MICHAEL A. WOOD JR.

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Wednesday, January 13, 2016

Chicago Police Board
c/o Executive Director Max A. Caproni
30 North LaSalle Street, Suite 1220
Chicago, IL 60602

Dear Chicago Police Board:

I am submitting this application for Superintendent of the CPD, because for years, I have been preparing for the challenges that face policing right now. A Pacific Standard piece titled, *The Guidebook for 21st Century Police Work*, is about my work, beginning half a decade ago, fighting for equality, justice, and professional policing, as well as solutions in anticipation of the problems surrounding police legitimacy. The need for skilled management was something I recognized very early on and that is why I changed my scholarly studies to management, education, and information technology. I have demonstrated, on an international stage, the highest standards of integrity; I work with diverse populations on a level of intimacy that no other law enforcement leader does; I have spent my entire adult life performing exemplary leadership, from both superior and subordinate perspectives; I have demonstrated application of administrative, budgetary, and strategic management skills and dedicated myself to their scientific study; I have the attributes which qualify me to be the executive director of the CPD in the 21st century, but it takes more than that.

I represent a revolution in police reform. I represent a paradigm shift. I see the policing model as irrational, the goal is to stop crime; however, we measure that by how many people are arrested for crimes. This is a model that has no motivation for success, as its success would defeat its purpose. Policing must be reformed to be incentivized for success and justice. My dedication goes beyond academic and professional endeavors, I feel a deep moral imperative to end the cycle of violence, bring humanity into policing, reimagine what public service is, and clarify what defines a hero. I have spoken much on the subject, demonstrating the transparency, empathy, knowledge, understanding, public speaking, and leadership demanded for contemporary policing. More details are readily available on the internet from interviews, documentaries, and articles. If you have questions, please email me at ████████████████████████████████. I look forward to hearing from you soon.

Let's Make History,

MICHAEL A. WOOD JR.

http://www.psmag.com/politics-and-law/the-guidebook-for-21st-century-police-work
http://www.michaelawoodjr.net

Michael A. Wood Jr.

https://www.linkedin.com/in/michaelawoodjr

SUMMARY

Motivated and accomplished leader with a passion for effective management and game-changing leadership. Artful in leveraging team strengths and overcoming real world management challenges in extremely high stakes environments. Adept at navigating deadlines, withstanding political pressure, and meeting funding obligations. A moral imperative drives me to transform policing into being a tool for justice and a voice for the voiceless. Evaluated by Insights® Discovery to be a reforming director who "[has] rigorous standards that typically take precedence over his own and others' personal needs…[and] is a natural manager and finds himself in command through his ability to plan and keep both long and short-term objectives clearly in mind."

EDUCATION

Doctor of Philosophy in Business Management – Management Education   2015 - present
Capella University, GPA 4.0

Master of Science in Management – Information Technology   2015
Kaplan University, GPA 4.0

Criminal Justice Leadership Certificate   2011
University of Maryland University College

Bachelor of Science in Criminal Justice – Law Enforcement   2010
Kaplan University, GPA 3.99, Summa Cum Laude, President's List

Intelligence Led Policing for Rural Law Enforcement Executives   2010
Department of Homeland Security

Multijurisdictional Counterdrug Task Force   2010
St. Petersburg College, GPA 4.0
   Focus: Ethics, Patrol / Highway / Airport Narcotics, Surveillance, Interrogations

Criminal Justice Coursework   2004
Baltimore City Community College, GPA 4.0, Distinguished Scholar

Skills and Leadership Training   2001
Marine Corps Institute
   Focus: Nuclear / Biological / Chemical, Communication, Tactics,
       Leadership, Justice, Corrections, Et Cetera (50 undergrad courses)

Skills and Leadership Training   2001
Army Institute of Professional Development
   Focus: Civil Disobedience, Physical Security, Leadership, Intelligence, Training,
       Public Affairs, Installation Security, Et Cetera (82 undergrad courses)

PROFESSIONAL EXPERIENCE

Police Reform Researcher, Publisher, Author, and Presenter   2010 - present
Police Leadership Association and Law Enforcement Against Prohibition

Police Management, Law Enforcement, and Investigation   2003 - 2014
Baltimore Police Department, Baltimore, MD

Anti-terrorism Security Team Sergeant   1997 - 2001
United States Marine Corps, 2nd Fleet Anti-terrorism Security Team

MEMBERSHIPS

- Golden Key (Scholar), Alpha Beta Kappa (Scholar), Alpha Phi Sigma (Criminal Justice), Delta Mu Delta (Business) Honor Societies Member, Fraternal Order of Police, Police Benevolent Association, and L.E.A.P.

