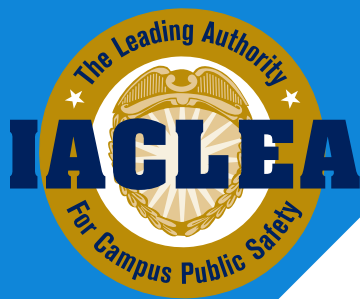


# Shaping the Future of Policing & Public Safety



## Summit on Trust & Legitimacy

*Convened on  
September 24, 2020*

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please visit IACLEA's Online Education Center.

[education.iaclea.org](http://education.iaclea.org)

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## Panelists



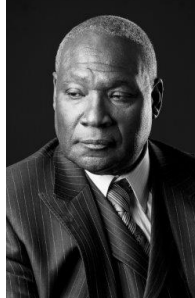
Dr. Richie Adams,  
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University of Vermont



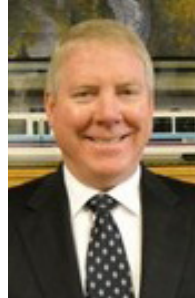
Chief Clarence Green, Jr.,  
Northwest Missouri State University



Chief Leonard Hamm,  
Coppin State University, Baltimore, Maryland



Lieutenant Tamara McCollough,  
Indiana State University



Chief of Security Brian Whitelaw,  
University of Calgary

## Introduction

IACLEA is pleased to present Summit Series—IACLEA: Shaping the Future of Policing and Public Safety—featuring experts from across the spectrum of police and public safety personnel to address issues currently in the international dialogue. The summits are designed to assist you in overcoming the unfolding challenges, changing the narrative around police and public safety, and demonstrating the leadership that campus police and public safety possess. From September 2020 through January 2021, IACLEA will convene police and public safety leaders to discuss community trust and legitimacy, policy and accountability, training and education, officer safety and wellness, and the ever-changing role of police and public safety.

All summit presentations are recorded and can be viewed in IACLEA's Online Education Center, <https://education.iaclea.org/Future-of-Policing-Public-Safety>

## Key Takeaways

*"We have never experienced the confluence of events as we have right now (a worldwide pandemic, racial tension, budgets, issues with police reform, etc.). It is really a special time for all of us to embrace because we have the opportunity to do something extremely special. We can either accept the challenge and maybe recreate our police departments, or we can reaffirm those things that some agencies are doing that are very special. We need to challenge ourselves to make sure we are doing it together with our communities." –Chief Green*

## The panelists support the transfer of some responsibilities from police departments.

Speakers agreed that many non-law-enforcement duties that have been underfunded or that require 24/7 response capabilities have fallen to police personnel, who may not be trained in certain specialty areas (mental health was frequently mentioned). Panelists generally approve of the transfer of those duties to the appropriate

trained professionals. Panelists envision police/public safety personnel developing collaborative partnerships with trained professionals in critical service sectors, such as mental health, to work collaboratively. Police have become the “jacks of all trades.” There may not be the funding in place to transfer essential duties from the police to the appropriate trained professionals. The transfer should be done thoughtfully, so services are not dropped. The transfer of responsibility should include the transfer of accountability.

### **Enhance trust with the community by building relationships within the community and let community members have input into how police agencies function.**

*“It’s vital that your policy and practice are fed by the people you’re serving.”*  
—Chief Bilodeau

Panelists agreed on the value of seeking opportunities to engage with official campus community groups and students via informal settings (e.g., dorm assignments, patrol). Community members, then, are more comfortable engaging with officers and will not assume there is a problem when officers react to calls for service. Simply, be available to community members on a person-to-person level.

Effective community engagement ensures that people of color and those from marginalized communities have a voice and can share with police and public safety representatives what they need from police.

It is beneficial to convey to community members what agencies/officers can and cannot do even if you cannot support community requests/expectations.

See the section on communication, which was identified as central to effective relationships.

