

The 2018 Public Safety Summit

Leadership in Turbulent Times

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LEADERSHIP FOR A
NETWORKED WORLD



The 2018 Public Safety Summit Leadership in Turbulent Times

As the pace and power of social, political, and technological change accelerate in the world, citizens and stakeholders expect everything to happen faster – including the transformation of public safety and policing organizations.

This pace of change also creates a turbulent environment in which policing leaders have to manage the “political economy” surrounding them – including the competing demands of stakeholder groups, the need for delivering innovative new policing models, and the mandate to improve public trust and safety.

At ***The 2018 Public Safety Summit: Leadership in Turbulent Times***, convened by Leadership for a Networked World and the Technology and Entrepreneurship Center at Harvard in collaboration with Mark43, public safety leaders showed how they have been able to improve operationally, learn valuable lessons about their communities, and begin to chart a pathway forward for modern policing.

At the Summit, leaders grappled with tough questions including:

- How and where can policing structures, systems, and processes support sustainable operations but also innovation?
- What innovative data, analytics, and network-enabled solutions can bring newfound speed and agility to public safety operations?
- How should recruitment, hiring, and training of human capital change, and how can organizational culture become an enabler of progress?
- Finally, how can public safety officials manage the political environment to ensure legislators, elected officials, and stakeholders are aligned?



This report synthesizes the key findings from the Summit. In particular, it contains special sections sharing insights on policing in a politicized environment and the promise and peril of predictive policing. The report also delves into two case studies highlighting leadership in public safety organizations striving to build capacity, introduce new policing models, and develop dynamic organizational cultures:

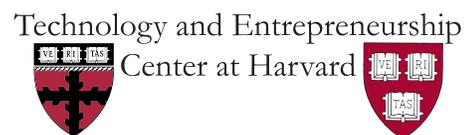
- In Washington DC Chief Peter Newsham and Deputy Chief Matthew Bromeland recognized that they needed to improve data available to both police and the public. By partnering with technology providers and creating a new civilian investigative team, the police department is better able to respond to crime and provide better information to residents.
- In New Zealand police have shifted to a community-centric form of policing that cuts down on volume in the court and provides resources to citizens to help them stay out of the system and find the services they need. The transformation from a prosecutorial view of policing to a community-driven one has led to many positive outcomes.

We hope this report offers new ideas, strategies, and insights to public safety leaders, their organizations, and their partners around the world.

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Reflections from the Executive Director



Dear Colleagues:

In a world where the legitimacy and trust in the institution of public safety is increasingly dependent on “keeping up with the times,” how can leaders adapt policing services? How quickly? And to what end?

These aren't necessarily new questions – society has been remixing and reformulating how we keep communities safe “since the dawn.” Yet what is new for our generation is the level of turbulence that marks our time. The social, technological, and economic forces reshaping our world are moving at an unprecedented pace. This convergence of forces demands response from public safety organizations. People expect change. Faster. Better. Now.

This demand is the charge we took up at this year's Public Safety Summit. Attendees travelled to Harvard with the need to transform policing top of mind. In fact, 73 percent of the attendees at the Public Safety Summit said they are under either significant or extreme pressure to innovate and improve policing services, and 89 percent ranked the importance of growing capacity in policing as “critical.”

We started our charge at the Summit by reflecting on the classic question the noted moral and political philosopher John Rawls posed: “*What would a just society look like?*” As we grappled with Rawls' question in the context of modern times, we centered on the idea that innovation and transformation in policing services should revolve as quickly as possible around modernizing mission and strategy, redesigning structures, systems and processes, and fostering the next generation of human capital and culture. Yet at the same time, innovation and transformation must be governed through the imperatives of equally protecting people from evermore complex crime, equally protecting access and equity in civil rights, freedoms, and liberties, and equally engaging with communities to define value and co-create trust.

Navigating this terrain falls squarely on the shoulders of policing and public safety leaders. This will require a high degree of experimentation and innovation, while managing risk and consulting with stakeholders and the public in a rigorous way. Policing can no longer afford to be secretive. ***Transparent innovation will be the hallmark of the most progressive policing organizations.***

This year's Summit cases exemplified the ideas of transparent innovation. New York City, Chicago, and Los Angeles are all moving forward with innovative analytic models – and all three affirmed the need to open up the innovation process, engage with communities, and synchronize newfound capabilities with public expectations. And as we found with the business model innovations in Washington DC and New Zealand, transparent innovation holds whether the innovation is “back office” or “front office.” New Zealand positioned their public-facing innovation within a “Prevention First” framing. Washington DC built up its internal capacity by opening up roles and decision-making to civilians. The success of all these initiatives was heightened by the stellar ability of policing leaders to engage the public in rigorous and authentic ways.



