

The 2016 Public Safety Summit: Growing Capacity and Legitimacy

Harvard University, Cambridge, MA

Preliminary Agenda, Subject to Change

Friday, April 29th

6:00 – 8:00 PM
Harvard Faculty Club,
East Dining Room
20 Quincy Street

Welcome Reception
(Hors d'oeuvres with Drinks)
Registration Available

Saturday, April 30th

8:00 – 8:30 AM
Harvard University
Maxwell-Dworkin Building
33 Oxford Street
Outside Room G-115

Energizers: Coffee and Continental Breakfast
Registration Available

8:30 – 10:00 AM

Leading Transformation – Growing Capacity and Legitimacy

Today's public safety leaders often feel squeezed in a vise. On one side pressure is ramping up to respond to ever-more-complex crime and public safety threats such as natural disasters, violent extremism, and cybercrime. On the other side are pressing demands for citizen engagement, stakeholder collaboration, and community outreach. Policing leaders can feel torn: Should they focus on fighting crime efficiently? Or should they focus on growing public trust? Forward-thinking public safety leaders realize that to build legitimacy the answer is "yes" – to improving both crime prevention and public trust. This session will explore the challenges of growing capacity and legitimacy, offer key ideas from a panel of leaders, and provide insights from the pre-Summit Compass Diagnostic.

Presenter:

- Antonio Oftelie, Harvard University

Welcome:

- Ger Daly, Accenture

In this part of the session, leaders will reflect on the ideas presented, share insights on innovations they are leading, and explore the risks and rewards of transformational leadership.

Panelists include:

- Janeé Harteau, Minneapolis Police Department
- Eddie Johnson, Chicago Police Department
- Jim McDonnell, Los Angeles County Sheriff's Department
- Eric Ward, Tampa Police Department

10:00 – 10:30 AM
Outside G-115

BREAK

10:30 – 11:30 AM

Case in Point: A Journey of Transformation in Ireland

Since 2005, An Garda Síochána, the national police and security force of Ireland, has been managing a particularly challenging balancing act. With the emergence of transnational security concerns, new types of international terrorism, domestic terrorism, and sophisticated cyber security issues, public safety has gotten exponentially more complex. At the same time, the country has faced severely constrained resources, and there was a crisis in confidence, with public faith in the police at an all-time low of 67%. When the previous Commissioner suddenly resigned in 2014, Commissioner O’Sullivan was charged with re-structuring the organization to gain greater efficiencies and leading a bottom-up journey of cultural renewal.

In this session, Commissioner O’Sullivan will discuss how she steadied the ship, restored morale, re-established the confidence of state institutions and the public, and developed a comprehensive and cohesive program to implement major reforms and modernize An Garda Síochána. She will share lessons learned as they did a scan of best practices from other forces around the world and developed a seven-year transformation plan with international benchmarks, and she will share the innovative new strategies they’ve adopted to gain capacity through collaboration, new technology, and data and analytics. The Commissioner will also discuss their new approach to oversight, accountability, reporting structures, and responding to complaints about police misconduct, which has helped to restore public trust.

Presenter:

- Nóirín O’Sullivan, An Garda Síochána (Ireland)

Reflection and Action

In this part of the session, public sector leaders will synthesize session insights and translate them to action steps that other leaders can apply.