PROFESSIONAL ACHIEVEMENTS

- Mentored and created teamwork environments that increased output and holistically enhanced the quality of life for rank and file.
- Communicated to people across the world through multimedia documentaries, interviews, radio, public speaking, television appearances, social media influence, and more.
- In order to achieve goals, worked effectively with outside entities such as; military branches; CIA; FBI; other federal agencies; local law enforcement, and that of surrounding jurisdictions.

Police Reform

- Set the direction for the international conversation on what police reform should look like.
- Researched, authored, and published (both print and e-book) authoritative and comprehensive guides for police leadership development which are utilized globally and contain preventative measures for handling emergent problems of police legitimacy.
- Continue to work with diverse populations and interest groups to develop a community-driven committed philosophy of policing, founded on scientific evidence about crime causation and other social problems, as well as empathy.

Baltimore Police Department

- Revolutionized the organization of Human Resources' Medical Section of the BPD, and was recognized for implementing complex projects that spanned the entire city of Baltimore.
- Integrated the medical monitoring of personnel into the CitiStat resource management model through creative technology utilization.
- Developed strategies and led initiatives to improve performance and efficiency, reduce overtime, and medical use/abuse.
- Ensured adequate staffing enhanced safety, consistent management records, audited for deficiencies, and improved inter/intra de,partmental cooperation.
- Managed the administration, budget, and strategy of millions of assets in the Baltimore Police Supply and Logistics sections, outfitting and equipping the entire agency.
- Established departmental policy for medical, HIPPA, recordkeeping, leave abuse, state court liaison program, police officer court attendance, and more. Updated departmental policy, procedure, and standard operating procedure for human resources, logistics, juvenile and adult booking, violent crime, and major case units.

United States Marine Corps

- Led a fourteen-member Marine anti-terrorism team in site security, force protection, crowd control, close quarters battle, embassy rescues, and more.
- Coordinated and led training of new members, local law enforcement, and Navy Security Forces, and received the Navy and Marine Corps Achievement Medal for the exemplary execution of tasked missions.

LEADERSHIP GOALS

- To transform policing with evidence-based solutions for crime reduction, human empathy, justice, and ethics.
- To morally restructure the metrics of police management to incentivize the search for truth and justice, service to the community, and be guided by community authority. I envision an agency in which police officers are not rewarded by traditional metrics such as: arrests; citations; expeditious call handling; pushing of problems over arbitrary boundaries; downgrading crime severity or extent; micromanagement; maintenance of the "blue wall of silence.", Rather, I strive for an institution where members are motivated by: investigating the causes of crime; knowing community members' names; obtaining resources to improve the community; taking up educational efforts to improve performance; and finding solutions that place arrests and lifetime involvement in the criminal justice system as a last resort.
- To trust in the community and cede control over the direction of the agency to the people; to make it so that a key question that has never been asked, must be continually asked: What do you want your police department to be? How do we get there? What are we willing to accept to get there? I ensure that officers take that direction, and am accountable to the people for success toward their goals.
- Use individualized methods to create an atmosphere of trust where employees can provide honest and valued feedback, especially in regards to police corruption.
- Encourage team members towards cohesion and mutual dependency to increase efficiency and reduce expenses.
- Integrate management sciences into the CJ system and organizational operation.
- Invest and focus on continuing rigorous research to advance the quality and efficacy of police work.
- To walk, as the head of a police agency, with no badge, no gun, and no uniform, in the most opportunity deprived neighborhoods, because it is understood that the interests and goals of the weakest among us are that which I, and my agency, fight the hardest for.

CPD Superintendent Essay Questions

Wood Jr., Michael A.