As we closed this year's Summit out, Nancy Koehn, the preeminent historian at Harvard Business School, spoke to us of the art of the possible. In turbulent times, Koehn noted, those given public trust must harness their cumulative experience, recognize that a moment has arrived that demands his or her leadership, and consciously decide to embrace the challenge.

I hope you decide to embrace the challenge of building the future of policing, and I sincerely hope the Public Safety Summit helps illuminate your journey.

Let's get to work,

Dr. Antonio M. Oftelie

Fellow, Technology and
Entrepreneurship Center at Harvard
Executive Director, Leadership for a Networked World
Harvard John A. Paulson School of Engineering and Applied Sciences



"In policing the next crisis has always been on the horizon, and inevitably there's turbulence that follows each crisis. It's most important that we deal with the crisis and the turbulence effectively, but that we also follow-up and prepare for the future."

"I learned that when the crisis hit, when the turbulent times came, it was important to stand up, take responsibility, address it head-on, tell the truth, share as much information as possible, and be as transparent as possible with your communities and with your officers as well."

– Kathleen O'Toole

Chair of the Executive Leadership Group, Commission on the Future of Policing in Ireland



Finding the Right Mix: Integrating New Technology and Fresh Perspectives to Enhance Investigations in Washington DC

Police departments face constant pressure to respond to increasingly complex crimes and public safety threats, while improving citizen engagement, stakeholder collaboration, and community outreach. To do so successfully requires new strategies and tactics to build organizational capacity.

Over the last several years, the Washington DC Metropolitan Police Department has embarked on a capacity-growing journey integrating new approaches to both human capital and technology. During their presentation at **The 2018 Public Safety Summit: Leadership in Turbulent Times**, Chief Peter Newsham and Chief of Staff Matthew Bromeland shared their story of collaborating with Mark43 to introduce new technology that provides real-time, essential data to their officers in the field and reduces the time spent on documentation. They also described how they simultaneously created a new civilian position for criminal research specialists to compile and analyze multiple streams of data to support detectives in the field in a timely manner.

Growing Pains

The Washington DC Metropolitan Police Department has 3,800 officers and over 650 civilian employees tasked with responding to the public safety needs of a large city that has only ballooned in size over the past ten years. Even as the number of high priority calls increases, the public continues to expect that police officers will respond quickly when called. DC's legal system also expects that the paperwork on each of those additional calls

“There are some really good people who want to serve in law enforcement and possess a different set of skills. Ultimately, we seek to hire talented people and make them proud to work for our agency by giving them an opportunity to do great things and solve difficult problems.”

– Peter Newsham
Chief of Police, DC Metropolitan Police Department

will be complete and detailed. That posed a significant challenge for an organization that was still handwriting reports with carbon paper as late as 2007.

The department deployed its first automated records management system in 2007. However, the functionality was limited. Then in 2012, the police department decided to deploy a full-scale records management system, but the results were less than ideal. Officers had to take a minimum of 40 hours of training to learn how to add reports, pull information, and otherwise do their jobs on the new system. The hours required for training to learn the system essentially equated to taking 70 officers off the street per year. And, in most cases, 40 hours of training wasn't sufficient. The system was cumbersome, difficult to use, and was not intuitive. It created more problems than it was meant to solve.

The public was also unhappy with the new system. Members of the police department were without large portions of their data for months at a time as it was getting onboarded to the new system. As a result, individuals were running into hurdles getting the information they needed to move forward and police officials had few answers.

Improving Efficiency Without Sacrificing Usability

The department turned to Mark43. The new company had previously worked with intelligence systems, but department leadership challenged them to create a system specifically designed for the needs of daily policing. Mark43 sent its entire management team to DC and embedded them in the police department. Technologists rode along with officers for hours each day, understanding how and why they do what they do. Officers themselves were also interacting with a demonstration version of Mark43's software, learning how to use features and also providing feedback on how it worked for policing.

After a year and a half, Mark43's solution was deployed within the police department. Training time on the new system went from 40 hours to half a day. Officers were able to complete reports more efficiently and more intuitively. Overall, the system was far easier to use and, as a result, the amount of time officers spent completing reports dropped considerably.

The new technology had an additional benefit. As the system was being deployed, the police department was faced with a hiring slowdown. Despite fewer resources, and because officers were spending far less time completing reports, they had more time to spend doing active police work, patrolling neighborhoods and building relationships with those in the community.

