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21ST CENTURY POLICING  
  
A R E N E W E D C A L L T O A C T I O N

APRIL 25, 2023



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# CONTENTS

|  |     |
|--|-----|
| Acknowledgments .....  | iii |
| Introduction .....   | 1   |
| Recommendations to Build Safe and Healthy Communities.....         | 5   |
| Conclusion .....   | 17  |
| Appendix 1. Resources .....  | 19  |
| Appendix 2. Executive Order 13684 of December 18, 2014.....        | 26  |
| Members of the Reconvened Task Force on 21st Century Policing..... | 28  |
| About 21CP.....  | 30  |



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# INTRODUCTION

The President's Task Force on 21st Century Policing was established by Executive Order under then President Barack Obama on December 18, 2014. President Obama charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. Since the publication of the task force's final report in May 2015, there have been more than 133 national, state, or local task forces, councils, and working groups responding to police violence in communities throughout the country.<sup>1</sup>

The nation remains in a policing crisis, and too many poor communities of color face the adverse conditions of poverty and economic exclusion that aggravate the relationship between communities and police. The 2015 report by the President's Task Force on 21st Century Policing remains a significant influence on policing reform, but the country still confronts police violence that undermines community trust and confidence.

The brutal beating death of Tyre Nichols in Memphis by a specialized unit of the Memphis Police Department ignited a review of the role of specialized units and use of force. However, this is not enough, and the situation demands an in-depth examination of policing culture. Participants in the reconvened task force further believe that real solutions require looking beyond police reform toward underlying causes, including whole-of-government and whole-of-community responses.

On February 2, 2023, former task force co-chairs Laurie Robinson and Charles Ramsey convened former task force members to discuss the current crisis of confidence in policing.

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## The Genesis of Today's Crisis

For many, the question after Tyre Nichols's death was the same as after Ferguson in 2014 and following the murder of George Floyd in 2020: *When will unarmed Black Americans stop dying at the hands of law enforcement?* The number of people killed by police, particularly people of color, continues to trend upward. From 2015–2021, more than 135 unarmed Black people died during police stops.<sup>2</sup> Filmed brutality continues to emerge, and community anguish grows with each video. Many have lost hope that these deadly encounters will end. While many Black residents applaud legitimate policing that protects the community from violent individuals, many reject unconstitutional interventions and improper stop-and-frisk and other tactics designed to control crime. These tactics erode community trust.

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1. National Policing Institute, *21st Century Policing Task Force Report: The First Five Years* (Arlington, VA: National Policing Institute, 2021), <https://www.policinginstitute.org/publication/21st-century-policing-task-force-report-the-first-five-years-2/>.

2. "Mapping Police Violence," Campaign Zero, last modified January 31, 2023, <https://mappingpoliceviolence.org/>.

Embattled officers wonder: Why have government officials and society declared war on crime, ordered officers into destitute and abandoned neighborhoods to contain the violence, but then objected to the results? As one officer put it: “We’re forced into paramilitary strategies to keep control in utter chaos. The community hates it, and so do we, but if there are no resources to end the chaos, then both the community and the police will keep failing.”<sup>3</sup>

The question bridging both views is sobering and hasn’t abated, even after a century of policing improvements forged through legislation, court cases, protests, riots, and a thousand recommendations to reform policing (including those from this task force). The nation has had 30 years of enacted reform, 50 years of limited community policing, and 21 million<sup>4</sup> Americans protesting against police brutality, so why hasn’t policing been fixed?

The country is stuck for reasons that go beyond policing and deeper than weeding out “bad apples,” instituting qualified immunity, or reforming training. All of these should be addressed, but they are too limited to answer the question of why this continues to happen.

More than 55 years ago, the government rejected the Kerner Commission’s conclusions and solutions. Charged by then President Lyndon B. Johnson to explain what caused police-triggered race riots that swept the nation in the 1960s, the commission concluded that ending destructive “racial disorders” required reversing the nation’s centuries of anti-Black exclusion and discrimination that police enforced.<sup>5</sup>

The Kerner Commission recommended a transformative framework to end institutionalized anti-Black racism; stop brutal, racially repressive policing; and, critically, carry out a Marshall Plan level of massive investment to end what President Johnson called “ghetto conditions that breed despair and violence.”

The nation largely rejected this framework and chose policies that increased mass incarceration rather than mass investment in poor communities. Instead of community policing, governments invested in unwinnable wars on drugs and gangs that produced more of both, pitted police against community, and further dehumanized traumatized residents. Policy after policy led to catastrophic failures to remedy chronic problems like homelessness, addiction, and mental illness that have been dumped on police to solve.

The Kerner Commission recognized that investment, legislation, and expansion of social services of the Great Society were necessary to change policing and end racial inequality, which is the kindling of police-triggered riots. Rejecting the Kerner Commission framework inhibited our nation’s ability to

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3. *Board of Inquiry into the Rampart Area Corruption Incident Public Report* (Los Angeles: Los Angeles Police Department, 2000), [https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/12/boi\\_pub.pdf](https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/12/boi_pub.pdf).

4. Larry Buchanan, Quoc Trung Bui, and Jugal K. Patel, “Black Lives Matter May Be the Largest Movement in U.S. History,” *The New York Times*, July 3, 2020, <https://www.nytimes.com/interactive/2020/07/03/us/george-floyd-protests-crowd-size.html>.

5. Steven M. Gillon, *Separate and Unequal: The Kerner Commission and the Unraveling of American Liberalism* (New York: Basic Books, 2018).

address underlying causes that lead to police-involved violence. Regardless of this history, nothing excuses abuse, racism, lying, or excessive force by police. Nor does it justify violent crime, gangs, or other aggressive misconduct.

Changing police culture is crucial to reducing unnecessary harm to communities. As long as American society maintains impoverished ghettos and demands safety segregation that keeps “good” neighborhoods safe and “bad” neighborhoods contained, suppressive policing will continue. Culture change alone will fail to end the videos. Or, as a former major city chief put it: “Policing won’t transform until the nation confronts the fact that it creates segregated ghettos and barrios, then demands that police suppress what they inevitably produce.”<sup>6</sup>

Aggressive policing that escalates into unwarranted, and sometimes lethal, force will not end until conditions, policies, and political mandates that drive policing change. It further complicates the issue when we consider that many residents in these segregated areas are also victims of crime and fear for their safety in the face of daily threats of violence and property crime.

The country knows how to fix overly aggressive policing. We know how to change the mission of policing and replace dehumanizing enforcement with healthier resident-police partnerships. We know how to do “all hands-on deck” community safety initiatives that demilitarize policing, improve neighborhood conditions, and reduce violence with fewer arrests. But these more humane strategies must fight the inertia of our multilayered comfort with “tradition.” It also requires extraordinary leadership to overcome the crushing gravity of deprivation that has split the nation into unequal racial societies.

The question is whether the United States has the will to end toxic conditions and policy choices that the Kerner Commission found fuel police aggression and community despair. The answer, 55 years after their report, likely remains no.

Nonetheless, these historic dynamics shaped the conditions and policing in today’s poorest communities. These underlying dynamics also underscore why reforms of policing alone fail, and why holistic safety amidst poverty is difficult to do. Without simultaneous transformation of the systems that deliver jobs, health, education, and housing, the justice and safety of residents and police in high-poverty crime areas is not sustainable.