Police Board – City of Chicago

Application of the Position of Superintendent of Police

Executive Director Max A. Caproni

1/13/2016

CPD Superintendent Essay Questions

1. What does accountability mean in the context of policing?
- *What are the best practices for early warning systems for police officers?*
- *How do you assess and address bias-based policing? How does the message get articulated to the police force and executed throughout the organization and down to the level of officers on the beat?*

The badge bestows unique powers to provide authority to the enforcement of our society. With the daily operations of policing, the politics, career developing, and training, it is easy to forget about where that unique power comes from, the people. Accountability means answering to those who entrust us with the ability to make life and death decisions. Accountability means doing everything we can to discover the root causes of criminality and fighting those causes. Accountability means insisting on independent review with issues ranging from policy, to use of force investigations, contracts, goals, and more. Accountability means engaging openly and transparently with community organizers and activists.

Early Warning Systems

A consensus is being reached in the research about one tool of accountability, early warning systems (EWS). Often a critical element of Department of Justice (DOJ) consent decrees, EWS monitor multiple indicators or red flags for patterns which indicate a need to intervene. It is imperative that reliable data is entered into the system because early warning systems use this data to attempt to predictively intervene when patterns are revealed. The patterns indicate escalating potential for problematic behavior and monitor for changes. The early warning systems have some dramatic examples of success and are even, quietly, viewed favorably by police officers who have participated (Walker, Alpert, & Kenney, 2001). Continually updating the criteria and algorithms, providing opportunities for community involvement, and allowing scientists and researchers access to the information should be a hallmark of the program.

There is no excuse for the absence of a robust early warning system. A majority of all groups of Americans support early-warning systems for police officers (Weitzer, 2015, p. 478). Early warning systems were "endorsed by the U.S. Civil Rights Commission in 1981, the International Association of Chiefs of Police in 1989, the 1996 Justice Department national conference on police integrity, as well as private organizations" (Hughes & Andre, 2007). The most important best practices are, that the system must be open to avoid the inherent distrust of internal investigation; there must be investment committed to the high maintenance of the system, in conjunction with high standards of department wide accountability. These high standards of accountability benefit one another throughout an agency. The one place where broken windows policing may work, is internally.

Bias-based Policing

The lack of data is a recurring theme in criminal justice issues, which is precisely why we must heed the call to open up data and bring science to policing. The lack of data is evident in the best practices for assessing and addressing bias. There are not any. Just going by the research, it can be argued whether or not racially biased policing exists at all; because there are vested interest in both conclusions. What is clear is that select groups, especially black and Hispanic, perceive the bias and expect that police will be confrontational or unjust (Zhao, Lai, Ren, & Lawton, 2015, p. 396). This expectation of distrust erodes police legitimacy and has far reaching effects on civilian and police relations. The best answers right now are bias testing and implicit bias training.

There is not enough evidence for me to support bias testing such as the Implicit Association Test (IAT), because it is an attempt to regulate and change human *thought*, which is beyond the scope of a police department. However, it is of the highest priority for a police department to regulate and change the human *behavior* of its officers. We must educate our officers on the dangers of bias and how hyper segregation, geography, past profiling data,

housing laws, food deserts, cultural influence, and more contribute to unintentional bias that we must understand, confront, and purposefully correct. Implicit bias training is a promising part of that education, but implicit bias training must be tailored to avoid an inherent danger in the misapplication of its lessons. Much of criminal justice philosophy does not focus on and anticipate the harms of unintended consequences. A recent Washington Post article highlights this in explaining implicit bias training in Baltimore. To tailor the message to police, examples of the dangers of overlooking those assumed to not be dangerous are used to explain how bias can make officers less safe. The emotional appeal to the officer's desire to go home safely, is specifically preyed upon to use fear to drive the dropping of bias; however, the dropping of bias is to fear everyone as much as those we falsely fear because of in-group/out-group human nature (Zapotosky, 2016). That fear based thinking is what has led to police feeling attacked, defensive, and perpetually in danger, despite a historically safe era for American police. Conversations about these issues must be incentivized and tracked, so we can begin to have an honest evaluation.

Communication

For the Baltimore Police Department, I used remote PowerPoint presentations to convey intelligence, training, command messages, and so forth in a continuous loop in the district. There are better streaming options that exist now; and it is relatively easy to put the message into the hands of every officer at any moment with readily available technology. The challenge lies in getting veteran command staff to buy into the change. This change represents a shift away from everything that got them where they are. It would take an incredibly understanding person to make that shift easily. This is where we have to step up and establish policy changes and incentives which support and encourage leading the nation in police reform. These changes must be institutionalized "in training, codes of conduct, performance evaluations, rewards and punishments, and in the police subculture" (Weitzer, 2015, p. 479).