Creating a Support Team

Around the same time the department began exploring a new records management system, Bromeland started building an investigative support team. Working under the premise that modern investigations have become much more complex, this civilian team would help investigators make the most of the data and technology available to them for solving crimes. Bromeland started with a team of nine people with a strong technology background; he found a group of people in the community who were interested in law enforcement, but not necessarily interested in being officers. They were tasked with helping detectives and officers leverage internal data and analytics capabilities to bring new insights to investigations.

The investigative support team had to learn the 30 or so law enforcement systems and criminal justice databases utilized by the department. Those systems include the records management system, CAD system, radio



“Even the best technology is only as good as the people using it -- which is why investing in the right personnel is so critically important.”

– Matt Bromeland
Chief of Staff, DC Metropolitan Police Department

communications, geospatial data tracking, individual data intake, corrections, and the city's criminal justice portal, among many others.

At the start, detectives and officers were skeptical of the new support team. Many were unclear what the members of the unit could actually do for them. But as time passed and the unit began providing critical assistance, detectives soon realized how valuable the new unit would be as they conducted their investigations. For instance, shortly after the unit began operating, someone reported an armed robbery and a look-out for multiple suspects was voiced over the radio. While police were en route to the scene, the investigative support team began working. They were able to link up to the crime camera in the area and see who initially matched the lookout. They also pulled the alert from the gunshot detection system and were able to determine that there was a shot fired around the same time as one of the subjects appeared to brandish a firearm on the video. The team also pulled GPS ankle bracelet supervision data to see if anyone under court-ordered supervision was in the area - they were. The investigative team was able to follow the individual back to an apartment and sent all of this new information in real-time to police officers as they were pulling up to the scene. Within an hour, the individuals involved in the robbery were identified and arrested without further incident. The investigative support team had begun to build their credibility throughout the department.

The investigative support team's reputation for providing critical assistance with investigations became so well known that other departments and agencies in the area started asking for assistance from the team and have explored setting up similar units. The team has now grown to 15 positions.

The key for Washington DC was having talented personnel in place who understood the pain points police were facing each day. While they did not necessarily envision a career as a police officer, they still wanted to be involved with law enforcement and use their unique set of skills to pursue a career in public safety. According to Bromeland, finding these people meant being able to put technology tools to their best use. The organization realized new efficiencies in time saved and data management and were able to do so while improving public safety.

“Creating change in any organization can be a daunting task, but if you give your people the right tools and the right support to do their jobs more effectively and efficiently, they will embrace it.”

– Peter Newsham
Chief of Police, DC Metropolitan Police Department

Leadership Insights:

- **Integrating the Right Data is Imperative:** A police report doesn't occur in a vacuum. Police officers and detectives need to be able to quickly sort through myriad data and information and numerous systems in order to close cases and prevent crime. Simply entering information into a database or information system isn't enough. Having technology in place that can provide insights can help save lives and solve crimes. The right technology allows officers and detectives to do their job more effectively and efficiently.
- **Bringing a New Perspective Can Pay Dividends.** Those on the investigative support team may not be police officers, but they provide immense value to public safety. It's important to be willing to work with individuals who have additional skills that they can bring to investigations.



"We have to look at our outcomes in terms of community expectations, and make that something that we're able to use to shape how we teach, how we train, how we learn, and how we develop our policies."

– Sheree Briscoe

Major, Baltimore Police Department



Transitioning to Community-Centered Policing at the New Zealand Police

Strategic shifts made by the New Zealand Police are starting to attract international attention. In particular, a bold new policing model developed in 2009/10, which formed the centerpiece of an ambitious “Policing Excellence” transformation program, has been credited with significant reductions in crime and victimization, decreases in ‘downstream’ pressure on the criminal justice system, and reinvestment of freed-up officer time into further harm-prevention work.

Guided by a “Prevention First” operating strategy, a more mobile New Zealand Police workforce has achieved impressive productivity gains, and helped build enhanced public trust and confidence. During his presentation at ***The 2018 Public Safety Summit: Leadership in Turbulent Times***, the principal architect of this new policing model, Commissioner Mike Bush, introduced his organization’s shift from a prosecution to a prevention mindset, and from a largely offender-centric approach to one where the needs of victims are at the center of policing.

The New Zealand police department has approximately 12,500 officers serving 4.7 million people, and is on pace to increase its size to 14,500 over the near term. The department is unique in that it serves the whole country and doesn’t operate on a tiered system (e.g. federal, county, municipal). Instead, they are able to operate without some of the jurisdictional hurdles that can complicate public safety in other countries.