### **Establish—and routinely reaffirm—your agency values.**

*“I tend to recruit people who have a sense of service, instead of a sense of adventure. I want the person who understands: ‘My purpose is to help the community solve its problems.’”* —Chief Hamm

*“You control who is employed at your department. Be strategic. Let your values ring true.”*—Lt. McCollough

Hiring decisions are critical. It is imperative to bring on only personnel who can align to the organization’s vision and values, panelists concurred. Agency values should be clearly communicated, starting with the application process. They agreed the chief should interview every agency candidate before hire.

Agencies should establish methods to continually reinforce those values, apart from official in-service and refresher training. Panelists suggested visual reminders around the agency offices, for example.

### **Leadership starts at the top.**

*“It has been my experience that communities trust not the police department; communities trust the leader of the police department.”*  
—Chief Hamm

***“What you permit, you promote.”*** —Dr. Adams

Chiefs and directors, themselves, must be accessible directly to community members, panelists commented. They also must assess and prioritize how officers spend their time, particularly to allocate time to community engagement.

## **Communications skills are critical; and they must be taught.**

***“Most police work is exceptional communications skills, including follow up—not just racing a police car.”*** —Chief Green

***“Staff have to connect in a really human way with the people they are serving.”***—Chief Bilodeau

The development and deployment of technological advances is a key factor in the erosion of trust between community members and the police because it changed how officers interact with community members. Officers moved from the streets, into vehicles, and now they are largely responsive to calls for service. This has reduced face-to-face contact between officers and community members and diminished police–community relationships. Additionally, today’s young officers are typically tech-savvy, but frequently lack strong inter-personal skills; they need to be taught how to interact with people, including basic introductions with community members.

Panelists recommended communicating with community members in a straightforward manner to provide clarity. Officers should strive to reduce the use of legalese because it creates confusion.

Officers need to shift gears from warrior to guardian and back; they need to be taught to do that. The way officers need to gear up now creates a visual image counter to that of a guardian.

## **Discussion**

The panelists support the transfer of some responsibilities from police departments.

Panelists agreed with the notion of “defunding the police” if it means transferring specialized, non-law-enforcement services from the police to professionals trained to carry out those duties. “We certainly don’t want the police to always be the ones managing every single incident for the community across the spectrum of the community’s needs. But we find ourselves doing that: we are the go-to. The expectations on us, historically, have been that we do everything, and that’s not functional,” said Chief Bilodeau.

“How do you ensure continuity of services, as roles might change?” asked Chief Bilodeau. At the time of the discussion, thoughtful and strategic ways to transfer specific duties largely had not been identified. Civic leaders and/or elected officials should identify areas with duties to be transferred from police responsibility or provide specific professionals to work with and partner with police, said Lt. McCollough. Discussions between the police and community members could aid in developing plans to remove some roles from police/public safety agencies. Another option could be to provide departments with professionals who are trained and possess specific skills (e.g., mental health professionals, who spend years in training, would be an asset).

If duties—and associated funding—are removed from police responsibilities, the accountability for those duties must be clearly and publicly placed with the new entity and police removed from the accountability chain.

While policymakers consider activists’ calls to reform policing, officers are in limbo and, in some cases, do not understand activists’ negative sentiments toward them.

Some community members have expressed concern about police use of military equipment, yet some of the intimidating equipment is less than lethal. If police lose those capabilities, there will need to be strategic discussions about alternatives.

## **Enhance trust with the community by building relationships within the community and let community members have input into how your agency functions.**

It is vitally important to be clear regarding who you are as a department and as police officers, as well as how you conduct your work. Ensuring the community has clarity around that is imperative. Transparency starts by providing clarity about what you can do and what you cannot do. Have systems in your organization that include legitimate community involvement with reciprocal dialogue (a feedback loop), recommends Chief Bilodeau.

Northwest Missouri State PD has embedded a philosophy throughout the department and the institution: Listen. Align. Act. They conduct listening sessions across the community to understand potential improvements and how community members suggest changes are adopted. Then they align by determining how to co-develop and implement some solutions. Then they implement (act), making course corrections, as necessary.