- Reflector, James Craig, Detroit Police Department

<p>11:30 AM – 12:30 PM</p>	<p>Case in Point: Seeding Change and Collaboration in Seattle</p> <p>In 2011, the U.S. Department of Justice (DOJ) opened an investigation into biased policing, misuse of force, and stop-and-frisk procedures in the Seattle Police Department (SPD). In 2012, the Departments filed a consent decree to address the findings. Over the last four years, the relationship between the two organizations, which could have quickly turned adversarial, has become highly collaborative and impactful. Seattle has taken profound steps to reform the police department’s governance, policies, trainings, operating model, use of data, and culture. DOJ has pointed to Seattle as a model for reform and provided support at critical junctures. As a result of their progress and positive transformation, Seattle’s Chief of Police Kathleen O’Toole was invited to attend this year’s State of the Union Address in Washington, DC, and the Attorney General of the United States visited Seattle last year.</p> <p>In this session, Chief O’Toole will discuss her department’s efforts to drive sustainable change at all levels of the organization. She will highlight their multi-disciplinary approach to reform, use of sophisticated measurement tools, new use of force trainings, and how she managed morale along the journey. Vanita Gupta, head of the U.S. Department of Justice Civil Rights Division, will join Chief O’Toole and describe how the DOJ has provided assistance throughout the journey. Together they will discuss how they have built a strong partnership, navigated communications, addressed challenges together, and found the balance between collaboration and accountability.</p> <p>Presenters:</p> <ul style="list-style-type: none"> • Vanita Gupta, U.S. Department of Justice • Kathleen O’Toole, Seattle Police Department <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p style="text-align: center;">Reflection and Action</p> <p>In this part of the session, public sector leaders will synthesize session insights and translate them to action steps that other leaders can apply.</p> <ul style="list-style-type: none"> • Reflector, Fred Waller, Chicago Police Department </div>
<p>12:30 – 1:30 PM Outside G-115</p>	<p style="text-align: center;">LUNCH</p>
<p>1:30 – 3:00 PM</p>	<p>Public Safety in a Digital World: Harnessing the Power of Data and Analytics</p> <p>The digital era is not only bringing new levels of capacity and efficiency to public safety organizations, but also creating new ways to engage and communicate with communities. The possibilities seem endless – from predictive policing, to social media, to real-time surveillance – and public safety leaders are on point to ready their organizations and manage the uptake.</p> <p>What’s clear in this digital era is that technology will allow public safety organizations to gather, analyze, share, and take action on multiple information streams. When this information is integrated with human intelligence and artificial intelligence, the opportunities to prevent crime, target community needs, and make better decisions are awe-inspiring. However, this new age of data and analytics also presents challenging questions: How should we work across policing and partner organizations to respond to community problems? How many different federal, state, county, and department databases should we have, and how can we all share information? How should we manage, store, and analyze the data we capture? What are best practices to capture the potential of digital technologies, while also protecting civil liberties?</p> <p>In this session, we will address these questions as Nancy Rodriguez of the National Institute of Justice and Denise O’Donnell of the Department of Justice will highlight key insights that have</p>

	<p>emerged from more than fifteen years of research on data and analytics, Kieran Towey of Accenture relays cutting-edge innovations from around the globe, and Jorge Villegas of the Los Angeles Police Department reflects on the opportunities and challenges new technologies, data, and analytics present at the department level.</p> <p>Presenters:</p> <ul style="list-style-type: none"> • Denise O'Donnell, Department of Justice • Nancy Rodriguez, National Institute of Justice • Kieran Towey, Accenture • Jorge Villegas, Los Angeles Police Department <div style="border: 1px solid black; background-color: #e0e0e0; padding: 10px; text-align: center;"> <p>Ideation Session</p> <p>In this part of the session, public sector leaders will break into small groups to synthesize session insights and translate them to action steps.</p> </div>
<p>3:00 – 3:30 PM Outside G-115</p>	<p style="text-align: center;">BREAK</p>
<p>3:30 – 4:30 PM</p>	<p>Adapting Use of Force – Where Should We Go Next?</p> <p>Over the last two years, controversial deaths across the United States have put policing in the spotlight and damaged the legitimacy of public safety. One ingredient that seems to precipitate strong community reactions is the use of force. In response, across the nation and world, leaders in public safety are looking to revamp use-of-force policies in ways that lead to better, safer, and more proportional responses to dangerous situations. Forward-thinking chiefs and sheriffs are taking on this issue by experimenting with and combining crisis intervention skills, disarmament techniques, and other methods that can lead to positive outcomes.</p> <p>From de-escalation techniques, to the “21-foot” rule, to legal standards, the driving question is now moving away from “can we use force?” to “should we use force?” With that comes a tremendous cultural shift for policing. Officers who have been taught, the most important things is that you go home at the end of the day, must shift mindsets to the most important things is human life. Words like retreat, which have negative associations with cowardice, must be reframed as tactical re-positioning. In this session, panelists and the audience will discuss cultural implications, the latest examples and ideas in use of force policy, and set a vision for the mix of strategies that will make policing safer for everyone.</p> <p>Panelists include:</p> <ul style="list-style-type: none"> • Chris Magnus, Tucson Police Department • Scott Thomson, Camden County Police Department • Chuck Wexler, Police Executive Research Forum • Facilitator, Antonio Oftelie, Harvard University

4:30 – 6:30 PM	Optional: Tour of Harvard Yard, free time in Harvard Square
6:30 – 9:00 PM	RECEPTION AND DINNER Peabody Museum of Archaeology & Ethnology Harvard University 11 Divinity Avenue Cambridge, MA

Sunday, May 1st	
8:00 – 8:30 AM Harvard University Maxwell-Dworkin Building Outside Room G-115	Energizers: Coffee and Continental Breakfast
8:30 – 10:00 AM	<p>Harvard Business School Case: Transformation at the IRS</p> <p>In this session participants will analyze and discuss the Harvard Business School case “Transformation at the IRS.” The case describes the service transformation at the U.S. Internal Revenue Service. Plagued by a history of poor service, enormous complexity and an insular employee base, the 100,000-worker organization grapples with a turnaround process that attempts to change virtually every aspect of the organization, including IT systems. This case includes information regarding shared services organizational structure, organizational culture and customer service. Through this leadership case, participants will learn about the challenges of transforming a bureaucratic organization from one focused on legacy processes and procedures, to one focused on customer needs. Key takeaways will be the importance of finding the right focal point, securing executive sponsors, choosing the right people to lead the effort and pacing the innovation and change.</p> <p>Facilitator:</p> <ul style="list-style-type: none"> • David Ager, Harvard Business School

