The 2017 Public Safety Summit:
The Dynamics of Culture and Capacity

Harvard University, Cambridge, Mass.
April 21 – 23, 2017
Amidst a turbulent environment, innovative public safety leaders are moving forward to achieve dramatic new levels of capacity and public value. Right now, for example, visionary chiefs of police are redesigning use-of-force policy and training to improve crime response and build community trust. Leading-edge public safety organizations are using social networks, data and analytics to understand crime patterns and respond proactively to community needs. And inventive policing leaders are collaborating across agencies, jurisdictions, and sectors to co-create solutions to community challenges.

Yet for even the savviest leaders, often the most challenging roadblock on their transformation journey is organizational resistance to change.
How do leaders in public safety address this challenge? Skillful leaders realize that driving innovation and change requires not only redesigning organizational structures, systems, processes, and human capital, but also harmonizing organizational culture with new ways of working, collaborating, and producing public value. In this endeavor, critical questions arise such as:

- How do leaders create an environment of trust within their organization and its partners that fosters better creativity, experimentation, innovation, and communication?
- What strategies and technologies are leaders using to reach across boundaries and cultures – to human services, to education, to juvenile justice, and to faith-based groups – in order to co-create new forms of public safety solutions?
- How can public safety leaders align strategy and culture in order to not only improve operational performance, but also sustainably increase agility in policing structures, systems, and people?

To help public safety leaders work through these challenging questions, Leadership for a Networked World and the Technology and Entrepreneurship Center at Harvard are convening The 2017 Public Safety Summit: The Dynamics of Culture and Capacity to be held April 21 – 23 at Harvard University in Cambridge, Massachusetts.

This 3rd annual Summit will bring together innovative public safety, justice, and human services leaders, along with leading academics and industry experts, to learn and share ideas on how police chiefs, sheriffs, commissioners and other officials can not only respond to broadening responsibilities more efficiently and effectively, but also transform their organizations, partnerships, operating models, and cultures to deliver improved policing outcomes and legitimacy.

“Culture is the thing that sits between capacity and legitimacy.”
– Hank Stawinski
Police Chief, Prince George’s County (Maryland)

“Are we as diverse as we ought to be and should be and need to be so that we don’t miss the boat in being able to provide the type of quality services that communities are asking for, and be reflective of the communities that we serve?”
– Sheree Briscoe
Major, Baltimore Police Department

“I see this conference as an opportunity to make a real difference.”
– Chuck Wexler
Executive Director of the Police Executive Research Forum
Harmonizing the Dynamics of Culture and Capacity – The Role of the Leader

Amid a turbulent environment, innovative public safety leaders are moving forward to achieve dramatic new levels of capacity and public value. Right now, for example, visionary chiefs of police are redesigning use-of-force policy and training to improve crime response and build community trust. Leading-edge public safety organizations are using social networks, data, and analytics to understand crime patterns and respond proactively to community needs. Inventive policing leaders are collaborating across agencies, jurisdictions, and sectors to co-create solutions to community challenges. Yet for even the savviest leaders, often the most challenging roadblock on their transformation journey is organizational resistance to change. How do leaders in public safety address this challenge? Skillful leaders realize that driving innovation and change requires not only redesigning organizational structures, systems, processes, and human capital, but also harmonizing organizational culture with new ways of working, collaborating, and producing public value.

This session will explore the dynamics of culture and capacity, offer key ideas from a panel of leaders, and provide insights from the pre-summit Compass Diagnostic.

**Presenter:**
Antonio Oftelie, Leadership for a Networked World (LNW), Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS)

**Welcoming Remarks:**
John Daley, Boston Police Department

**Panelists:**
Art Acevedo, Houston Police Department
Todd Chamberlain, Los Angeles Police Department
Richard Ross, Philadelphia Police Department
Kathleen O’Toole, Seattle Police Department
The Dynamics of Culture and Capacity

The Breakthrough: Catalyzing Policing & Human Services

How can leaders across a community work together to not only address the root causes of crime, but also build community health and resilience? As roughly 50-70 percent of policing calls are driven by mental health, homelessness, and drug addiction incidents, the question of how to build community health and resilience is spurring new models of collaboration across policing, health, and human services. The complex interplay between these entities presents both vast opportunities and challenges. Societal issues such as lack of economic opportunity, poor education, disenfranchisement, and mental health issues can influence public safety, and frequently citizens in need of social services first engage with police and the criminal justice system. Without adequate resources, training, and information sharing this can create problems and misunderstandings. However, opportunities for impact multiply when community leaders are able to break down silos, develop innovative partnerships, and work together in new ways. This session will delve into creative methods to unite public safety, health, and human services to support thriving communities. Presenters will share effective partnership models, strategies for sharing data and information while respecting privacy, and lessons learned through teaming.