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6. Charlie Beck and Connie Rice, “We Used to Fight in Court. Then We Teamed Up to Fix Inequalities and Unfair Policing,” *USA Today*, July 16, 2021, <https://www.usatoday.com/story/opinion/policing/2021/07/16/policing-safe-fair-ex-police-chief-civil-rights-lawyer/7952897002/>.

## Transformation

Reform recommendations largely focus on change in policing and police conduct within a traditional crime-fighting law enforcement organization. They seek improvements in policing standards, accountability, tactics, and strategies. Reform often involves dozens of recommendations across multiple areas, including use of force investigations, discipline, data collection, control over specialized units, overt and mitigating implicit bias, hiring, training, promotion, and many other areas of traditional policing. These are necessary but insufficient.

Transformation involves the whole of government, civil society, and the community. It requires everyone to commit to a new mission, thinking, and conduct. It requires changing dangerous conditions enough to safely carry out wrap-around safety strategies. The country can no longer ignore the crime and fear that exists in communities of poverty. Communities are demanding equal protection under the law.

Community members and police engaged at the transformative level jointly carry out safety strategies that eliminate criminogenic conditions and participate in programs that create safer neighborhoods. States and localities operating at the transformative level solve chronic problems instead of pushing them onto law enforcement. They invest in the services, infrastructure, and executive leadership required for holistic safety to succeed.

Transformation is based on holistic safety,<sup>7</sup> which includes public health, population safety, community policing, and comprehensive violence-reduction strategies. This is primarily a trust-building, problem-solving, and crime-prevention model, and not a suppression-enforcement model. Independent university evaluations concluded that when the holistic safety model is embraced at a high level, it reduces violent crime, increases public-police trust, and increases perceptions of safety—with far fewer arrests and no excessive force.<sup>8</sup>

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7. A holistic approach to community safety is best achieved by working collaboratively with local government, service providers, and community members to build and maintain a safe environment using a broad range of programs, strategies, and agreements. Lindsay Hodges Anderson, “Experts Talk about Reducing Crime through a Holistic Approach,” *The Harvard Gazette*, April 23, 2009, <https://news.harvard.edu/gazette/story/2009/04/experts-talk-about-reducing-crime-through-a-holistic-approach/>; Faye C. Elkins, “Rewarding Work that Often Goes Unnoticed: The Philadelphia Police Department’s Holistic Approach to Encouraging De-escalation,” *Community Policing Dispatch* 14, no. 12 (2021), [https://cops.usdoj.gov/html/dispatch/12-2021/rewarding\\_work.html](https://cops.usdoj.gov/html/dispatch/12-2021/rewarding_work.html).

8. P. Jeffrey Brantingham, Junhyung Park, and Frederik Paik Schoenberg, “GRYD Research Update: Further Exploration of the Impact of the GRYD Incident Response (IR) Program on Retaliatory Violence,” *Gryd Research Update* no. 1 (2020), [https://www.juvenilejusticeresearch.com/sites/default/files/2021-06/GRYD%20Research%20Update%201\\_Further%20exploration%20of%20GRYD%20IR%20Program%20impact\\_6.2020.pdf](https://www.juvenilejusticeresearch.com/sites/default/files/2021-06/GRYD%20Research%20Update%201_Further%20exploration%20of%20GRYD%20IR%20Program%20impact_6.2020.pdf); Molly Kraus et al., *GRYD Gang Prevention 2017 Evaluation Report* (Los Angeles: California State University Los Angeles, 2017), 19, 52, <https://nationalgangcenter.ojp.gov/library/publications/gryd-gang-prevention-2017-evaluation-report>.

# RECOMMENDATIONS TO BUILD SAFE AND HEALTHY COMMUNITIES

The original report from the task force focused on policing but also invited other agencies such as the U.S. Departments of Health and Human Services (HHS), Housing and Urban Development (HUD), Labor, and Education to help close opportunity gaps and other disparities in our communities. Since the release of the task force's recommendations, a great deal of community input has been gathered from both community members and front-line police officers.<sup>9</sup> Communities emphasized how traumatized and harmed community residents are by overly aggressive, excessively forceful, and warrantless stop-and-frisk tactics. Feedback from many police officers reflects anger at the public's broad-brush condemnation and hypocrisy in failing to face what they ask police to do.

Transforming unsafe areas into healthy communities requires all political leadership (mayors, city administrators, councils, chiefs, etc.) to adopt long-term comprehensive safety approaches and require all government sectors to coordinate and deliver services in concert with the community-police safety strategies. Communities that co-create and jointly execute safety plans with civic, government, and police partners are the foundation of effective community safety policing.

The task force has developed recommendations that support effective community safety policing and include the following:

1. Establish a holistic role and mission of policing to help define community safety.
2. Align policing leadership, organizational structure, incentives, and strategies to the redefined mission.
3. Rebuild the culture of policing organizations.
4. Establish national policing standards; train to those standards; and provide supervision to ensure their application.
5. Address gaps in accountability systems that protect due process of officers while ensuring transparency and accountability for misconduct.
6. Invest locally and organize communities to address unjust systems that contribute to poverty and racism.
7. Address underlying drivers of crime.
8. The Federal Government should collaborate and support community-based organizations and local and state government in helping to create safe communities as outlined in this call to action.

The following pages include descriptions of each recommendation, along with action steps.

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9. "The People's Commissions," Act Now, accessed April 3, 2023, <https://actnowfor.us/thepeoplescommissions/>; Jorja Leap et al., *Evaluation of the LAPD Community Safety Partnership* (Los Angeles: University of California Los Angeles Luskin School of Public Affairs, 2020), [https://lapdonlinestrgacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/11/CSP-Evaluation-Report\\_2020\\_FINAL.pdf](https://lapdonlinestrgacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/11/CSP-Evaluation-Report_2020_FINAL.pdf).

## **1. Establish a holistic role and mission of policing to help define community safety.**

### **Preamble**

The role of policing in a democracy is to uphold the rule of law and protect civil rights enshrined in the Constitution of the United States. The myth of police as warriors fighting a battle between good and evil must be replaced with a vision of police as guardians working in partnership with the community to achieve safety.

The mission of policing is to protect the community from crime and violence without inflicting harm. The mission is best achieved by working collaboratively with local government, service providers, and community members to build and maintain a safe environment utilizing a broad range of programs, strategies, and agreements. Law enforcement must not be used as a substitute for government and civil society addressing the complex, underlying drivers of crime and violence. Success in this area will be influenced by police leaders who understand and can implement a whole-of-government and whole-of-community approach.

### **Action steps**

Police, community, and government leaders should do the following:

1. Stop perpetuating the false mythology of policing as a battle between good and evil by using “tough on crime” slogans to promote severe punishment as the primary response to crime.
2. Acknowledge the complete and factual historical purpose of policing and the criminal justice system in the United States and ensure it is incorporated into basic and in-service training for every member of the policing profession.
3. In neighborhoods where traditional constitutional policing works to provide safety, improve the working conditions of officers and update the hiring, training, supervision, incentives, and other aspects of traditional policing to meet 21st century standards and emerging challenges to reinforce effective policing.
4. Advocate for collaborative, whole-of-government interventions for improving public safety. Support and participate in programs designed to strengthen community health and cohesion. All community stakeholders, including government, schools, public health, 911 operators, mental health, recreation, and residents should be involved in developing, promoting, and implementing community safety strategies.
5. Implement alternative call responses for public safety needs that can be more effectively addressed by other government and community agencies, such as mental health agencies and child protective services. Collaborate with fire and EMS and ensure that 911 operators are effectively trained to make correct decisions about routing calls for service to the appropriate agency.
6. Ensure community partners receive the resources to fully participate as co-creators and partners in their neighborhood safety initiatives.