2. Chicago has tried a number of strategies to reduce the rate of shootings, homicides and other serious violent crimes. What are the most effective methods of achieving reduction in these categories of crimes, and how would you effectuate them in Chicago?

Chicago and cities all around the nation have tried a number of strategies to reduce serious violent crime, but they have all involved different ways of combating the symptoms of crime through the criminal justice system and incarceration. What have discovered that this does not work; we must change the paradigm of what policing looks like. We must combat violent crime, and all other crime, by focusing on three approaches simultaneously, changing the battle to one against the root causes of criminal activity, creating a heavily resourced and trained investigations bureau tasked with justice for victims, and providing opportunities for serious introspection of what policing has been.

Root Causes

The evidence is becoming quite clear crime should be approached as a public health crisis. A psychologist who runs the Violence Reduction Unit in Glasgow did just that. Glasgow was deemed the murder capital of Europe for averaging approximately 70 homicides per year. Since Karyn McCluskey has been running that unit and treating violent crime as a public health crisis, homicides in Glasgow are down to 14. If the mission of police is to dismantle crime, then we have to recognize the science that crime is a public health issue. Preventive measures are not prison cells, they are leading the charge for lead testing and elimination, remedying food deserts, and serving the community by making the criminal justice system the absolute last resort. Partnering with health departments, public organizations, and other resources to focus on the issues that foster the creation of low socio-economic opportunity, and low-socio economic opportunity crime is the most preventable type of crime we have. For instance, the link between hyper-segregation, redlining, and crime is undeniably present, exceptionally so in Chicago and

Baltimore. The root cause of the crime is not the human being born into hyper-segregation, it is the hyper-segregation, which is what we should be focused on for preventive measures.

Dedicated Investigation

Where we fail at preventive measures, we turn to a highly trained and resourced investigations division. Resources cost money, but there is a way to bring the resources against violent crime without increasing the budget and this method coincides with fighting the root causes of crime and rebuilding community trust. The solution is to divert resources to analytical tools of investigation and to combat violent crime, not petty crime and consensual adult agreements. The literature, global best practices, and non-profit groups, such as Law Enforcement Against Prohibition, support that at a very minimum the de-prioritization of enforcement is needed for certain offenses where the harm of the response is greater than the harm of the offense. Such offenses include, "consumption of alcohol on the streets, marijuana possession, disorderly conduct, trespassing, loitering, disturbing the peace, [and] spitting (Elzie, Sinyangwe, McKesson, & Packnett, 2016). Equipment, overtime, incentives, personnel, and more shall be diverted so that detectives have the skills, training, time, and community trust necessary to focus on justice and providing for victims of violence.

Introspection

Police must be introspective when it comes to prejudice. Actions become inherent, such as racial profiling, et cetera. The only hope is for strong mandating and peer influence to overcome prejudice actions (Wood Jr., 2012, pp. D-92).

We have to recognize that biased policing takes place, making the subjects of bias anticipate negative encounters. The expectation can translate to a negative encounter and then, in effect, the prophecy is fulfilled and becomes further reinforced. Reinforcement of the encounter is spread among the community, creating a cycle of perceived and actual despair (Najdowski, L., & Goff, 2015, p. 475). The effect of despair contributes to the daily trauma invoked upon the biased and this has historically eroded the community trust. Tragic, by itself, the trauma of biased

treatment contributes to crime because it also has a self-fulfilling prophecy for the human being behind the badge, who unconsciously confirms their own bias. A confirmation of this bias leads to increased attention upon the biased and dramatic disparities in criminal enforcement. Baltimore increased arrests and stop & frisks during an era in which I was a street cop and narcotics detective. I witnessed, first hand, the policies in action. The increased attention goes where increased police attention always goes, the places where those biases were confirmed, for America, the darkest and poorest among us, reflected in the staggering disproportionality of police stops. This is true in New York City, Baltimore, and Chicago. When reflecting on the most effective methods of achieving reduction in violent crime, an earlier writing of mine analogized the concept in regards to the crime rate in Baltimore:

> Think of fighting crime like mowing the lawn and grass represents crime. The proponents of an aggressive response, develop big and strong lawn mowers to chop down the grass. They may be good at it, they may be great at it, but they only see with blinders on. They hate grass, mow down grass, and store the clippings in a bin away from the land. What they are not seeing is that their big and strong lawn mower is towing a spreader full of fertilizer and seeds. The fertilizer contains lack of opportunity, poor socioeconomic conditions, institutionalized racism, breaking down of families, hopelessness, over charging, power imbalances, corruption of justice, militarization, housing segregation, feeding of the prison complex, a war on drugs, and more. They rarely, if ever, stand back to notice that they are making the situation worse in the long term. (Wood Jr., 2015)

While many factors influence crime rates, NYC, Baltimore, and Chicago see this reality contribute to increases in violent crime after an incarceration delay and the proliferation of the perception cycle. Further confirming that this system is a significant contributor to the causations of crime is the evidence of the exact opposite being true. Partly done out of retribution, the NYPD has seen previously unfathomable low arrest rates and decreases in proactive enforcement

result in new record lows for violent crime. Police actions of the past, influence the violent

crimes of today and tomorrow because certain actions increase the lack of socio-economic

opportunity that formulates the conditions ripe for criminal activity. An honest endeavor to attack

crime, demands that we change the easiest aspect of crime causation, ourselves.

3. There have been a number of recent highly publicized issues involving use of force by police officers both in Chicago and around the nation. Please discuss your philosophy regarding:
- The use of force by the police;
- Investigations regarding police use of force (appropriate investigative body, transparency, timing, independence of investigators versus internal department investigation, etc.); and
- The so-called "militarization" of modern police departments.

Use of Force

The most serious use of force is deadly force, as there are no amends possible for mistakes in its application. For the use of firearms it is rather inexplicable why we do not utilize the United Nations Basic Principles on the use of Force and Firearms by Law Enforcement Officials, Principle 9, which states:

> Law enforcement officials shall not use firearms against persons except in self-defence or defence of others against the imminent threat of death or serious injury, to prevent the perpetration of a particularly serious crime involving grave threat to life, to arrest a person presenting such a danger and resisting their authority, or to prevent his or her escape, and only when less extreme means are insufficient to achieve these objectives. In any event, intentional lethal use of firearms may only be made when strictly unavoidable in order to protect life.

The keyword is "imminent," - the threat must be imminent, not just feared to exist. We must prioritize the human life of our people and have an empathy level which demands that police officer hesitate long enough to confirm an actual threat. It is essential that the police culture understands that heroes hesitate, that's what makes them heroes.

Nobody really knows how many people are killed by police each year in America because of the lack of reporting accountability (Amnesty International, p. 4). The Guardian places deaths from police in the U.S. during 2015 at 1,138 (The Guardian, 2016), that may be right, but the idea that a foreign newspaper does a better job than law enforcement is embarrassing. The details of use of force must be transparent in order to study honestly, report

openly, and establish the best practices. We are going to have to provide the data, voluntarily. Additionally, the metrics and training must be structured to prioritize and incentivize de-escalation.

Investigations

This is a difficult subject that I have wrestled with. The paradox is that skilled and practiced, and disinterested investigators are needed to investigate, but the major pool for that talent resides in the criminal justice community. The easy solution is to call for outside police and maybe that is a stop gap, but it is not the needed disinterested investigator. It would remain impossible to avoid the reality that what reflects poorly on the *investigated* police will still have ramifications for the *investigating* police. To take a step forward toward the goal of a disinterested investigator, a civilian oversight board should be developed. The board would work with a reputable group of investigators who have broken from the criminal justice culture, such as Law Enforcement Against Prohibition, to create a solution that can allow complete transparency to the board, treat police as all other homicide suspects or to a higher standard, contribute to the continual revising of bias training, departmental policy, and procedure to discover the next step.

What happens to those investigations is also a problem, highlighted in the Mike Brown and Tamir Rice death investigations. The intimate relationship between police and local prosecutors is obviously not conducive to justice when it comes to seeking justice for victims of police misconduct. There are many angles to approach the concern from and a combination is the goal. Lowering the standard of proof for DOJ investigations by changing the "willfully" deprive civil rights requirement, federal assistance to support independent investigations and prosecutions, special prosecutors (Elzie, Sinyangwe, McKesson, & Packnett, 2016), and laws which make it crime for police to not report use of force and brutality shall be lobbied for.