In 2008, the police department was under significant pressure. The Global Financial Crisis put a crunch on government budgeting, which meant fewer resources for policing. The department was also under public and political scrutiny for questionable tactics during a high profile anti-terror operation. At the time, the New Zealand police department was also reliant on a prosecution model of policing, which required a high level of resources, but was not working well. The public had questions, there were increased reports of crime, and the department had few obvious wins it could point to.

“You put prevention at the front of what you do and what you think, and that will make a difference throughout.”

– Mike Bush
Commissioner, New Zealand Police

Going Back to Go Forward

Bush was promoted to his role during this troubled period and was tasked with finding a new model to help the department improve. In order to do this, he started researching the policing models used by other departments worldwide. Bush also started looking at historical material on policing and through that work found the basis for New Zealand's current model. In 1829, Sir Robert Peel was credited with developing the Principles of Policing - nine precepts for how to run an effective police department. The bulk of those ideas were about maintaining a strong relationship with the community instead of viewing each individual as a potential troublemaker.

A New Operating Model

Bush identified three core components of his new operating model that are designed to facilitate the cultural shift from prosecution to prevention, from policing as warriors to policing as guardians.

1. **Identify factors driving crime.** Bush and his colleagues set about identifying what specific issues were leading to crime. They identified structural problems like organized crime as well as social issues like substance misuse. By being able to create a specific problem set, they could also work through ways to address those problems and reduce the demand for crime.
2. **Deploy targeted interventions.** Once the problems were identified, Bush and his team created a framework around how best to deploy existing police resources to cut down on the motivation and opportunity to commit crimes.
3. **Change organizational mindset.** The final pillar of the new model is the most important as it required not just buy-in from every officer but also changed how the department viewed the public. Police officers would be tasked with rethinking how they view potential offenders, with an eye toward working with them instead of just prosecuting them. The change in mindset also had to happen at the government level in order to align policymakers and get support. Doing this requires managing and communicating up and down the chain of command with a clear and consistent message.

The shift to community-centered policing started paying off in small ways. Police officers were working with people to get them the resources they need rather than writing up tickets citizens couldn't afford and daring them to figure it out on their own. The new model also places a strong emphasis on crime prevention. If the police department becomes a place where people can get help before they act out, the overall rate of crime goes down and public trust in the institution goes up.

Putting the Model Into Action

It's one thing to outline how an organization should operate; it's another thing to actually make a new model work. Once Bush and his team had outlined the three pillars they would use to change the organization, they had to set about making that change. To drive change, the department began leveraging technology in new ways to help individuals find resources, to help police in the field provide support to citizens, and to reduce demand on the justice system by finding solutions that didn't mean sending every case to court.

A big part of the change in mindset at the police department was giving officers new tools and empowering them to use their own discretion in terms of when to prosecute. That doesn't mean letting a robber off the hook. But, it might mean that an officer could help a single parent in peril get documentation or access to public services, rather than writing a summons.

In addition to introducing enabling technology, Bush focused on helping officers become more empathetic. The

"How did we bring the entire organization, who thought like I did, into the 21st century? Dealing with their mindset."

– Mike Bush
Commissioner, New Zealand Police

police department refocused its mission statement around a sense of community spirit and caring. From there, leaders worked to ensure that everyone throughout the organization knew and understood this mission. Bush worked with officers to help them connect with individuals and understand how circumstances might send someone into harm's way. Instead of putting offenders on an escalator path to court, the goal was to seek alternatives to prosecution.