## 2. Align policing leadership, organizational structure, incentives, and strategies to the redefined mission.

### Strategies

#### Preamble

Employ an overarching strategy of *healing and building* instead of crime control and suppression, with a focus on community safety and not simply law enforcement. Community diversion and deflection programs, and other restorative justice measures, should be used to promote rehabilitation and reduce recidivism.

Policing agencies should deliver community safety with the engagement and consent of the people being served, especially the most vulnerable and disproportionately affected populations. A whole-of-government and whole-of-community approach recognizes that the communities they serve are also communities victimized by crime and violence. These communities experience both neglect and the fear and trauma of crime and violence victimization.

The community safety paradigm must expand the focus beyond individual moral failings to address systemic causes of crime. Police leaders must support a whole-of-government approach to create safe communities, promoting collaboration and cultivation of protective factors that strengthen the collective efficacy of individuals, families, and neighborhoods to enhance pro-social behavior. This work should include collaboration with health, education, housing, and economic opportunity.

Vigorous enforcement may be necessary during times of crisis and outbreaks of violence, but police leaders should not use aggressive enforcement as the *primary* strategy for reducing all types of crime or as a *substitute* for addressing complex underlying drivers of crime and violence.

Strategies for maintaining peace and safety must be assessed for both short-term impact and long-term damage to public trust as well as unintended harm to individuals and the community. The disrupting impacts of arrest, booking, and a criminal record must be part of the calculus of any crime-control strategy.

The collateral damage of barring individuals from housing, education, employment, and access to health care destabilizes families and communities and leads to further crime and despair. These strategies cannot overlook the increases in crime in the very communities they seek to help and protect. Crime-reduction strategies with community empowerment solutions will strengthen community safety.

#### Action steps

1. Agencies should support and facilitate partnerships with government services and community organizations that foster understanding and collaboration among police, service providers, and community members. Key partners, such as mental health and substance-use organizations, homeless services, victim services, and disabilities and special needs services, should be incorporated into policing approaches like Crisis Intervention Teams and similar co-responder models.<sup>10</sup>

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10. See model programs in appendix 1.

2. Police leaders and those they lead must establish trust and legitimacy with the community—these are the primary goals of policing and fundamental to community safety. They should be prioritized and measured as required outcomes of policing strategies.
3. Replace counterproductive wars on drugs and gangs with violence reduction strategies that alter criminogenic conditions and address underlying causes of deprivation-driven violence, trauma, and despair.<sup>11</sup>
4. Implement programs that build respect, transparency, and accountability in collaboration with the community. Develop metrics to measure and monitor how effectively police perform in each domain.
5. As much as possible, officers should work in the same neighborhoods to enhance opportunities for building strong relationships with residents and service providers. Create metrics to track the time and effort officers apply to building these relationships.
6. Develop policies and practices that evaluate and monitor special enforcement teams, units, and task forces. These groups should be used with extreme caution and tightly managed and monitored by supervisors with significant field experience. They should have oversight from command-level leaders that focus on the balance between enforcement and harm reduction.
7. Develop strict policies that require an assessment and evaluation of the significant risk of harm to officers and the public when using dynamic-entry arrest and search warrants. Dynamic entry means violently forcing entry into a building using the element of surprise, which creates a potentially deadly “fight or flight” fear response from the people in the building (these are sometimes incorrectly referred to as “no-knock warrants”). This tactic should not be used unless the element of surprise is necessary to accomplish the immediate apprehension of a dangerous person or seizure of a dangerous item.
8. Strictly limit the use of traffic stops as a pretext for identifying people that officers believe are suspicious or may be carrying prohibited items. The issue of traffic stops remains one of the more polarizing issues in police reform. Transformational policing will require continual monitoring of how traffic stops are used to address crime. This distortion of “hot spot” policing has too often devolved into indiscriminate and biased “fishing expeditions” that do little to improve safety, particularly over time. This practice damages public trust and inflicts long-term harm on people who end up acquiring excessive fines, fees, and arrest records that damage their ability to maintain employment, housing, parental rights, and education.<sup>12</sup>
9. Evaluate alternative response and call handling as part of a larger public safety strategy. Many requests for police service do not require an armed response and can be more effectively and safely handled by other service providers.<sup>13</sup>
10. Implement programs such as civilian oversight that build respect, transparency, and accountability in collaboration with the community. Develop metrics to measure and monitor how effectively police perform in each domain.

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11. See model violence reduction programs in appendix 1.

12. Alexes Harris, *A Pound of Flesh: Monetary Sanctions as Punishment for the Poor* (New York: Russell Sage Foundation, 2016).

13. Jackson Beck, Melissa Reuland, and Leah Pope, “Behavioral Health Crisis Alternatives: Shifting from Police to Community Responses,” Vera Institute of Justice, last modified November 2020, <https://www.vera.org/behavioral-health-crisis-alternatives>; “Reimagining Public Safety,” Policing Project at NYU School of Law, accessed April 3, 2023, <https://www.safetyreimagined.org/>.



## Structure

### Preamble

A paramilitary command-and-control structure doesn't support the essential mission of creating safety through community collaboration and harm-reduction strategies. Leadership models such as servant leadership, community collaboration, and inclusion models provide an important alternative. Decision-making should be inclusive, and personnel at every level of the organization should be empowered to make decisions, build relationships, and act in partnership with communities. Strict hierarchical command-and-control structures should still be employed when necessary to carry out tactical missions but shouldn't be the norm to manage routine problem-solving or holistic safety operations.

Police organizational demographics should reflect diversity of race, ethnicity, gender, life experience, and other key characteristics of the community. Policing requires that we recruit candidates with a commitment to a holistic mission and bring an attitude of service to the profession.

### Action steps

1. Agencies should evaluate their current organizational structure, with technical assistance from experts in organizational development, and consider adopting a structure that meets the needs of a collaborative community safety mission.<sup>14</sup>
2. Agencies should strive to achieve the goals of the 30x30 initiative to develop a force of 30 percent women officers in all recruit classes by 2030, up from the current average of 12 percent of all law enforcement officers in the United States.<sup>15</sup> Women bring the following attributes to the profession:
  - Less likely to use lethal force and to be named in complaints
  - More likely to have strong interpersonal skills
  - Consistently seen as trusted by their communities
  - More equipped to deal with victims, especially domestic violence and sex crimes<sup>16</sup>

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14. Stanley McChrystal, *Team of Teams: New Rules of Engagement for a Complex World* (New York: Penguin, 2015).

15. "About 30x30," 30x30 Initiative, accessed April 3, 2023, <https://30x30initiative.org/about-30x30/>.