**Chief Green offered several examples that work well at Northwest Missouri State.**

- Establish a student employee program. Students who work for and with your agency can provide feedback on how you “show up” as a department.
- Officers can serve as community advisors. NWMPD officers serve as mentors and advisors to student organizations, with beneficial results. The officers both make connections and obtain feedback.

**Lt. McCollough offered specifics that Indiana State University employs:**

- 411 on 5-0 meetings are used to explain new laws. This has been popular with students, especially the NAACP group. They use a Q & A format. Now judges, state police, etc., have joined. The meetings show police accessibility and that officers care. For example, international students thought police only appeared if there was a problem. Now, officers go to their meetings.
- Adopt-a-hall. Officers conduct patrols in residence halls. Students know when they can expect officers and can ask questions.

## **Establish—and routinely reaffirm—your agency values.**

Hiring decisions are critical. It is imperative to bring in only personnel who can align to the organization’s vision and values, panelists concurred. Agency values should be clearly communicated, beginning during the application process. They agreed the chief should interview every agency candidate before hire.

The starting point is a values-based training curriculum. From there, all future training should be built around the commitment of service to community. Agencies should establish methods to continually reinforce their values, apart from official in-service and refresher training, “so officers don’t lose sight of overall mission and values they should hold dear,” said Lt. McCollough.

The University of Vermont PD seeks to elevate customer service. Every team member should know how their job connects to the community and how each staff member conveys community service to the people they serve. “There is a cultural transformation when you consistently stick with the message, and it comes from a core of care for your community,” said Chief Bilodeau.

At Northwest Missouri State, for example, the department uses visual images throughout the agency of officers working to force personnel to think about how they connect and present themselves. And they use terms: Modeling the Way. Inspiring a Vision. Challenging the Process. Officers annually reaffirm the focus on Stakeholders and Members within the unit.

Chief Whitelaw referenced the relevance of the Peelean principles; while they were formulated in 1829 “the evolution has been that we haven’t veered from those principles. To paraphrase Sir Robert Peel, the absence of disorder is the mark of professional policing.” The work is about listening and learning from the community. Look for opportunities to have critical conversations with stakeholders, students, faculty, and others who can provide guideposts to where you want to go and how you are going to get there, he said.

Panelists discussed the Warrior vs. Guardian philosophy. Dr. Adams noted the United Kingdom system is established on the guardian model, in part because officers are unarmed. With fewer tools it is just more difficult for police to become warriors. But the guardian mentality applies to how officers feel about one another; they try not to get into physical conflict and work to de-escalate situations. [ Scottish de-escalation techniques are being studied tried in the United States (PERF) ].

In the United States, there may be a misalignment between the intention to operate with a guardian mentality and the reality of gearing up like a warrior. Training de facto focuses on warrior duties (firearms, etc.). Essentially, officers must be both. And agencies must train officers on when/how to serve both functions. They need to “know when to turn it on/off.” Agency leaders need to communicate about this. And civilians may offer insights.

## **Leadership starts at the top.**

Chiefs/directors, themselves, must be accessible directly to community members, panelists commented. They also must assess and prioritize how officers spend their time, particularly to allocate time to community engagement.

Chief Hamm explained that he met with 260 community organizations, when he became commissioner of the Baltimore Police Department. He shared his phone number and developed a relationship with community members. This led not only to complaints about officers, but to leads on crime-fighting. Be accessible, honest, open.

Leaders also created the balance of time for personnel between liaison vs. patrol/calls for service. They can align organization operations to focus on priority programs and reinforce the right projects, said Chief Whitelaw.

It is important for agency leaders to ask: “Do we have the right governance structures in place, as well as the systems to carry out the mission? When something goes wrong, do you have the support at strategic level to navigate waters ahead?” according to Chief Whitelaw.

## **Communications skills are critical; and they must be taught.**

The development and deployment of technological advances is a key factor in the erosion of trust between community members and the police because it changed how officers interact with community members. Officers moved from the streets, into vehicles, and now they are largely responsive to calls for service. This has reduced face-to-face contact between officers and community members and diminished police–community relationships. Additionally, today’s young officers are typically tech-savvy, but frequently lack strong inter-personal skills; they need to be taught how to interact with people, including basic introductions with community members.