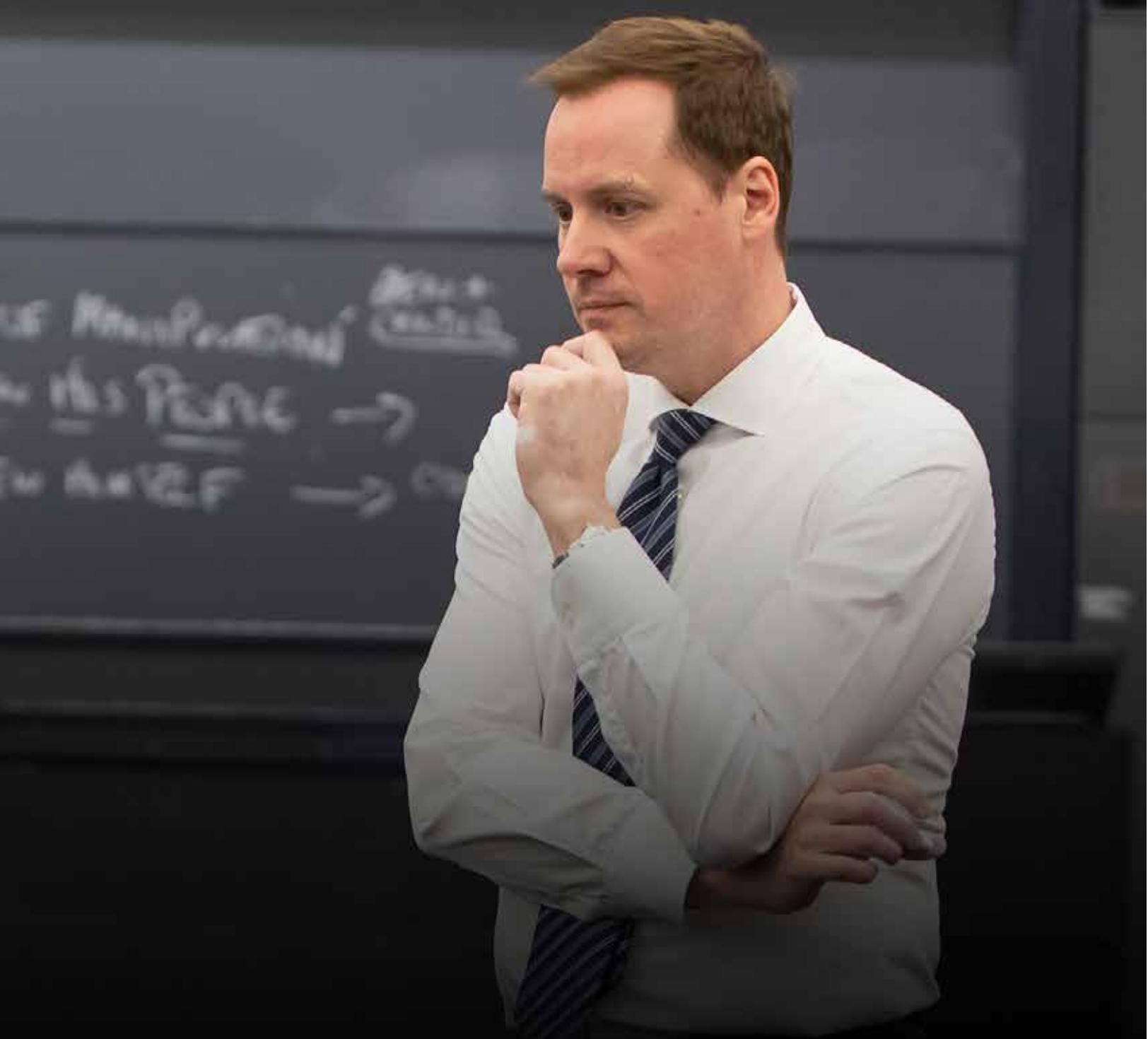
The focus on empathy and understanding also led to the rise of restorative justice approaches. The police department borrowed from the tribal models of the indigenous Maori people to create a program called Iwi Justice Panels. Rather than sending people to court, offenders can go to an Iwi program which attempts to understand why someone is offending and help them find resources that will help them avoid new charges. New Zealand now has 40 of these panels spread throughout the country.

“Don't blink, just go. Be relentless. We have to be relentless about the change. The moment you lessen off people go back to the old ways of doing things. As a leader, you have to champion change all the time.”

– Mike Bush
Commissioner, New Zealand Police

Leadership Insights:

- **Be Willing to Lead Fundamental Change:** Bush didn't just add another crime reduction program to New Zealand's police force. The department didn't adopt broken windows policing or add capacity to corrections. Instead, the department fundamentally changed how it views its relationship with the public and in turn how they serve the public. Policing of the future will require a willingness to make broad and deep changes in organizational models.
- **Identify the Drivers of Crime, Not Just the Perpetrators:** In order to create an effective response, police departments need to understand the circumstances driving crime in a given area. Arresting individual perpetrators will not cut off the demand for crime if it is a structural or systemic issue.
- **Blend Technology with the Human Factor:** Technology is a tool that can help provide additional information or resources to officers in the field – to allow them to spend more time out in communities than tethered to stations - but the mobile devices should not become a barrier between police and the public they serve. The challenge is harnessing the power of digitization and technology, while at the same time retaining the humanity of officers.



“One of the challenges leaders have is to bring people from different places together around a problem and encourage them to subordinate individual goals and objectives to the superordinate goal. As a leader, can you get people to do that?”