<p>10:00 – 10:30 AM Outside G-115</p>	<p>BREAK</p>
<p>10:30 – 11:30 AM</p>	<p>Case in Point: CompStat 2.0 in New York City</p> <p>Just over twenty years ago, New York City was racked with crime: murders, burglaries, drug deals, and car thefts. Described as one of “the most remarkable stories in the history of urban crime,” NYPD had tremendous success reducing crime, in large part through strategies like CompStat that were later adopted by other departments around the country. However, while the traditional CompStat approach has been a powerful tool for reducing crime, improving public safety, and protecting people, evidence suggests it has had unintended impacts on public trust and legitimacy. When NYPD surveyed communities across the city, they found that the same communities that had benefited the most from crime prevention strategies had the least favorable sentiments toward the police department.</p> <p>In this session, Deputy Commissioner of Operations Dermot Shea will describe how the department is taking steps to rebuild public trust and legitimacy. In particular, he will present on New York City’s newly unveiled CompStat 2.0, which includes a dramatic shift in their measurements to emphasizing “quality over quantity.” He will speak to the cultural transformation this has prompted and the accompanying changes the department has made to allocating officers’ time and department resources. He will also highlight efforts to improve transparency and accountability, including making the NYPD’s crime data available to the public, searchable by street, precinct, day of the week, or type of crime. Deputy Commissioner Shea will reflect on how this approach is changing the dynamic between the department and citizens in the most at-risk neighborhoods in the city and encouraging residents to become partners in community safety.</p> <p>Presenter:</p> <ul style="list-style-type: none"> • Dermot Shea, New York City Police Department <div data-bbox="544 1239 1461 1423" style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p style="text-align: center;">Reflection and Action</p> <p>In this part of the session, public sector leaders will synthesize session insights and translate them to action steps that other leaders can apply.</p> <ul style="list-style-type: none"> • Reflector, John Daley, Boston Police Department </div>
<p>11:30 AM – 12:30 PM Outside G-115</p>	<p>LUNCH</p>

<p>12:30 – 1:30 PM</p>	<p>One Year In: Next Steps for the White House Report on 21st Century Policing</p> <p>Last year The President’s Task Force on 21st Century Policing released a report outlining a set of comprehensive recommendations designed to strengthen public trust in law enforcement, enhance community relationships, and promote effective crime reduction. At the 2015 Public Safety Summit, participants weighed in on how to prioritize and implement recommendations, as well as how police departments can and should tailor the recommendations to their particular operating environments.</p> <p>This year, participants will advance that conversation by exploring lessons learned and implications for the future. Ronald Davis, Executive Director of the President’s Task Force, will provide historical context, perspective, and progress on these efforts. Roberto Villaseñor, a member of the Task Force, will highlight lessons learned on implementation from around the country, including initial examples and best practices. Chief Harteau of Minneapolis will share steps her department has taken to make the report actionable in her community. Each of the presenters will reflect on what changes the future may hold as public safety leaders strive to operationalize the recommendations.</p> <p>Presenters:</p> <ul style="list-style-type: none"> • Ron Davis, Executive Director of the President’s Task Force on 21st Century Policing and Office of Community Oriented Policing Services at the U.S. Department of Justice • Janeé Harteau, Minneapolis Police Department • Taz Villaseñor, Member of the President’s Task Force on 21st Century Policing • Facilitator, Antonio Oftelie, Harvard University
<p>1:30 – 2:15 PM</p>	<p style="text-align: center;">Keynote Session <i>Sir Bernard Hogan-Howe</i> <i>Commissioner, Metropolitan Police Service, London</i></p>
<p>2:15 – 2:30 PM</p>	<p style="text-align: center;">Program Evaluation</p>
<p>2:30 – 3:30 PM</p>	<p>Closing Session: Driving Transformation</p> <p>In this closing session, key findings from the Summit will be re-capped and a panel and the plenary will be engaged in discussing lessons learned: <i>What promising new strategies can we use to grow capacity and legitimacy? What cultural traits and attributes should we preserve and what must we shed? How can we capitalize on new technologies and tools?</i> Participants will also discuss ideas the Summit should prioritize for the coming year.</p> <p>Panelists include:</p> <ul style="list-style-type: none"> • Sheree Briscoe, Baltimore Police Department • Robert Luna, Long Beach Police Department • Greg Suhr, San Francisco Police Department • Hank Stawinski, Prince George's County Police Department • Facilitator, Antonio Oftelie, Harvard University
<p>3:30 PM</p>	<p style="text-align: center;">ADJOURNMENT</p>