Panelists recommended communicating with community members in a straightforward manner to provide clarity. Officers should strive to reduce legalese because it creates confusion.

Officers need to shift gears from warrior to guardian and back; they need to be taught to do that.

The results of a Northwest Missouri State PD survey showed that students highly value their in-person interaction with officers (even more than via social media). The agency runs a vibrant, student-led social media program, but the chief noted without in-person contacts, social media would be nothing. 🍌

## CONCLUSION

Law enforcement is perhaps the noblest of all professions. The willingness to put one's life on the line for those whom they do not know and to help those in their most dire time is without a doubt honorable. The men and women who put their lives on the line deserve widespread community support. In exchange, and to maintain that necessary support, police officers and leaders must look inward to ensure that they are fulfilling their mission in line with community values.

Like the adage, this is easier said than done. These examinations include difficult conversations, and there are no easy solutions. But while difficult, these conversations are absolutely vital. Everyone has a role to play in advancing policing around the world and ensuring the promise that was made to our communities is fulfilled: to protect and serve all community members with respect and equity.

In the words of Chief Hamm, *"The times are changing; we shouldn't be afraid of it. We should embrace it. Ultimately, our job is to help the community solve its problems."*

## RESOURCES

Panelists referenced several useful resources. IACLEA has posted a list of writing on this topic on its website: <https://www.iaclea.org/future-of-policing-resource-documents>

**Lawrence Sherman's work on crime prevention and evidence-based policing**

<https://ccjs.umd.edu/facultyprofile/sherman/lawrence>

**Way of the Warrior: The Philosophy of Law Enforcement, by Bernard Schaffer**

**Sir Robert Peel's Policing Principles**

<https://lawenforcementactionpartnership.org/peel-policing-principles/>



## Biography



**Dr Richie Adams** is a retired police leader. Richie was previously the senior officer responsible for North West Glasgow in Scotland. In this role Richie had responsibility for around 1800 staff and supported a community of around 600 000 people. Currently, Richie is the Director of the Education and Learning Unit of the Scottish Courts and Tribunal Service.

While with Police Scotland, Richie was responsible for the development of Police Scotland's Code of Ethics for Policing and led national work in the field of police ethics. Richie has taught ethical leadership across the UK and, in 2015, was a Fulbright Scholar. During six months in the United States, Richie spoke with a range of departments including Manassas, Roanoke and Leesburg as well as the FBI. He led critical incident command training within Police Scotland and was both a firearms incident commander and licensed negotiator.

Richie holds a doctorate in Policing, Community Safety and Security, a Master's degree in International Law and a Bachelor's degree in law.

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**Tim Bilodeau** is the Chief of Police at the University of Vermont (UVM) in Burlington, Vermont. He is a 2008 FBI National Academy graduate and has a Masters of Educational Leadership from UVM. Bilodeau is a Fair and Impartial Policing Instructor and leads a department of 23 sworn police officers and 35 total agency members. UVM Police has been CALEA certified for 20 years and Chief Bilodeau is currently focused on elevating the departments trust and legitimacy through a focus on customer service in all facets of police response. He has been with UVM Police since 1987.

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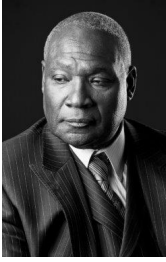
**Clarence Green** was named the vice president of culture and chief of police in April 2019; he manages human resources, institutional research and effectiveness, and police. Clarence previously served as interim vice president for diversity, equity and inclusion, interim vice president of human resources and the police chief position for more than a decade.

Clarence has developed a service based approach to policing where quality and satisfaction are important. Analysis of officers contacts with victims and offenders are conducted which reveal that more than 90% of those served are satisfied with the service received from the Northwest University Police Department. This type of approach has led to an increase in student retention of those served.

Clarence Green has served in law enforcement for more than 25 years. Clarence currently serves on the United States Attorney General Law Enforcement Coordinating Committee. He is a state and regional trainer in the areas of implicit bias, racial profiling and community policing.