– David Ager

Senior Fellow, Executive Education, Harvard Business School

Insight Session: The Role of Policing in a Politicized Environment

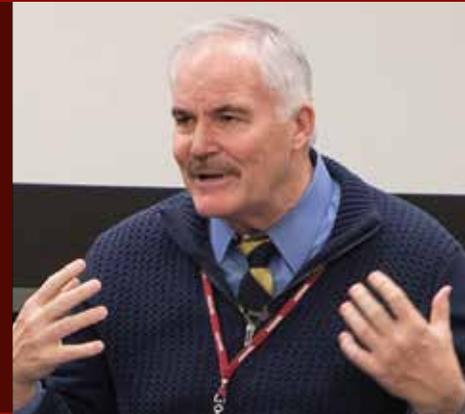


“I think that it’s inevitable that the police are going to get involved in politics just because the issues that we contend with are political issues whether it’s incarceration, or gun control, or sanctuary cities....”

– Brandon del Pozo
Chief of Police, Burlington Police Department

“We are absolutely, presently living in a 24/7 news cycle world. Think about the impact social media has on communication whether it’s political or otherwise. This is a new landscape for us and whether the issue is immigration or guns, or marijuana, these are highly-charged political issues that we’re going to find ourselves in the middle of. And so, we need to stake out what is important to the community’s safety, to justice, to crime fighting, and make sure that the positions that we take and the things that we say are based in our responsibility.”

– Tom Manger
Chief of Police, Montgomery Police Department & President, Major City Chiefs Association



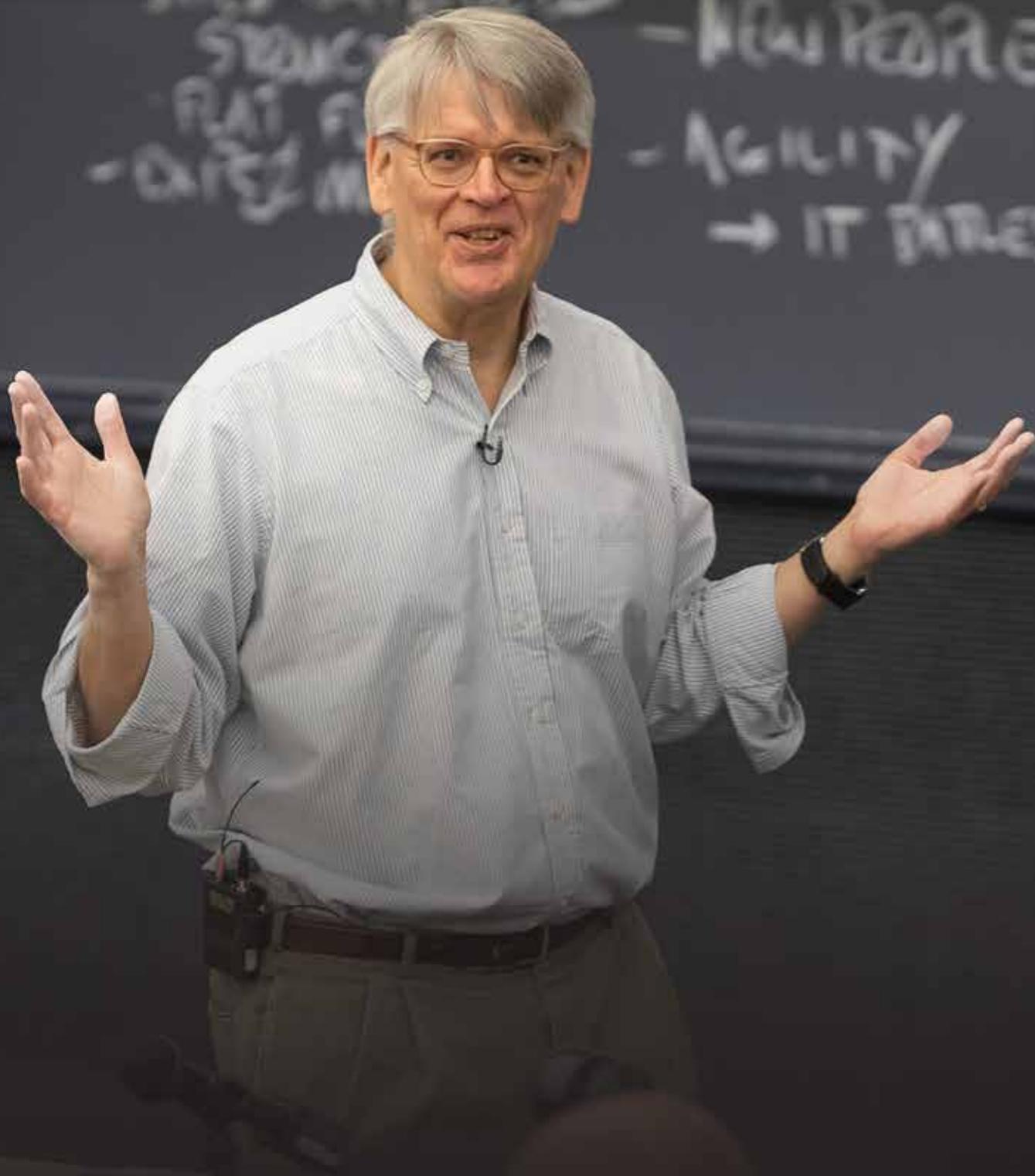
“There is a position for us in law enforcement to take a leadership role in our community, and quite frankly, I’ll say from a sheriff’s perspective, to sometimes push back against policies that we believe are a detriment to the quality of life in the community. You can’t just run the middle ground all the time. At some point, we are appointed or elected to be leaders and we have to stand up and lead. Which means sometimes, you’re going to be uncomfortable and you’re going to say things that people don’t agree with. I’m okay with that.”