Internally, policy must support the measures of transparency and resources must be dedicated to support external investigations.

Militarization

Due to the lack of reporting, the data is not available, but through what is available, it appears to be highly unlikely that military training is a problem, but that militarization is. It is important to remember that there are bad actors out there, dangerous people, in desperate situations, and it is the police that we call to handle those situations. The key is to isolate the operations specifically to those situations. The anti-terrorism unit I was a member of in the Marine Corps, was very much like SWAT. The difference was that the Marine Corps would never use that heavy hammer, that we were, on anything other than when a heavy hammer was necessary. In policing, that translates to a dedicated and focused SWAT, who will have some intimidating equipment, but they will do that and only that. They will train for the worst, but only be used in the worst, not in protests, not making streets arrests, not in all but the rarest of search warrants, otherwise they will train and train again to be the professionals that responsibility demands.

Simply the appearance of militarization strikes insult at what it means to live in the land of the free. We see olive drab battle dress, cross slung rifles, and Kevlar helmets, marching alongside of tactically subdued black armored personnel carriers, and it, feels Orwellian or like a foreign occupation in some post-apocalyptic future. I find it hard to comprehend the amount of trauma, fear, and feeling of being less than, that a young child must be left with when she sees this in her front yard as her father is being threatened to go inside. It is past curfew after all. I struggle to understand how a father heals after seeing his streets taken over by these men. Men who point weapons and threaten with force and jail as jail, in front of the daughter he has promised that he can protect from any smonsters. He must stand his ground and be labeled a "thug," or cower because they say it is past curfew. We cannot be that agency.

4. What does community engagement and policing mean to you?
- Define the terms in your words.
- What has been your experience with community policing?
- To the extent that it differs, what has been your experience with community engagement?
- What is your philosophy regarding "community policing" and how have you executed on that philosophy?
- What is your philosophy regarding community engagement and how have you executed on that philosophy?
- The City of Chicago has been suffering a significant distrust between the community and the Police Department. How do you propose to address this distrust?

Defining Terms

Engagement is the type of word that insinuates a confrontation. With warrior mentality entrenched in policing, rhetoric is important. It is not the community who is to be engaged, community engagement is about knowing the community through integration, not occupation, and listening long enough to know what issues the community needs its police to engage. What the police are to engage according to the community; essentially community engagement is a necessary element of effective community policing. Community policing is the umbrella of decentralized command that encourages unconventional and creative ways of dealing with community problems, and allows for a change in the image of the "traditional" police officer.

I have studied and written on what community policing should be. I have spent countless hours explaining ideal ways of conducting community policing, but my personal experience has been an exercise in how not to community police. As management in the Baltimore Police Department, the agency directed community policing programs that focused on the appearance of community policing, not the spirit of it. Foot patrols were used, but were driven by incentives of enforcement.

Community Policing and Engagement

My personal philosophy of community policing is relatively simple because I want the function of community policing to continually evolve, by asking the only group of people authoritatively capable of defining community policing, the community. The decades of my

experience and research conclude that a civilian police board that has the complete authority to guide the direction enshrines community policing. It is then my job, as Superintendent, to figure out how to lead the agency toward community defined goals.

Current consensus on the execution of community policing is essentially what I wrote about, made reform in, and carried out since 2009:

- Make positive contact with community groups from diverse backgrounds.

- Allow the public to see you as much as possible in a non-enforcement role.

- Make a conscious effort to treat all segments of society objectively and fairly.

- Remember that all groups have some bad, some average, and some good people.

- Go out of your way to be friendly with minority group members.

- Do not appear uncomfortable discussing racial and ethnic issues with other officers.

- Do not be afraid to be a cross cultural agent within your department.

- Remember the history of police with minority groups and strive to be the future – not the past. (Wood Jr., 2012)

These are all great aspects of community policing, but it needs to go further, including redefining what engagement means. All of the endeavors of communication with the community need to be focused upon what the partnership will engage. It is not enough to know

Michael is robbing people. We need to find out why Michael is robbing people because community policing, and policing in general, needs to be about engaging the "whys" of robbery so we can minimize the "whos" of robbery. We can no longer have wars on people, the fight is against the "whys" such as lack of resources, support, opportunity, et cetera.

