30	-6
Hispanic	60	52	-8

Fair and Unfair Treatment by the Police
 How would you say local police in your area treat racial minorities including blacks -- very fairly, fairly, unfairly (or) very unfairly?

	% Very fairly	% Fairly	% Unfairly	% Very unfairly
NATIONAL TOTAL	23	59	20	5
Non-Hispanic Whites	29	49	16	3
Blacks	8	44	33	15
Hispanics	15	56	23	6

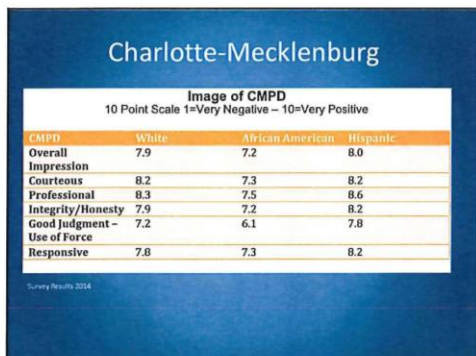
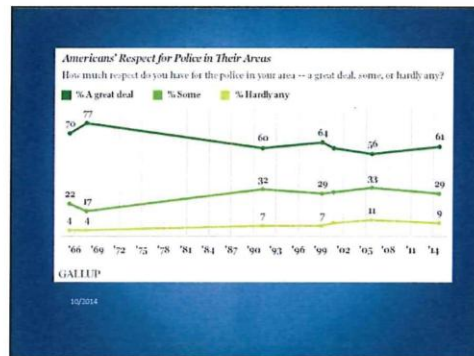
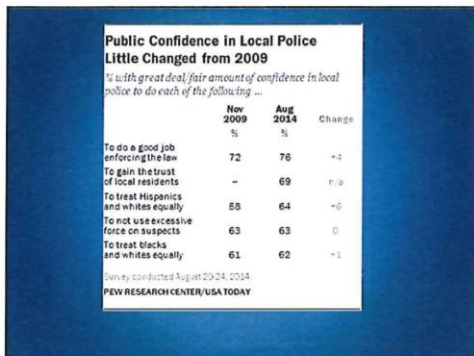
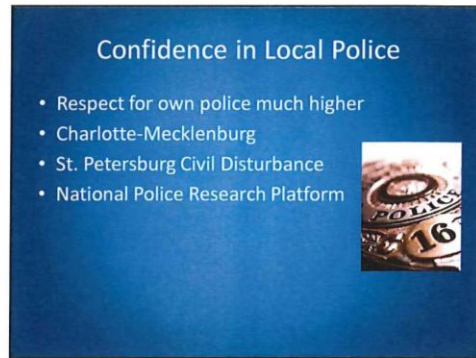
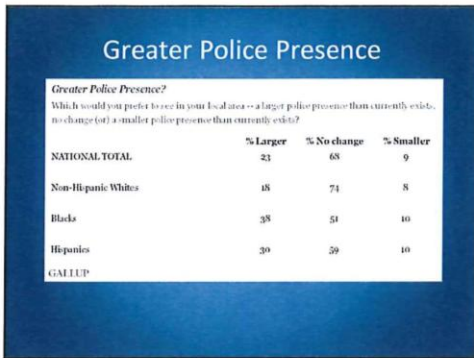
June 15-July 19, 2015
GALLUP



Percent rating **Poor** job police job performance for...

	Black	White
Misconduct accountability	70%	27%
Equal treatment	70%	25%
Right amount of force	57%	23%
Respect privacy	50%	22%
Protect from crime	33%	10%

Survey conducted August 20-24, 2014. Figures may not add to 100% because of rounding. PEW RESEARCH CENTER/USA TODAY/mondo.com



St. Petersburg

- Civil Disturbance - 1996
- Racial tension
- No confidence vote
- Newspaper poll
- No social media



Police Compared to Other Institutions

- CJ System confidence very low
 - Confidence in police higher than most institutions
 - Ranked 3rd below the Military and Small Business
 - Ranked 5th by Non whites
1. Military 72%
 2. The Presidency 54%
 3. The Church 50%
 4. Small Business 52%
 5. Police 48%

Low Confidence in CJ System

Confidence in Criminal Justice System

	A great deal/ Quite a bit	Some	Very little/None
%	%	%	%
National adults	27	49	34
Whites	27	42	30
Blacks	27	32	40

Gallup poll aggregate from surveys conducted in June 2011, June 2012, June 2013, and June 2014
GALLUP

Confidence in U.S. Institutions, 2013 vs. Historical Average for Each Institution

Figures are the percentages with "a great deal" or "quite a bit" of confidence in the institution.

	Current year	Historical average	Difference
	%	%	pts.
The military	72	68	+4
Small business	67	61	+4
The criminal justice system	23	21	-1
The medical system	37	38	-1
Organized labor	24	26	-2
Big business	21	21	-1
The police	52	57	-5
Newspapers	24	32	-8
Television news	21	29	-9
The public schools	31	40	-9
The presidency	33	41	-8
The U.S. Supreme Court	32	41	-9
Banks	25	34	-9
The church or organized religion	42	55	-13
Congress	18	21	-3

Current year data are based on June 2-5, 2013, poll. Historical averages are based on all times Gallup has asked about in that area, which for most of them dates back to 1973 or 1974.
GALLUP

Ferguson

- Limited connections to the community
- Plan for improving relationships
- Structural impediments
 - Shift plan
 - Assignment rotation



President's Task Force

- ...establish a culture of **transparency and accountability** in order to build public trust and legitimacy.
- ...**acknowledge the role of policing** in past and present injustice and discrimination...
- ...consider the **potential damage to public trust** when implementing crime fighting strategies.