– Jerry Clayton
Sheriff, Washtenaw County

“Our effort in policing and for police chiefs is largely about the restoration of trust. We are nonpartisan as police chiefs, so we absolutely have a responsibility to go into every community, into the homes, the neighborhoods, the businesses, out where the people are, and establish trust.”

– Sylvia Moir
Chief of Police, Tempe Police Department





"How 'hot' can your organization run? How much change and growth can your people handle? As a leader, part of your role is to enable people to 'turn up the heat,' and increase their capacity to change and transform."

– Thomas R. Eisenmann

Howard H. Stevenson Professor of Business Administration, Harvard Business School



Launching a Predictive Analytics Initiative: Ten Key Leadership Insights

As demands for greater policing accountability and outcomes continue to increase, police departments across the nation are embracing predictive analytics to not only increase efficiency in operations, but also improve crime prevention and response. Yet with all the potential, most leaders struggle with critical start-up questions such as: How do we start? Where should the methods be applied? What is the impact on the community? How do we test and scale the initiatives?

During *The 2018 Public Safety Summit: Leadership in Turbulent Times*, Evan Levine from the New York Police Department, Jonathan Lewin from the Chicago Police Department, and Sean Malinowski from the Los Angeles Police Department shared lessons learned on implementing emerging data science and “predictive policing” into public safety strategies. The following synthesizes some of the most important leadership lessons learned.

1. **Forge a diverse team to lead the effort.** Civilian analysts can help train police chiefs on the daily practice of analyzing data from cameras, maps, and other technologies, and incorporating it into resource deployment. For example, in New York City, Chicago, and Los Angeles, analysts helped create maps, interpret data, and suggest inputs. However, once trained, policing leaders led daily discussions interpreting the data and informing analysts on how to refine algorithms. Police leaders need to understand inputs on algorithms, and have the freedom to reject illogical suggestions. Hiring analysts internally (with proper training) can also be a good idea, for police priorities and understandings of problems may differ from the ideas of a civilian analyst or researcher.
2. **Build algorithms that are tailored to community challenges.** In Chicago, an algorithm used to identify people most at risk for future violence relies on only 11 variables based on criminal arrest records. Down from an initial list of 55 variables, this model is agile, and does not include race, gender, or ethnicity in the equation. Panelists also mentioned using type of shooting, place of crime, or seasonal data as significant

variables in their algorithms. There is no “one size fits all” algorithm, an important consideration for any department looking to hire a vendor. Questions a policing leader should ask a vendor include how the algorithm would work in their area, and if vendors will run the department data against the proposed algorithms to test reliability.