Earning Trust

The areas in which police need to improve their trust in the community reach far and wide. Despite a job that may seem too big to comprehend, there are basics which will go a long way; a large one is procedural justice. "At the interactional level, it is now well established that

procedural justice during encounters can make a big difference in citizens' willingness to cooperate with officers, in their evaluation of the contact, and in their overall opinion of the police" (Weitzer, 2015, p. 476). Procedural justice is intimately linked to the perception of police legitimacy and police legitimacy leads to order. Not just community order, but also police order. By enacting procedural justice, which really just means that no matter who you are, the criminal justice system treats you the same way, so that the bias in human beings has a check and balance preventing the expression of that bias.

Other critical avenues are civilian review boards for police misconduct. "Regarding civilian review boards – responsible for reviewing citizen complaints against officers – 63 % of whites, 72 % of Hispanics, and 80 % of African Americans believe that creation of such a board would improve policing in their city" (Weitzer, 2015, p. 478). The outside regulation of police action is essential to earning trust. I must incentivize trust building through, "community interaction and relationship building; crisis intervention, mediation, conflict resolution and rumor control; appropriate engagement with youth, LGBTQ individuals, individuals with mental illness, and English language learners; [in addition to] tactical de-escalation and minimizing use of force (Elzie, Sinyangwe, McKesson, & Packnett, 2016). It will not be easy, but focusing on crime causation and demanding integration, not occupation, is the foundation to making it all work buy institutionalizing these concepts in training, codes of conduct, performance evaluations, and rewards and consequences.

5. Do you believe it necessary to have greater diversity in the makeup of the Department's sworn personnel? If yes, how would you increase the percentage of sworn members from under-represented groups? Specifically address your strategy for encouraging persons of color to join the force in times of community distrust.

There is little doubt that greater diversity in the makeup of a department's sworn personnel is a beneficial necessity. Education plays a large role in increasing diversity in an agency. Education causes cultural change. It is the cultural change within the organization that makes the real differences, individual programs have proven to be unreliable (Martı´n-Alca´zar, Romero-Ferna´ndez, & Sa´nchez-Gardey, 2012, p. 511). The benefits of diversity need to be understood as well as how diversity plays into policing specifically, not towards ideological goals, instead towards a stronger police department.

Benefits of Diversity

Policing may well be the most difficult occupation to make amends for lack of previous diversity and that seems to be the wall that most police leaders are hitting. The system has favored the majority for so long, through dramatic disadvantages for minorities, that the goal of community representation feels insurmountable in police circles. To benefit from cognitive, affective and communicational effects of diversity, organizations need to promote inclusiveness, collectivism, and appreciation of individual differences. (Martı´n-Alca´zar, Romero-Ferna´ndez, & Sa´nchez-Gardey, 2012, p. 523). There are easy to see areas of diversity, the primary dimensions of diversity, age, ethnicity, gender, mental / physical abilities, race, and sexual orientation. Also, there are not so easy to see areas of diversity which advantage an agency, the secondary dimensions of diversity, communication style, education, family status, military experience, organization role / level, religion, first language, geographic location, income, work experience, work style, and others (Wood Jr., 2012, pp. D-89/90). The benefits are found in bringing all of those dimensions to the community in order to best serve their goals.

Achieving Balance

Balance may be an odd word to use, as I recognize that much has been dramatically done to minorities, especially black people merely for possessing a black body, equally dramatic opposite responses are called for, as these conditions may very well demand dramatic opposite responses. During these times of, deserved, community distrust, we must be introspective and take outside of the box risks because it is clear that we cannot afford to not take some risks fighting for diversity. There is no reason to not be more reflective of what our society really is, a mix of various cultures that are best when integrated, not assimilated. Embrace diversity.