President's Task Force

- ...**promote public trust** by initiating positive nonenforcement activities ...
- ...**track the level of trust** in police by their communities just as they measure changes in crime.
- ...**collaborate with community** members to develop policies and strategies



President's Task Force

- Some form of civilian oversight of law enforcement is important in order to **strengthen trust with the community**.
- ...adopt model policies and best practices for technology-based community engagement that **increases community trust and access**.



President's Task Force

- ...adopt policies and strategies that reinforce the importance of **community engagement** in managing public safety.
- ...**engage community** members in the training process.



Moving Forward

- Must acknowledge trust and confidence in police has declined...
- Officer's must understand that every contact matters – leaves lasting impression
- Measure Community Perceptions
- Implement President's TF Recommendations



Moving Forward

- Community Engagement Plan
 - Neighborhoods
 - Schools
 - Civic Groups
 - Volunteer Programs
 - Recruiting



Moving Forward

- Communications Strategy
 - Social Media
 - Twitter, Facebook, YouTube, NextDoor, etc.
 - Website
 - News Media



Metric	Value
55% of law enforcement agencies have a Twitter account	55%
92% of law enforcement agencies have a Facebook page	92%
73% of law enforcement agencies report positive community relations	73%
80% of law enforcement agencies report positive community relations	80%

APPENDIX F

OPINION: ATTACKS ON POLICE ARE AN ATTACK ON THE COMMUNITY CNN OP-ED: DR. CEDRIC ALEXANDER, DEKLAB COUNTY

(CNN) On August 28, Harris County sheriff's deputy Darren Goforth was assassinated -- I can think of no other word for it -- while pumping gas into his patrol car at a suburban Houston Chevron station.

On August 30, during a Black Lives Matter march to the gates of the Minnesota State Fair, marchers chanted, "Pigs in a blanket, fry 'em like bacon."

On August 31, GOP presidential candidate Ted Cruz issued a statement asserting that "vilification of law enforcement ... is coming from the top -- all the way to the President of the United States and senior administration officials."

A murder, a chant, a statement. Depending on their cultural background, politics, life experience and -- quite probably -- race, different people will draw different connections among these three things. In the end, however, only one connection really matters. None of them -- not a savage killing, a cruelly clueless chant or an unsubstantiated accusation -- contributes to building and bettering our American community.

The alleged killer of Deputy Goforth was found mentally incompetent in 2012 to stand trial over another charge. But make no mistake, attacks on police officers are still a direct attack on the community, our community, the community we all share and in which we all have a vital stake. Police officers are sworn guardians of the community. That is their job, their profession and their commitment. If and when individual officers fail to act as guardians, we may need to help them, we may need to discipline them, we may need to separate them from the profession, and in rare cases we may even need to refer them to the legal system.

The community has a constitutional right to protest what it sees as police misconduct. Such protest can be positive, leading to productive and necessary change. Neither police agencies nor the communities they serve can tolerate misconduct.

But none of us can forget that the very existence of a police force is a declaration of the values of the community, and among the very highest of those values is a commitment to law. When the community has a grievance concerning a single officer or an entire department, it must be dealt with in a lawful manner that reflects and upholds the values of the community.

It should go without saying that there is no legal or moral justification for a police officer to willfully abuse anyone, just as there is no legal or moral justification for a deadly attack against a police officer.

But even more than the life of the officer is at stake in such situations. Even if you feel you have reason to resent the police -- and there are some people in some communities that have such reason -- understand that an attack on an officer is an attack on you and your community. Believe it: the person who assaults a cop will not think twice before attacking anyone and everyone.

Therefore, a community that tolerates, harbors, let alone praises those who assault the police invites its own destruction.

I am not suggesting that the police will stop protecting such a community. They will not stop. They will never stop trying. What I am saying is that when a community fails to support its guardians, it effectively declares its support for the criminals who mean to destroy that community. No neutral position is possible.

So we need to do the simple but harsh math: Either a community supports law or accepts lawlessness. To support law is to proclaim the value of the community. To accept lawlessness is to surrender to the destruction of the community.

Supporting the police does not mean ignoring, accepting, condoning, or defending bad police practices. On the contrary, supporting the police means working through government and the law to identify whatever is broken and to fix it. And the truth is that police and civilians are members of one community. Whatever their differences are as individuals, they share the community. They have a common stake in it.

All this means that those exercising their constitutional right of peaceful protest need to give serious thought to what they actually say in protest. If the unfairness, crudity, and cruelty of their words serves only to deepen and widen the gulf between community and police, they need to find other language, language that builds bridges rather than burns them.

As for public figures and politicians, whose moral responsibility is to shape laws and motivate actions that build a better and stronger American community, they need to ensure that their public speech educates and informs rather than merely inflames. "It is much easier to pull down a government," John Adams wrote to fellow Massachusetts patriot James Warren, "than to build [one] up ..."

Earlier this year, President Barack Obama appointed me to the President's Task Force on 21st Century Policing. We issued our final report in May. We pulled no punches in identifying issues in policing that cry out for reform. But our objective was to "build up," not just "pull down." Working closely with both communities and police agencies, we made extensive recommendations for improving community-police collaboration.

Our democratic society invites and thrives on argument. Coming together as guardians of our communities -- police and civilians alike -- does not require us to end all of our disagreements. We make progress through respectful debate. But we must come together completely in our mutual embrace of community. And we must be seamlessly united in our agreement that lawlessness is not an option.