Panelists:
Uma Ahluwalia, Montgomery County, MD
Margie Balfour, ConnectionsAZ
Chris Magnus, Tucson Police Department
Tom Manger, Montgomery County MD Police Department

Harvard Business School Case: Children’s Hospital and Clinics

The Children’s Hospitals and Clinics of Minnesota (Children’s Minnesota) is one of the largest pediatric health systems in the United States, with two hospitals, twelve primary and specialty care clinics, and six rehabilitation sites. As the only health system in Minnesota to provide care exclusively to children from before birth through young adulthood, Children’s Minnesota faces some of the most challenging cases, from working with 24-week old preemies to resilient five-year-olds learning to walk again. In this session, we will explore a Harvard Business School case on the major phases of an initiative designed to transform the organization and enhance patient safety. We will learn about strategies and tactics leaders there employed to cultivate a blame-free culture and support organizational learning and innovation. Together, we’ll consider interesting questions about how to encourage candid discussion about failures while continuing to hold people accountable for their performance. We will then apply lessons learned to public safety, and delve into how leaders can design and lead transformational initiatives, reshape organizational processes and culture, and create environments that enhance departments’ learning and problem-solving capabilities.

Facilitator:
Amy Edmondson, Harvard Business School
As we move deeper into a digital world, leaders in public safety have more and more data at their fingertips. When this data can be shared across silos, fully integrated, and structured in user-friendly, objective, and informative ways, it can play a critical role in seeding breakthrough innovations. However, sharing data across systems and applying analytics comes with a new set of challenges. Leaders must incorporate new technologies, develop new management practices, and navigate a maze of regulations and relationships at different levels of departments and agencies. In this session, officials from Oakland will share the strategies they have employed to advance responsible policing and build an effective, data-driven early intervention system. They will discuss their platform linking disparate data from body cameras to supervisory notes to use of force tracking systems, and how they approached developing meaningful metrics, establishing new levels of accountability, and adapting the department culture to respond to new insights. They will also offer lessons learned on refining business processes, garnering executive support, planning for sustainability, and working across different disciplines. Finally, they will reflect on the impact of new advances in artificial intelligence and machine learning.

Presenters:
David Downing, Oakland Police Department
Ahsan Baig, City of Oakland
Reflector, Jerry Dyer, Fresno Police Department

Keynote Session: Commissioner James P. O’Neill
New York City Police Department
Sunday, April 23rd

The Human Equation: Building Guardian Capacity and Culture

In response to controversial deaths around the country that have put policing in the spotlight and sparked strong community reactions, public safety leaders have developed new models and norms with the principle of protecting the “sanctity of life.” Forward-thinking chiefs and sheriffs are taking steps to align all policies and programs through de-escalation techniques, anti-bias training, and community reconciliation programs. In addition, leaders have begun deepening police-community dialogue around use of force, revamping police training programs, and instituting solutions-oriented oversight that not only promotes justice but also positions law enforcement to become better public guardians. As these new models and norms progress, leaders are increasingly taking a 360-degree view by not only training personnel on procedural justice and use-of-force protocol, but also fostering the health of officers through resiliency and trauma training. Critical to this 360-degree view is synchronizing “external” procedural justice for citizens and “internal” procedural justice for officers at all levels – a key to creating resilience, sustainability, and the cultural change necessary for the future of policing. In this session, panelists and the audience will discuss lessons learned in the United States and abroad around adapting use of force and look to the future of building resilience and new cultures in policing.