16. Lindsey Van Ness, "Percentage of Women in State Policing Has Stalled since 2000," Stateline, October 20, 2021, <https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2021/10/20/percentage-of-women-in-state-policing-has-stalled-since-2000>; *Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*, Critical Issues in Policing Series (Washington, DC: Police Executive Research Forum, 2023), <https://www.policeforum.org/assets/WomenPoliceLeadership.pdf>.

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### 3. Rebuild the culture of policing organizations

#### Preamble

Policing is a profession that relies on thousands of discretionary decisions made by every member from the front line to the office of the chief. Cultural values that lead to ethical self-regulation in use of power should be instilled. Officers who see themselves as part of an honorable profession are motivated to act in an honorable manner and are more likely to exercise reasonable and equitable judgment when using their discretionary authority.

The culture of policing should change from the inside out. Shifting away from fierce adherence to old norms and traditions will help policing advance and evolve. To meet the increasing complexity of our times, policing must develop a culture of resilience, open to change and new ideas, and rooted in a mindset of learning, growth, and adaptation. Charles Ramsey, the co-chair of the President’s Task Force on 21st Century Policing often reminds us: “We regularly train, but we rarely educate.” Developing critical thinkers with innate leadership skills should be a priority. Training is important to complete the myriad of tasks required of law enforcement, but education is important for the development of individuals with values and an appreciation for the sanctity of life.

#### Action Steps

1. Train and develop transformational police leaders who can do the following:
  - a. Develop a culture at all levels of police organizations—among sworn and professional staff—that nurtures resilience, learning, growth, and proactive problem-solving.
  - b. Develop, train, and lead members of the organization who see themselves as part of the organization and don’t engage in tribal “us against them” thinking.
  - c. Reinforce education about the history of race and policing, the criminal justice system, and the continuing impact on community health and safety.
  - d. Move away from a military-style, hierarchical, command-and-control structure for managing routine operations. Officers must be trusted and empowered to make appropriate decisions at the level necessary to facilitate collaboration with community members and organizations.
2. Give priority to recruits who value education and seek to become a part of a learning community that improves the profession.
3. Hire in the spirit of service, moving away from paramilitary approaches. Recruit those with experience in professions such as Peace Corps, nursing, teaching, and social work.
4. Humanize officers and residents of underserved communities to see one another through events, programs, and projects that educate, reduce mutual fears, change alienating conduct, and build trust.
5. Implement intervention programs, policies, and training in every department that require officers to intervene (duty to intervene) if peers violate standards for treating community members with dignity and respect. The programs and policies must provide incentives, protections, and due process and encourage intervention when officers are concerned that peers may need officer-wellness support services.

6. Provide incentives for advancement that reflect the redefined mission of policing, placing less emphasis on arrests and enforcement and more on developing collaborative community relationships. Those who demonstrate the courage to try new strategies for community safety should be rewarded, rather than shunned as disrupters. New thinking and learning should be valued, supported, and rewarded.
7. Re-establish the federally funded Law Enforcement Education Program (LEEP) focusing on education and leadership development at all levels of law enforcement.
8. Require curriculum in training and organizational orientations that reinforces respect, transparency, inclusion, and accountability for *all* members of the organization, no matter the rank, race, ethnicity, gender, or sexual orientation.
9. Train and establish a mindset of community service, from recruitment to leadership. Seek to identify and address sources of criminal behavior, rather than suppression and containment. Orient the organization to see community members as worthy of support, investment, and compassion, even when enforcement action must be taken.
10. Apply the principles of internal procedural justice in policing organizations as an essential foundation for safe and healthy policing organizations.<sup>17</sup>

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17. "Procedural Justice," Yale Law School, accessed April 3, 2023, <https://law.yale.edu/justice-collaboratory/procedural-justice>.

## **4. Establish national policing standards, train to those standards, and provide supervision to ensure their application.**

### Preamble

National policing standards must be established for selection, training, and accountability. Standards must ensure officers are trustworthy, qualified, and equipped with the knowledge and skills necessary to carry out constitutional policing in a manner that is fair and effective, prioritizes the sanctity of human life, and supports a holistic approach to community safety. Credible standards are necessary for communities to assess and hold accountable both individuals and organizations and to maintain legitimacy of the profession.

The standards should be developed by an independent, but federally funded, organization modeled after the National Fire Protection Association (NFPA) or the National Transportation Safety Board (NTSB). Independence is essential for the development of standards that could be embraced by local, state, and federal law enforcement. These efforts need to include the voice of the field and form organizational structures that enhance input from practitioners.

### Action steps

1. National and state policing standards should include certification and de-certification of officers, accreditation of agencies, and a national database of officers who are fired or leave service under investigation for serious misconduct.
2. The U.S. Department of Justice should seek necessary funds to support creation of an independent body to oversee development and implementation of national standards.
3. Federal funding should be leveraged to incentivize states and communities to adopt and train to meet the national standards.
4. The Federal Government should invest in developing a model basic police-training curriculum and methodology for delivering the training. Financial incentives should be offered for police academies that use the model curriculum and training methods.
5. Training should be anchored in policies and practices that have demonstrated efficacy through credible review and evaluation. The Federal Government should support efforts to facilitate review and evaluation efforts.
6. Statewide legislation should support and promote best practices in public safety and police training.<sup>18</sup>

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18. Michael Friedrich, "Bipartisan Police Reform Sweeps All 50 States," Arnold Ventures, last modified September 15, 2022, <https://www.arnoldventures.org/stories/bipartisan-police-reform-sweeps-all-50-states>; "Law Enforcement Training and Community Safety Act (LETCSA) Mandated Courses," Washington State Criminal Justice Training Commission, accessed April 3, 2023, [https://www.cjtc.wa.gov/training-education/law-enforcement-training-and-community-safety-act-\(letcsa\)-mandated-courses](https://www.cjtc.wa.gov/training-education/law-enforcement-training-and-community-safety-act-(letcsa)-mandated-courses); see appendix 1 for specific references to the states of Washington and Illinois.

## **5. Address gaps in accountability systems that protect due process of officers while ensuring transparency and accountability for misconduct.**

### **Preamble**

Accountability for police misconduct continues to frustrate communities most impacted by overly aggressive suppressive policing tactics. There is a widespread perception that officers are not routinely held sufficiently accountable for misconduct ranging from excessive use of force to rude and inappropriate language with community members. These perceptions contribute greatly to lack of trust in the various federal consent decrees for police departments across the nation. The core issues pertain to accountability systems, including disciplinary decisions, and enhanced accountability is critical to building community trust.

### **Action steps**

1. Local, state, and Federal Government should fund and facilitate further research and analysis to develop community-specific outcomes in the following areas:
  - a. Qualified immunity (merits and challenges)
  - b. Community Review Boards to evaluate efficacy
  - c. Supervision of special units
  - d. Efficacy of early warning systems
2. Use the research and assessment of accountability found in the report of the Council on Criminal Justice Task Force on Policing and the Council on Policing Reforms and Race of the National Policing Institute as a guide for future research and project evaluation.
3. Mayors, city managers, county executives, and local labor organizations such as unions should review the structure and limitations of contracts and negotiated agreements with local law enforcement to assess barriers and opportunities to enhance accountability.