3. **Engage stakeholders and communities early in the process.** Panelists lamented that they did not garner enough public support before launching predictive policing efforts. As a result, some citizens were confused about the purpose, and vulnerable to media messages that stoked fear. Sharing plans and gaining feedback from police conduct review boards and the public can ease fears and implementation. It is important to be able to detail what the analytics are looking for, such as patterns and repeat offenses, and not that it is guessing when someone might be involved in a crime. Naming predictive policing as a crime reduction tool or an intervention tool, rather than an enforcement tool, sends a clear message around purpose and can garner more public support.
4. **Implement a 360-feedback loop focused on continuous improvement.** Crime-forecasting software and shot-detectors can send information to on-the-ground police immediately. In turn, police with mobile technology can provide immediate feedback. It is important that front-line officer ideas, concerns, and suggestions about algorithms are acknowledged and incorporated into future decision-making by leadership. Such a process promotes constant analysis and refinement of what is working. Community data should also be re-analyzed at regular intervals to ensure that any force deployments still make sense. As patterns change, it is important to have processes in place to ensure that the new information is integrated into decision-making.
5. **Harness insights for reallocating police resources.** Using tools like geospatial technology and heat mapping, departments can get a sense of where crimes are happening frequently and deploy resources accordingly. Situating front-line police in centers at “anchor points” or zones where crimes are “hot” enables daily data discussions to have greater relevance and allows swift action on the front lines. This action then frees up resources to be applied to prevention efforts and community-engagement strategies.
6. **Leverage outside evaluators for important feedback about the use of technology and data.** Police departments that have a history of discriminatory policing or problematic prosecutions can leverage outside organizations like local universities to provide independent feedback. In this way, organizations can use past data without fear of it being tainted by old ways of policing. Outside observers may also be able to provide new insights that are not immediately obvious to officers who spend their days on the front lines.
7. **Guard civil liberties and constitutional policing through transparency.** Democratic process is critical, and protecting civil liberties is imperative. Transparency of strategy, methods, and actions is important to not only protect the constitutionality of policing methods, but also to build public trust. For example, Chicago is releasing their algorithm, sharing the model in a two-page public explainer document, and showing communities how they use insights from data. They are posting anonymized data publicly on a website dedicated to the project and framing it as a violence-reduction strategy. Data analyzed by a major Chicago newspaper confirmed their results, which lead to greater public awareness and support for the initiative.
8. **Prepare for pushback, and remember whom you are serving.** In many cities, civil rights organizations or activists that dominate the press have raised concerns about policing technologies as potential civil rights violations. Panelists urged dialogue with communities to serve as an antidote to discouraging pushback. Only a small percentage of people commit crimes, but a small number can devastate neighborhoods. Many residents in such “hot spots” are grateful for cameras and want more crime-reduction efforts. Independent polling and other data points can also present a more nuanced or informative view of how the public views and interacts with police.



9. ***Develop partnerships to improve broader safety outcomes.*** Chicago recently received a grant to monitor what other stakeholders are doing that can support crime reduction efforts. Measuring economic investments as well as the work of other city agencies to see “what works” can help police optimize their own efforts. Panelists also recommended supporting the adoption of next-generation technology outside of the police department. As many cities and counties work through upgrades to 911 systems to handle voice, data, and text calls, it is important to find ways to work with that part of the public safety apparatus. The additional data can be valuable to incident response and providing guidance on data management can ensure operational efficiencies throughout emergency responses.
10. ***Foster an internal pipeline of analysts to enhance the future of predictive policing.*** Predictive policing has faced allegations of race, gender, and class bias, and artificial intelligence is dependent upon inputs selected by individuals. Police departments concerned about creating models that embrace diversity can seek partnerships with local organizations and schools to engage students in this work as a career pathway. Particularly helpful will be individuals of diverse racial, religious, socioeconomic class, and gender backgrounds to help develop models that are as bias-free and tuned to community needs as possible.



"I really thought that I was an island all by myself. Coming here and meeting the people in this room going through the same exact things as I am, was really a great learning experience. And I don't know what I valued more, learning versus networking and the human capital."

– Kerry Gilpin

Colonel, Massachusetts State Police

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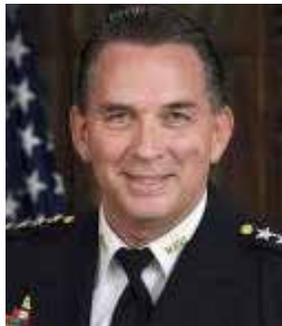
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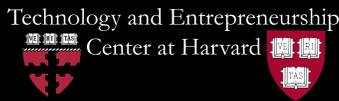
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"Police officers are the finest people I know. They will solve a problem."

- Henry "Hank" P. Stawinski III
Police Chief, Prince George's County, Maryland



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The Technology and Entrepreneurship Center at Harvard (TECH)

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Mark43's mission is to empower communities and their governments with new technologies that improve the safety and quality of life for all. The Mark43 platform unites a set of software tools securely in the cloud, already delivering 80% efficiency gains in reporting to officers on the street. With a vision to reinvent the lifecycle of public safety data, we continue to build new and unique products. Mark43 is based in New York, with offices in Los Angeles and Washington D.C., and has been recognized as the new leader in law enforcement tech by Forbes, CNBC, the Wall Street Journal, Fox Business News, and CNN. Learn more about us at www.mark43.com.

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