Panelists include:
Kevin Davis, Baltimore Police Department
Janeé Harteau, Minneapolis Police Department
Chuck Wexler, Police Executive Research Forum
Case in Point: Transforming Neighborhoods Initiative in Prince George’s County

In the midst of significant economic, health, and educational challenges, public safety leaders cannot achieve transformative results acting alone. Recognizing this, in the Spring of 2012, Prince George’s County, MD., took a new, data-driven approach to uplift neighborhoods plagued by high crime rates. With the holistic goal of increasing the quality of life in five neighborhoods acutely impacted by violent crime, county leadership decided to re-architect government, commit extra resources to these communities, and measure the impact. Led by cross-disciplinary Transforming Neighborhood Initiative (TNI) teams, each neighborhood underwent a rigorous evaluation examining issues ranging from educational attainment levels to rates of domestic violence to use of social services. Working hand-in-hand with community members and providing them with the tools and opportunity to advocate, assess, and solve long-standing problems, these TNI teams co-developed a customized set of key community indicators to track, and a portfolio of interventions ranging from fixing street lights to setting up programs for malnourished pregnant women. By addressing chronic issues, public officials have built new levels of credibility and trust and redefined how government operates. In this session the Chief of Police of Prince George’s County will share their approach to cultivating new partnerships, engaging the community in these efforts, establishing key indicators, and tracking and reporting on results. He will provide lessons learned on launching the initiative, developing a funding model, securing executive support, and growth and expansion. Finally, he will discuss what the path forward looks like for the county.

Presenters:
Hank Stawinski, Prince George’s County Police Department

Case in Point: Engaging Citizens and Reducing Gun Crime in Sydney, Australia

How do we reduce major gun crimes? How do we engage the public in solving crimes? These two burning questions drove the New South Wales (NSW) Police Force to implement Operation Talon – a multifaceted initiative to stop shootings “before they occur.” As a backdrop, NSW Gun laws were already some of the toughest in the world, yet gun crimes continued to rise as organized crime used firearms for “paybacks” and to protect drug territories. In addition, NSW Police were challenged with how to investigate and stop public shootings when victims or their families would not come forward. Investigations were often lengthy, netting few arrests due to public intimidation. When officials realized tough laws and investigations alone weren’t solving major gun crimes, data-driven moves enabled them to stop drive-by shootings before they launched. Operation Talon used a multifaceted approach, looking at research, understanding how to ebb community fear, and building capacity to respond. Research showed that gun violence was rarely random, and in most cases had an identifiable root cause. In addition, community members were calmed by sharing information on risks and more willing to engage police in preventing and solving challenges. Building on these insights, NSW improved their legislative and media engagement, as well as bolstered their technology in order to redesign their approach to mitigating and solving gun violence. In this session, officials from NSW will not only focus on how they implemented Operation Talon, but also the crucial role leadership plays in changing the ways an organization conducts business.

Presenters:
Gavin Dengate, New South Wales Police
Case in Point: Creating New Solutions to End Sex Trafficking

It's a global and local phenomenon. Human trafficking occurs on corners, in hotels, in airports, on the internet, and in homes. Traffickers can be friends, acquaintances, or “in relationships” with those they traffic. The vulnerable (children in particular) are targets for exploitation, and traffickers rely on coercion and intimidation to keep victims silent and compliant. As of December 2016, 5,551 cases of commercial sex trafficking were reported to the National Human Trafficking Hotline – a fraction of estimated cases. Though sex trafficking is a problem across the country, California led the nation in cases reported to the hotline – comprising more than 1,000 of the calls logged last year. California is also leading one of the most aggressive responses against traffickers. In particular, the Los Angeles County Sheriff’s Department (LASD) is a model for innovative cross-organization collaboration to prevent and mitigate trafficking. The LASD model brings together federal, state, and local agencies for a three-pronged approach – rescuing victims, apprehending traffickers, and reducing demand. In this session, officials from Los Angeles County will discuss their vision and show how they created the collaboration to tackle one of the world’s most challenging problems.

Presenters:
James McDonnell, Los Angeles County Sheriff’s Department

Synthesis: The Dynamics of Culture and Capacity. Where Do We Go Next?

In this closing session, key findings from the Summit will be re-capped, and a panel and attendees will be engaged in discussing lessons learned: What does the future of policing look like? How do leaders create an environment of trust within their organization and among partners that fosters better creativity, experimentation, innovation, and communication? What are the innovative cross-system partnerships that will create new forms of outcomes and value? How can we better leverage data and technology across an ecosystem in order to proactively keep our communities safe and transform neighborhoods? Where can law and policy be aligned at the federal, state, and local levels to ensure that investments and measures are made to achieve our desired future state? How will we scale-up promising innovations to achieve our vision of the future? Participants will also discuss ideas that should be prioritized for the coming year.