## **6. Invest locally and organize communities to address unjust systems that contribute to poverty and racism.**

### **Preamble**

Mayors, state and county leaders, policy makers, legislators, and leaders from community- and faith-based organizations and those serving crime victims should partner to fortify community safety. We call on local and state governments to invest in communities to address economic and social disparities. Criticism for “defunding police” has become a mantra dominating political discourse in recent election cycles. These debates divert our attention from the need for community investment to assure safety is fortified by creating just and safe communities. We will always need police but must also address fundamental economic and social disparities to avoid police-community confrontations.

The initial step is to recognize that communities disproportionately affected by addiction disorders, poverty, and lack of economic opportunity also live with crime and victimization. A comprehensive Marshall Plan–like approach is needed to strengthen and restore the fabric of many neighborhoods and communities. Investment in these communities is essential for justice and, ultimately, for people to live in safe and peaceful neighborhoods.

### **Action steps**

Local leaders (particularly mayors and chief executives) should do the following:

1. Work in collaboration with public safety leaders to conduct a cost analysis around the cost of crime when they fail to address disparities in housing, education, health care, and economic opportunity.
2. Develop planning outcomes with relevant policies and practices that build and promote community safety as a new framework for policing.
3. Develop specific strategies to address the increase in crime in all communities. Develop those strategies in collaboration with community and faith-based organizations and those serving crime victims.
4. Identify and direct resources to prevent high crime and violence in areas most affected by poverty and substance use.
5. Convene city, county, and state agencies to develop comprehensive plans that address causes of crime, violence, substance use, and mental health crises. Include all public safety agencies, housing, employment, family services, and health services.
6. Ensure participation by community stakeholders, including community-based service agencies, in development and implementation of planning objectives.
7. Fund comprehensive post-incarceration recovery systems (re-entry programs).<sup>19</sup>
8. Working in collaboration with the community and police, employ experts to help assess conditions, develop safety plans, set safety performance measures, and conduct evaluations of holistic safety strategies.

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19. “Task Force on Long Sentences,” Council on Criminal Justice, accessed April 3, 2023, <https://counciloncj.org/long-sentences/>.

9. Empower community members, neighborhood associations, community- and faith-based organizations, especially in neighborhoods most impacted by crime and violence, to develop community indicators of change and progress. Empower them to serve as proactive and engaged partners in identifying and addressing underlying economic and social factors influencing crime and violence.
10. Put in place management and coordination mechanisms to ensure comprehensive service delivery, often involving multiple agencies.
11. Identify and target city and other public and private resources to areas experiencing the highest levels of poverty and social disorder to support remedial strategies and maximize impact.

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## 7. Address underlying drivers of crime.

### Preamble

As scholars have long pointed out, there are two Americas—one rich and one poor; one privileged, the other isolated and marginalized.<sup>20</sup> President Johnson's Kerner Commission (1967–68) showed race and poverty were the sources of violence in the United States, and little has changed in the half-century since. Racial disparities continue to fragment our culture. Disparities in health, education, employment, and housing fuel despair and a sense of hopelessness that contributes to violent responses. Members of marginalized communities must become creators of their own future, a step beyond seeing them as victims.

### Action steps

1. Address underlying contributors to crime and disorder through the problem-solving process with communities as active participants. When and where possible, include academic partners to assist in identifying drivers in each community.
2. Create a meaningful voice and a place at the table for members of marginalized communities with statutory authority to ensure they influence decisions that affect their neighborhoods.
3. Engage members of marginalized communities when addressing community safety. Involve them in relevant budget development, policy development, training, program implementation, and evaluation.
4. Identify government and community services as having a role in crime control strategies, particularly those related to mental health and substance-use disorders, family support, employment services, education, and housing. A new expectation must be established that community safety is a collaborative effort, not the sole responsibility of police.

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20. Joseph E. Stiglitz, *The Price of Inequality: How Today's Divided Society Endangers Our Future* (New York: W.W. Norton & Company, Inc., 2012); Rea Hederman and Robert Rector, "Two Americas: One Rich, One Poor? Understanding Income Inequality in the United States," The Heritage Foundation, last modified August 24, 2004, <https://www.heritage.org/taxes/report/two-americas-one-rich-one-poor-understanding-income-inequality-the-united-states>; Heather Wyatt-Nichol, "The Enduring Myth of the American Dream: Mobility, Marginalization, and Hope," *International Journal of Organization Theory & Behavior* 14, no. 2 (2011), 258–279, <https://doi.org/10.1108/IJOTB-14-02-2011-B006>.

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## **8. The Federal Government should collaborate and support community-based organizations and local, and state government in helping to create safe communities as outlined in this call to action.**

### **Preamble**

The Federal Government is an important partner in developing policy and practice that creates safe communities. Federal agency representatives are found in many, if not all, communities (law enforcement—such as the Federal Bureau of Investigation [FBI]; Drug Enforcement Administration [DEA]; Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]; and U.S. Marshals—as well as non-law enforcement representatives from health, education, housing, and employment). They seek collaboration and bring resources that can strengthen programs and initiatives.

### **Action steps**

1. Local and state leadership should invite federal agency representatives into planning for community health and safety programs.
2. The Federal Government should seek ways to design and fund community safety initiatives with community input.
3. The Federal Government should design and fund effective strategies for youth development, violence reduction, and public health to deflect young people from entering the criminal justice system.
4. Federal agencies should fund research that identifies promising and evidence-based practices that could be disseminated broadly to support comprehensive and whole-of-society strategies in community health and safety programs.



# CONCLUSION

The mission of policing must now encompass not just crime reduction but also community safety. This will involve the whole of government and community working together to achieve community safety goals. The new paradigm includes significant community input to determine how neighborhoods can become safe. Investment is needed to provide services and address drivers of crime and social disorder.

Transforming the culture of policing will require further research, a willingness to innovate and evaluate policies and practices, and a commitment to involve the community in a whole-of-government and whole-of-community approach. To this aim, the reconvened participants from the Task Force on 21st Century Policing renew a call to action. These recommendations will spur transformation in the culture of policing.

1. Establish a holistic role and mission of policing to help define community safety.
2. Align policing leadership, organizational structure, incentives, and strategies to the redefined mission.
3. Rebuild the culture of policing organizations.
4. Establish national policing standards, train to those standards, and provide supervision to ensure their application.
5. Address gaps in accountability systems that protect due process of officers while ensuring transparency and accountability for misconduct.
6. Locally invest in and organize communities to address unjust systems that contribute to poverty and racism.
7. Address underlying drivers of crime.
8. The Federal Government should collaborate and support community-based organizations and local and state government in helping to create safe communities as outlined in this call to action.

This transformation must begin with *all of us*, determined to create communities that are safe for *all of us*, so that *all of us* can thrive.



# APPENDIX 1. RESOURCES

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## National Police Reform Task Force Reports

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### Final Report of The President’s Task Force on 21st Century Policing

The Task Force on 21st Century Policing was formed in December 2014 following events raising national concerns about the relationships between local police and the communities they protect and serve. President Obama charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. The task force recommendations, each with action items, are organized around six main pillars: (1) Building Trust and Legitimacy, (2) Policy and Oversight, (3) Technology and Social Media, (4) Community Policing and Crime Reduction, (5) Officer Training and Education, and (6) Officer Safety and Wellness. The final report was issued in May 2015.