Clarence Green has a bachelors in Sociology, a masters in Higher Education Leadership and a doctorate in Educational Leadership and Policy Analysis.

## Biography



**Leonard Hamm** has a law enforcement career that has spanned 41 years. He entered the Baltimore Police Department in January 1974. Mr. Hamm worked in the Patrol Division, Educational and Training Division, Tactical Section, Criminal Investigation Division, Inspectional Services Division, and Office of the Police Commissioner. During an illustrious career he held the rank of police officer, Sergeant, Lieutenant, Major, Deputy Police Commissioner, and Police Commissioner.

In 1995, Mr. Hamm retired from the Baltimore Police Department as the Commander of the Central Police District and joined the staff of the Downtown Partnership as the Deputy Director of Public Safety. He left the Downtown Partnership in 1997 after being recruited by the then Superintendent of the Baltimore Public School System, the late Mr. Walter Amprey, to lead the public school police department. Under Mr. Hamm's guidance, the school police department became "one of the most professional, efficient, and respected law enforcement agencies in the country," according to the Honorable Elijah E. Cummings; United States Congressman.

Mr. Hamm was recruited by Dr. Earl Richardson, President of Morgan State University, to be that university's Director of Public Safety in June 2001. In 2004, he rejoined the Baltimore Police Department at the request of the then Baltimore Mayor, Martin O' Malley to become the Deputy Police Commissioner of the Operations Bureau. That was the number two position in the department. In November 2004, Mayor O' Malley appointed Mr. Hamm Police Commissioner of Baltimore City. He served with distinction in that position for 3 years.

Currently, Mr. Hamm is the Director of Public Safety at Coppin State University, as well as a professor in the university's Criminal Justice Department. He has authored many articles and papers on law enforcement and public safety. His first book came out in 2015. Mr. Hamm has memberships in many professional, social, and civic organizations. He is a member of his high school Hall of Fame (Baltimore City College), a member of his college Hall of Fame (Philadelphia University), and a newly inducted member of his childhood community's Hall of Fame (The Cherry Hill Community).

He is most proud of his family, his sons, adopted daughters, grandchildren and most of all, his lovely and brilliant wife, Rose.

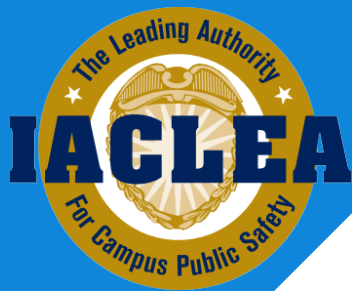


**Tamara McCollough** is a Police Lieutenant at the Indiana State University Police Department. She has 14 years of law enforcement experience. Tamara serves as an assessor for IACLEA with 8 years of accreditation experience. She is responsible for the university's Clery Compliance efforts. Tamara also assists ISU Police Department in maintaining dual accreditation status of through both IACLEA and ILEAC. She is a strong believer that a leader should exhibit the skills and qualities they wish to see in the people that they lead. She is an adjunct with the School of Criminology and Security Studies at Indiana State University, teaching Ethics in Criminal Justice. Tamara is currently pursuing her doctorate degree in Educational Leadership and Management with a concentration in Education Policy through Drexel University.



**Brian Whitelaw** served with the Calgary Police Service for 25 years retiring as an Inspector in 2011. He has also served as the Superintendent in command of Calgary Transit's Public Safety Department until 2019 when he joined the University of Calgary as the Chief of Security. Brian is the coauthor of several Canadian post-secondary courses, journal articles, and textbooks, including Canadian Police Work (Nelson) and Community Based Strategic Policing in Canada (Nelson).

# Shaping the Future of Policing & Public Safety



This 2020-21 Summit Series is aimed at assisting policing professionals in overcoming the challenges of our time, changing the narrative around police and public safety, and demonstrating the leadership that we know you possess.

September 24: Trust & Legitimacy

October 22: Policy & Accountability

November 19: Re-Imagining Training & Education

December 17: Officer Safety & Wellness

January 21: Ever-Changing Role of Police & Public Safety

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