Panelists:
Brandon Del Pozo, Burlington Police Department
Kim Jacobs, Columbus Police Department
Nóirín O’Sullivan, An Garda Síochána (Ireland)
Scott Thomson, Camden County Police Department
**About the Public Safety Summit**

The Public Safety Summit is the foremost academic research program and event for senior-most leaders to invent and realize the future of public safety and policing. To accomplish this goal, the Summit combines case studies from current public safety officials, insights from academic research, and expertise from industry. The Summit builds on and extends a decade of research by Harvard Kennedy School’s program in Criminal Justice Policy and Management and features fresh case studies, peer-based problem-solving sessions, and topical workshops designed to create transformational solutions in public safety.

**Who Should Attend**

Summit participants are senior-level public safety executives (Chief, Commissioner, Superintendent, Sheriff, etc.) in function, as well as “Chief Transformation Officers” in practice, who seek to improve organizational performance in the near term and redesign public safety for the long term.

**Admission and Participation**

The Summit is an invitation-only program for senior-most officials in public safety. Other applicants will be reviewed and accepted on a case-by-case basis, and according in part, to space availability. This event is supported by the hosting and collaborating organizations, so there is no tuition or fee to attend. Travel and hotel arrangements, and related expenses, are the responsibility of individual participants.

*There is no tuition charge or fee to attend this Summit. However, attendees will be responsible for their own transportation, lodging and other related personal expenses. The sponsors of this event (including the Technology and Entrepreneurship Center at Harvard and Leadership for a Networked World) understand that the laws of many jurisdictions restrict private parties, private sector partners and/or government contractors from providing gifts or other things of value to government officials, and in some cases require reporting of such gifts. Likewise, some government officials are restricted from accepting gifts or other things of value in many jurisdictions. Although no admission is being charged to any attendee, if required by law, regulation, policy, or otherwise, attendees may reimburse the host for costs related to their attendance. In such case, the per-person price of this conference is approximately US $1,650. This includes meals (valued at US $300), materials, speakers, conference facilities, security and logistical support. In addition, the regulations of certain jurisdictions allowing for the attendance and participation of government officials and employees at events with a legitimate public purpose and benefit for the government agency, subject to the approval of the appropriate agency head, at “widely attended” events, and at educational events, may be relevant to this event. Please check with your ethics counsel to verify that you are permitted to attend this event and to determine whether any reporting of attendance and/or reimbursement of costs will be required. If documentation is needed, please contact Leadership for a Networked World at info@lnwprogram.org.*
Thought Leaders from the 2015/2016 Public Safety Summits Include:

Teresa Abreu ................. Deputy Executive Director/Chief Legal Counsel, Cook County (IL)
David Ager ..................... Senior Fellow, Harvard Business School
Art Acevedo ..................... Chief of Police, Austin Police Department
Ahsan Baig ...................... Public Safety Services, ITD, City of Oakland
Marcus Barnett ............... Staff Officer to the Commissioner, London Metropolitan Police
Ken Bernard ..................... Deputy Chief, Sacramento Police Department
Jeffrey Blackwell ............ Chief of Police, Cincinnati Police Department
Craig Bonner ................... Commander, Santa Barbara Sheriff’s Office
Sheree Briscoe ................. Major, Baltimore Police Department
Marie Broderick ............... Superintendent, An Garda Síochána
David Brown .................... Chief of Police, Dallas Police Department
George Buenik ................... Executive Assistant Chief, Houston Police Department
Chris Burbank ................. Chief, Salt Lake City Police Department
Kevin Coleman ................ New York City Police Department
Ignacio Cosidó ................ Executive Director, Spanish National Police Force
James Craig ..................... Chief of Police, Detroit Police Department
John Daley ....................... Deputy Superintendent, Boston Police Department
Ron Davis ....................... Director, US Department of Justice (COPS)
Michael Downing .............. Deputy Chief, Los Angeles Police Department
Amy Edmondson .............. Professor, Harvard Business School
William Evans .................. Police Commissioner, Boston Police Department
Edward Flynn ................... Chief of Police, Milwaukee Police Department
Thomas Gazsi ................... Deputy Chief, Los Angeles Port Police
William Gore ..................... Sheriff, San Diego County Sheriff’s Department
Michael Gore .................... Seattle Police Department
Vanita Gupta .................... Principal Deputy Assistant Attorney General and Head, Civil Rights Division, US Department of Justice
James Haggerty ............... New York City Police Department
Greg Hamilton ................ Sheriff, Travis County Sheriffs Office
Janeé Harteau ................... Chief of Police, Minneapolis Police Department
Skylor Hearn .................... Assistant Director, Texas Department of Public Safety
Jackie Helfgott ........ Professor/Chair, Seattle University Department of Criminal Justice
Sir Bernard Hogan-Howe ........ Commissioner, London Metropolitan Police
Ronald Hosko ........ President, Law Enforcement Legal Defense Fund
Kenny Howell ........ Millbury PD (Ret.)
Eddie Johnson ........ Superintendent of Police, Chicago Police Department
Nola Joyce ........ Deputy Commissioner, Philadelphia Police Department
Shane Kilcommins .... Professor, University of Limerick School of Law
Cathy Lanier ........ Chief of Police, District of Columbia Metropolitan Police Department
Peet Meng Lau ........ Deputy Commissioner (Operations), Singapore Police Force
Vincent Lisi ........ Special Agent-in-Charge, Federal Bureau of Investigation
Robert Luna ........ Chief of Police, Long Beach Police Department
Chris Magnus ........ Chief of Police, Tucson Police Department
J. Thomas Manger .... Chief of Police, Montgomery County (MD) Police Department
Michael Masters .... Executive Director, Cook County Department of Homeland Security & Emergency Management
Brian Maxey ........ Chief Operating Officer, Seattle Police Department
Jim McDonnell ........ Sheriff, Los Angeles County Sheriff's Department
Rick McKeon ........ Colonel, Superintendent, Massachusetts State Police
Matthew Murray ........ Deputy Chief of Administration, Denver Police Department
Denise O'Donnell .... US Department of Justice, Bureau of Justice Assistance
Antonio Oftelie ........ Executive Director, Leadership for a Networked World, Harvard John A. Paulson School of Engineering and Applied Sciences
Nóirín O'Sullivan .......... Commissioner, An Garda Síochána
Kathleen O'Toole .... Chief of Police, Seattle Police Department
Sherman Patterson .... Community Engagement Coordinator, Minneapolis Police Department
Nancy Rodriguez .... Director, National Institute of Justice, Office of Justice Programs, US Department of Justice
Steve Rosenbaum .... Chief, Special Litigation Section, Civil Rights Division, US Department of Justice
Greg Russell .......... Chief Technology Officer, Seattle Police Department
Dermot Shea ........ Deputy Commissioner, New York City Police Department
Phil Shepherd ........ Director Leadership Education, Australian Institute of Police Management
Christopher Sims .... Chief Constable, West Midlands Police Department
Henry P. Stawinski .... Chief of Police, Prince George's County Police Department
Daniel Steeves ........ Chief Information Officer, Ottawa Police Service
J. Scott Thomson .... Chief of Police, Camden County Police Department
Robert J. Tracy .... Chief of Crime Control Strategies, Chicago Police Department
Giovanni Veliz .......... Bush Foundation Fellow
Roberto Villaseñor ...... Police Chief (Ret.), 21CP Solutions, LLC
Jorge Villegas .......... Assistant Chief and Director, Office of Operations, Los Angeles Police Department
Fred Waller ........ Chief, Chicago Police Department
Eric Ward ........ Chief of Police, Tampa Police Department
Laura Waxman .......... Director of Public Safety, The U.S. Conference of Mayors
Chuck Wexler .......... Executive Director, Police Executive Research Forum
Sean Whent ........ Chief of Police, Oakland Police Department
Conor Wynne .......... New York City Police Department
Hosted By:

**The Technology and Entrepreneurship Center at Harvard (TECH)** is convening the 2017 Public Safety Summit. TECH, part of the Harvard John A. Paulson School of Engineering and Applied Sciences, is both a real and virtual space for students, faculty, alumni, and industry leaders to learn together, collaborate and innovate. TECH enables this holistic exploration by sponsoring and supporting opportunities for the innovation community to gather and exchange knowledge via courses, study groups, mentorship relationships, innovation programs and special events. For more information on TECH visit www.tech.seas.harvard.edu.

Developed By:

**Leadership for a Networked World (LNW)** helps leaders ideate and activate organizational transformations that generate capacity and sustainable value. Founded in 1987 at Harvard Kennedy School, LNW is now an applied research initiative of the Harvard Public Sector Innovation Award Program at the Technology and Entrepreneurship Center at Harvard. Since 1987, LNW has delivered more than 200 learning events and gathered more than 12,000 alumni globally. To learn more about LNW please visit www.lnwprogram.org.