**President’s Task Force on 21st Century Policing, *Final Report of the President’s Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), <https://cops.usdoj.gov/RIC/ric.php?page=detail&id=COPS-P311>.**

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### Council on Criminal Justice Task Force on Policing

The Council on Criminal Justice (CCJ) launched an independent Task Force on Policing on November 2020. The mission of this task force was to identify the policies and practices most likely to reduce violent encounters between officers and the public and improve the fairness and effectiveness of American policing. More than two dozen proposed policing reforms were evaluated, including those focused on preventing excessive use of force, reducing racial biases, increasing accountability, and improving the relationship between law enforcement agencies and the communities they serve. The research work of the Task Force was supported by the Crime Lab at the University of Chicago’s Harris School of Public Policy and the staff at CCJ.

**“Task Force on Policing,” Council on Criminal Justice, accessed April 3, 2023, <https://counciloncj.org/tfp/>.**

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### Council on Criminal Justice Task Force on Long Sentences

The Council on Criminal Justice (CCJ) formed the Long Sentences Task Force in early 2022 to assess the nation’s use of long prison terms and formulating recommendations to advance safety and justice. The task force defines a long sentence as a court-imposed prison term of 10 years or more, independent of the time people actually serve. Several [CCJ Task Force publications](#) are available addressing various aspects of the review and analysis by the task force.

**“Long Sentences by the Numbers,” Council on Criminal Justice, accessed April 3, 2023, <https://counciloncj.foleon.com/tfls/long-sentences-by-the-numbers/>.**

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### **Developing Policing Practices that Build Legitimacy**

The Committee on Law and Justice of the National Academies of Sciences, Engineering, and Medicine convened an ad hoc committee at the request of the International Narcotics and Law Enforcement Affairs (INL) to review, assess, and reach consensus on the existing evidence in the international context, on policing institutions, police practices and capacities, and police legitimacy. Five reports were prepared addressing issues of interest to the State Department and INL. The question of what policing practices build community trust and legitimacy in countries with low-to-moderate criminal justice sector capacity is covered in the fourth report in that series. *Developing Policing Practices that Build Legitimacy* responds to that question with a focus on four essential areas: (1) effectiveness, (2) lawfulness, (3) distributive justice, and (4) procedural justice.

*Developing Policing Practices that Build Legitimacy* (Washington, DC: National Academies Press, 2022), <https://nap.nationalacademies.org/catalog/26678/developing-policing-practices-that-build-legitimacy>.

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### **National Police Institute: Council on Policing Reforms and Race**

The National Policing Institute formed the independent, non-partisan Council on Policing Reforms and Race in 2021 to address policing and public safety following the death of George Floyd. The council was supported by a team of researchers and staff to validate the evidence behind every recommendation. They released more than 50 recommendations in early 2023 to support excellence in policing, address racial disparities, and how to enhance trust and legitimacy.

“Council on Policing Reforms & Race,” Council on Policing Reforms & Race, accessed April 3, 2023, <https://www.councilonpolicingreforms.org/>.

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## **Examples of Recent Police Reform Initiatives**

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### **NYU Policing Project**

The mission of the NYU Policing Project is to partner with communities and police to promote public safety through transparency, equity, and democratic engagement. This work focuses on democratic accountability—meaning the public has a voice before the police or government act—in setting transparent, ethical, and effective policing policies and practices. The project demonstrates that public safety can be achieved in a manner that is equitable, nondiscriminatory, and respectful of public values.

“Policing Project,” Policing Project at NYU School of Law, accessed April 3, 2023, <https://www.policingproject.org/>.

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### **Chicago Neighborhood Policing Initiative**

The Policing Project is collaborating with the Chicago Police Department (CPD) and Chicago residents to pilot a [Neighborhood Policing Initiative](#). The goal of the initiative is to improve public safety through a collaborative relationship between the police and the community they serve. Modeled on the Neighborhood Policing Structure in New York City, the new initiative will allow CPD officers to focus on problem solving and relationship building, and will provide community members with a voice in how public safety is achieved in their community. Under this initiative, neighborhood patrol officers remain in specific geographic areas, tasked with developing positive relationships with community members, rather than simply answering 911 calls.

**“Chicago Neighborhood Policing Initiative,”** Chicago Neighborhood Policing Initiative, accessed April 3, 2023, <https://chicagonpi.org/>.

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### **Reimagining Public Safety (RPS)**

Strong and healthy communities require public safety systems that meet their public safety needs. Governments that deliver safety services need meaningful guidance on how to best deliver them. Reimagining Public Safety is an expansive effort to learn about and support jurisdictions redesigning public safety systems. The goal is to support strong, healthy, and safe communities and end an overreliance on the police. They are learning in five cities—(1) Minneapolis, (2) Denver, (3) San Francisco, (4) Tucson, and (5) Chicago—and leading a national effort to design new systems. The project is led by the Policing Project at New York University School of Law in partnership with the Justice Collaboratory at Yale Law School and the Minneapolis Foundation.

**“About RPS,”** Policing Project at NYU School of Law, accessed April 3, 2023, <https://www.safetyreimagined.org/about-rps>.

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### **Los Angeles Community Safety Partnership (CSP) Evaluation Report 2020 (UCLA)**

The Community Safety Partnership emerged as a comprehensive violence reduction and community safety strategy first implemented in four public housing developments in 2011 by the Los Angeles Police Department, the Housing Authority of the City of Los Angeles (HACLA), and the City of Los Angeles’ Office of Gang Reduction and Youth Development (GRYD). On the basis of its impact, CSP has been recognized as a state-of-the-art counterviolence strategy. The evaluation validated the effectiveness of the CSP model to increase community trust and relation-based partnership policing, decrease dangerous conditions in the four CSP sites by disrupting gang intimidation and control of public spaces, and decrease crime at a greater rate than overall crime reduction in Los Angeles and applies to other epidemic crises such as homelessness.

Jorja Leap et al., *Evaluation of the LAPD Community Safety Partnership* (Los Angeles: UCLA Luskin School of Public Affairs, 2020), [https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/11/CSP-Evaluation-Report\\_2020\\_FINAL.pdf](https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/11/CSP-Evaluation-Report_2020_FINAL.pdf).

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### Center on Police Culture

The Center on Police Culture (COPC) develops leaders capable of transforming culture and implementing lasting and systemic change. Co-founders Sheriff Sue Rahr (ret.) and Karen Rice, President of Rice Performance, collaborated with nationally recognized academic and criminal justice professionals to create the innovative “21st Century Police Leadership Program (21 CPL) implemented across Washington state, the Metropolitan Police Department in Washington, D.C.; and the Baltimore (Maryland) Police Department. COPC also supports the Active Bystandership for Law Enforcement (ABLE) and HEROES peer intervention program for corrections.

“Center on Police Culture,” Center on Police Culture, accessed April 19, 2023, <https://www.copculture.org/>.

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## Since 2015: Emerging Evidence for Police Reform Efforts

### Addressing urban violence

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#### **Bleeding Out: The Devastating Consequences of Urban Violence —And a Bold New Plan for Peace in the Streets**

Thomas Abt’s book offers 10–12 evidence-based interventions for violence prevention. Mr. Abt promotes strategies informed by the research and validated by communities. He shares success stories about specific programs, and interventions that target reducing violence specifically rather than broader social issues in order to get better results faster. The solutions need to be direct and focused so that the effect of the interventions is not diluted and able to be applied in multiple communities.

Thomas Abt, *Bleeding Out: The Devastating Consequences of Urban Violence—and a Bold New Plan for Peace in the Streets* (New York: Hachette, 2019).

### Use of force

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#### **Integrating Communications, Assessment and Tactics (ICAT)**

The Integrating Communications Assessment and Tactics (ICAT) course is a training program that provides first responding law enforcement officers with the tools, skills, and options they need to successfully and safely defuse a range of critical incidents that do not involve firearms. Developed by the Police Executive Research Forum (PERF) with input from hundreds of police professionals from across

the United States, ICAT takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach to training. A recent study conducted by International Association of Chiefs of Police (IACP) and the University of Cincinnati Center for Police Research and Policy has shown agencies adopting ICAT “demonstrated statistically significant reductions in use of force incidents (–28.1%), citizen injuries (–26.3%), and officer injuries (–36.0%) in the post-training period.”<sup>21</sup>

“ICAT: Integrating Communications, Assessment, and Tactics,” Police Executive Research Forum, accessed April 3, 2023, <https://www.policeforum.org/icat-training-guide>.

## Women in policing

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### **30X30: Advancing Women in Policing**

An emerging strategy to address changing the culture of policing is to increase the number of women in policing. Currently, women make up 12 percent of sworn officers and 2 percent of police leadership in the United States. Research shows women officers are perceived by communities as being more honest and compassionate than men and that they use less force and less excessive force; make fewer discretionary arrests; are named in fewer complaints and lawsuits; and see better outcomes for crime victims, especially in sexual assault cases. The goal for this project is to increase the representation of women in police recruit classes to 30 percent by 2030 and to ensure police policies and culture intentionally support the success of qualified women officers throughout their careers.

“30x30 Advancing Women in Policing,” 30x30 Initiative, accessed April 3, 2023, <https://30x30initiative.org/>.

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### **Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing**

PERF conducted a national survey, focus groups, and other discussions, plus a review of the literature to better understand both the barriers that are keeping more women from attaining leadership positions in police agencies and the strategies and approaches that will help women and their agencies overcome those obstacles.

*Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*, Critical Issues in Policing Series (Washington, DC: Police Executive Research Forum, 2023), <https://www.policeforum.org/assets/WomenPoliceLeadership.pdf>.

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21. Robin S. Engel et al., “Assessing the Impact of De-escalation Training on Police Behavior: Reducing Police Use of Force in the Louisville, KY Metro Police Department,” *Criminology & Public Policy* 21, no. 2 (2022), 199–233, <https://doi.org/10.1111/1745-9133.12574>.

## Co-responder, whole-of-government strategies

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### **Cahoots: Case Study-Behavioral Health Crisis Strategies**

The city of Eugene, Oregon, has been funding the Crisis Assistance Helping Out on the Streets (CAHOOTS) model of community crisis response since 1989. The White Bird Clinic dispatches two-person teams of crisis workers and medics to respond to 911 and nonemergency calls involving people in behavioral health crisis—calls that otherwise would be directed to the police by default. This case study provides a description of how the program is funded, staffed, and trained. It also summarizes the results of this long-term commitment between police and community partners.

**Jackson Beck, Melissa Reuland, and Leah Pope, “Case Study: CAHOOTS, Eugene, Oregon,” Vera Institute of Justice, last modified November 2020, <https://www.vera.org/behavioral-health-crisis-alternatives/cahoots>.**

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### **Denver STAR Program**

The Denver Police Department (DPD) takes a three-tiered approach to mental health. First, every officer is certified in Crisis Intervention Team responses. Second, the DPD has a strong co-responder program, in which certified mental health professionals ride with police officers to provide a joint response to mental health calls. Third, the DPD’s Support Team Assisted Response (STAR) Program dispatches teams of teams that include emergency medical technicians (EMT) and behavioral health clinicians to engage individuals experiencing distress related to mental health issues, poverty, homelessness, and substance abuse. STAR teams are dispatched through the Denver 911 system to respond to calls where the individuals are not in imminent risk.

**“Critical Issues Report,” Police Executive Research Forum, February 10, 2021, <https://www.policeforum.org/criticalissues10feb21>.**

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### **Alternative Responder Programs**

Reimagining Public Safety (RSP) hosted a collaboration between the NYU Policing Project and Georgetown Law Center for Innovations in Public Safety to explore alternative models for responders and their recruitment and training with presenters from behavioral health, fire, and law enforcement. This webinar provides different examples of local government solutions.

**“Focusing on Responders: Recruitment, Training and Wellness,” Policing Project at NYU School of Law, accessed April 3, 2023, <https://www.safetyreimagined.org/community-of-practice/focusing-on-responders-recruitment-training-and-wellness>.**



## Resources for Evidence-Based Best Practices in Different Aspects of Police Reforms

These resources for research and evidence-based information about a wide range of policing and criminal justice reforms cover a wide range of perspectives.

- The Brennan Center for Justice  
<https://www.brennancenter.org/our-work/research-reports/>
- Center for Evidence-Based Crime Policy (George Mason University)  
<https://cebcp.org/>
- Center for Innovations in Community Safety (Georgetown Law)  
<https://www.law.georgetown.edu/cics/>
- Center for Policing Equity  
<https://policingequity.org/what-we-do>
- Crime Lab (University of Chicago)  
<https://urbanlabs.uchicago.edu/labs/crime>
- Criminal Justice Policy and Practice (University of Maryland)  
<https://ccjs.umd.edu/landingtopic/criminal-justice-policy-practice>
- Fines and Fees Justice Center  
<https://finesandfeesjusticecenter.org/>
- IACP/UC Center for Police Research and Policy  
<https://www.theiacp.org/research>
- The Justice Collaboratory (Yale Law School)  
<https://www.justicehappenshere.yale.edu/>
- Justice Policy Center (Urban Institute)  
<https://www.urban.org/policy-centers/justice-policy-center>
- Luskin School of Public Affairs (UCLA)  
<https://luskin.ucla.edu/csp>
- National Conference of State Legislators  
<https://www.ncsl.org/ncsl-search-results/topics/21>
- National Governors Association Public Safety and Legal Counsel  
<https://www.nga.org/bestpractices/public-safety-legal-counsel/>
- National Policing Institute (NPI)  
<https://www.policinginstitute.org/projects/>
- NYU Policing Project  
<https://www.policingproject.org/focus-areas>
- Police Executive Research Forum  
<https://www.policeforum.org/publications>
- Public Safety Solutions for America  
<https://endviolentcrime.com/>
- Research and Evaluation Center (John Jay College of Criminal Justice)  
<https://johnjayrec.nyc/>
- Stanford Social Innovation Review  
<https://ssir.org/topics/category/collaboration>
- U.S. Conference of Mayors Report of Police Reform and Racial Justice  
<https://www.usmayors.org/issues/police-reform/>

# APPENDIX 2. EXECUTIVE ORDER 13684 OF DECEMBER 18, 2014

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to identify the best means to provide an effective partnership between law enforcement and local communities that reduces crime and increases trust, it is hereby ordered as follows:

**Section 1. *Establishment.*** There is established a President's Task Force on 21st Century Policing (Task Force).

**Sec. 2. *Membership.*** (a) The Task Force shall be composed of not more than eleven members appointed by the President. The members shall include distinguished individuals with relevant experience or subject-matter expertise in law enforcement, civil rights, and civil liberties.

(b) The President shall designate two members of the Task Force to serve as Co-Chairs.

**Sec. 3. *Mission.*** (a) The Task Force shall, consistent with applicable law, identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust.

(b) The Task Force shall be solely advisory and shall submit a report to the President by March 2, 2015.

**Sec. 4. *Administration.*** (a) The Task Force shall hold public meetings and engage with Federal, State, tribal, and local officials, technical advisors, and nongovernmental organizations, among others, as necessary to carry out its mission.

(b) The Director of the Office of Community Oriented Policing Services shall serve as Executive Director of the Task Force and shall, as directed by the Co-Chairs, convene regular meetings of the Task Force and supervise its work.

(c) In carrying out its mission, the Task Force shall be informed by, and shall strive to avoid duplicating, the efforts of other governmental entities.

(d) The Department of Justice shall provide administrative services, funds, facilities, staff, equipment, and other support services as may be necessary for the Task Force to carry out its mission to the extent permitted by law and subject to the availability of appropriations.

(e) Members of the Task Force shall serve without any additional compensation for their work on the Task Force, but shall be allowed travel expenses, including per diem, to the extent permitted by law for persons serving intermittently in the Government service (5 U.S.C.5701-5707).

**Sec. 5. *Termination.*** The Task Force shall terminate 30 days after the President requests a final report from the Task Force.

**Sec. 6. *General Provisions.*** (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to a department, agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(c) Insofar as the Federal Advisory Committee Act, as amended (5 U.S.C. App.) (the "Act") may apply to the Task Force, any functions of the President under the Act, except for those in section 6 of the Act, shall be performed by the Attorney General.

THE WHITE HOUSE,  
December 18, 2014.

# MEMBERS OF THE RECONVENED TASK FORCE ON 21ST CENTURY POLICING

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**Laurie Robinson, co-chair**, is the Clarence J. Robinson Professor Emeritus of Criminology, Law & Society at George Mason University. She formerly served as an Assistant Attorney General at the U.S. Department of Justice in both the Clinton and Obama Administrations. President Barack Obama appointed Robinson as co-chair of the President's Task Force on 21st Century Policing.

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**Charles Ramsey, co-chair**, retired as Police Commissioner of the Philadelphia Police Department in January 2015. Ramsey is the former Chief of Police of the Washington (D.C.) Metropolitan Police Department. In December 2014, following several high-profile incidents involving police use of force, President Barack Obama chose Ramsey to serve as co-chair of the President's Task Force on 21st Century Policing. Ramsey is a founding partner at 21CP Solutions, LLC.

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**Sean Smoot** is the Managing Partner of 21CP Solutions and a subject matter expert on policing and public safety. He is a principal advisor to the International AFL-CIO on policing and public safety. He is also the Director of the Police Benevolent & Protective Association and the Police Benevolent Labor Committee in Illinois. Mr. Smoot serves on teams monitoring federal consent decrees, including the police departments in Baltimore, Maryland, and Cleveland, Ohio. He also currently serves as the chairman of the Illinois Law Enforcement Training and Standards Board.

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**Cedric Alexander** is currently the Commissioner of Public Safety for the City of Minneapolis, Minnesota. He is a law enforcement expert with 40 years of experience in public safety and is currently an analyst for MSNBC. Alexander is the past president of the National Organization of Black Law Enforcement Executives (NOBLE).

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**Tracey Meares** is the Walton Hale Hamilton Professor and a Founding Director of the Justice Collaboratory at Yale Law School. Before joining Yale, she was a professor at the University of Chicago Law School from 1995 to 2007. She was the first African American woman granted tenure at both law schools. In 2019, Meares was elected a member of the American Academy of Arts and Sciences.

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**Sue Rahr** served for more than three decades with the King County Sheriff's Office in Seattle, Washington. She was elected to two terms as sheriff and then served nearly a decade as the Director of the Washington State Criminal Justice Training Commission. She was a member of the Harvard Executive Session on Policing, where she co-authored the culture challenging paper "From Warriors to Guardians – Recommitting American Policing to Democratic Ideals."

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**Constance L. Rice** is a civil rights attorney and former Western Regional Counsel for the NAACP Legal Defense and Educational Fund, Inc. She is also an author and advisor to Chiefs William Bratton and Charles Beck on community collaboration with law enforcement.

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**Roberto Villaseñor** (ret.) served with the Tucson (Arizona) Police Department for more than 35 years and served from May 2009 until his retirement in December 2015 as the Chief of Police. Upon his retirement, Chief Villaseñor became a founding partner of 21CP Solutions, LLC. He currently provides subject matter expertise and consulting services to communities throughout the country.

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**James E. Cople, facilitator**, was the facilitator of President Obama's Task Force on 21st Century Policing and the Council on Criminal Justice Task Force on Federal Priorities and co-facilitated the Council on Policing Reforms and Race for the National Policing Institute. He is founding principal of Strategic Applications International (SAI), Director of ACT NOW, and a senior advisor to 21CP Solutions.

# ABOUT 21CP SOLUTIONS

21CP Solutions, LLC was created to help law enforcement agencies and communities effectively tackle the challenges of policing in the 21st century. We assist state and local governments in employing best practices for effective, integrity-driven policing that works for the whole community. We focus on building trust, strengthening relationships, and enhancing community collaboration for public safety.

Our diverse team of consultants brings decades of experience in law enforcement, academia, and community leadership to help law enforcement agencies tackle the toughest issues and improve the quality of the relationship between the police and the communities they serve. As experts in social science, civil rights, law, psychology, and organizational management, we can assist communities in navigating significant and difficult change—identifying opportunities, providing specific road maps to progress, and actively helping to implement new approaches.

From Baltimore and Cleveland to Grand Rapids and Sacramento, large and small departments alike turn to 21CP. We work for and with those who need real-world results that work for their agencies, their officers, and the communities they serve.

Visit 21CP online at <https://www.21cpsolutions.com/>.



The *Renewed Call to Action* by the Task Force on 21st Century Policing focuses on the culture of policing and accountability and the development of a whole-of-government/community approach to community safety. The task force, comprising members of President Obama’s Task Force on 21st Century Policing, first met in 2014–15 to respond to the shooting death of Michael Brown by police in Ferguson, Missouri; its final report contained 59 recommendations. Following the beating death of Tyre Nichols by police in Memphis, Tennessee, in January 2023, Laurie Robinson and Charles Ramsey—co-chairs of the President’s Task Force—invited members to reconvene to develop recommendations focusing on culture and accountability. The eight recommendations and action steps from this reconvened group address the need for a whole-of-government approach, national standards, leadership development, and community engagement in defining the role of policing in our communities. 21CP Solutions with assistance from Strategic Applications International (SAI), ACT NOW, and funding from the Joyce Foundation guided this work.

21CP Solutions  
332 S Michigan Ave.  
Suite 1032 – T615  
Chicago, IL 60604  
844-767-2127  
[21CPsolutions.com](http://21CPsolutions.com)

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