Tactical ways to both improve policing efficacy and subconsciously support a culture of diversity are; changing perspectives by placing officers in closer proximity to members of the community and thereby improving their knowledge of the area; focusing on preventing deterioration of neighborhoods by police paying closer attention to fear-inducing characteristics of neighborhoods; maintaining that the most critical element of community policing is the problem solving efforts in which the police and communities participate; proactive mechanisms for determining the needs of the public – surveys and community advisory groups; and striving, via community policing, for officers to be more equitable in their relationships with minority community (Wood Jr., 2012). Changes that break from established culture that are simple but would make profound shifts should also be considered. Relaxing uniform standards are one of those, free of expense, to be more inclusive because we have seen that by no means does uniform in policing mean uniform in appearance. It is about being positively identified as police. Implementing diversity is something that team leaders must embrace in order to integrate the benefits of higher diversity and that all levels of management open themselves up to change when the differences in goal orientation present themselves because people with different experiences can provide perspectives which conflict with management preconceptions (Russo, 2012, p. 138). There is no reason to be afraid of changes like this. There is no reason why hijabs,

dreads, twists, natural hair, beards, tattoos, and so forth cannot be adapted into police culture. All over the world these difference are accepted because of the cultures involved, but if the culture of America is to be one of inclusion, which must apply to those empowered to police the community.

We know the vision, to get there, "motion leadership" that moves the officers, agency, and systems is required. This concept is not limited to cultural diversity, it is something needed for the entire reformation. To do this, we must meet four criteria:

(1) Motivate people to engage in the outset; (2) help them learn from wrong paths and blind alleys; (3) use the group; and (4) do all of this on a very large scale (wholesale reform) (Fullan, 2013, p. 66).

This is change knowledge. We already understand a lot of it. We are working on something new and it can be hard to have confidence in the unknown, but change knowledge has been around for a long time and lessons have been learned about how to put something new into practice. The three pillars to this achievement are standards, assessment, and pedagogy (Fullan, 2013, p. 34). Building off of this knowledge and establishing the standards with diversity, sets the stage for the wholesale reformation.

6. Police integrity is being questioned all over the country. Describe your plan for:
  - Fostering a culture in which police officers elevate the importance of telling the truth, and complying with Departmental rules of conduct, over the temptation to protect themselves or each other from discipline.
  - How would you incentivize officers to not only exercise personal integrity in the discharge of their responsibilities, but also to report misconduct on the part of other officers?

Ending the Silence

One thing has been clear throughout my life of service to this country, leaders must practice what they preach, or it all falls apart. When contemporary police leaders espouse transparency and justice seeking, they lose all credibility when challenged and they take the easy road of hiding behind the maze of bureaucracy and police protection laws. I may have done something never done before, I lead by example the importance of telling the truth and complying with departmental rules of conduct. I decided to become completely transparent and honest; on a personal level because the death of Tamir Rice was too much for my heart to take; and the death of Freddie Gray was too much for my mind to take when it was conducted by those that wore the very same uniform that I did. I feel a moral imperative that the systemic and institutionalized problems are my responsibility. If you have the knowledge, skills, education, and understanding to do better, than you must step up and do so. To do that, the only people that can weed out the bad apples, the officers on the streets, are to be empowered with systems and education supporting the demolition of the blue wall of silence. Research suggests that two types of codes of silence coexist under the umbrella of the blue wall of silence and are present in all studied agencies. The young or low ranking yield to hierarchical pressures, privileged groups yield to individualistic pressures, and the dominate factor in breaking the code is the proximity of getting caught (Loyens, 2013, pp. 44-45), which is a strong indication that a critical element is keeping officers very close to being caught at all times.

Incentivizing Justice

Anyone that claims an understanding of how to incentivize justice is lying. There is no research on this. We really do not know. Because we do not know, years ago, I switched my graduate studies to management to learn how to tackle this very issue. I am now working on my Doctorate dissertation focused on discovering just what metrics, incentives, and disincentives can accomplish structural justice seeking. Being able to be the head of a large agency would only speed up this discovery. Since this is groundbreaking work, looking at global research and cross scholarly disciplines, the project, *The metrics of ethical and moral policing in a justice based worldview*, has led to some promising prospects.

A confidential outside entity for reporting claims is needed for whistleblowing and internal reporting. Such a service would not be hard to create, but through previous reform efforts, a system is already setup and ready to launch that is backed by a reputable company. This reporting system places ambiguity in who will be reported on and who will be investigating, that ambiguity places officer a little closer to that proximity of being caught. In addition, research indicates that failure to report suspected corruption or excessive force must be made mandatory through policy law, and eventually the police subculture. When the, inevitable, camera technology is incorporated that captures everything, we can take that psychology of prevention through proximity into full effect alongside of constant accountability.

As with everything that I manage, a constant review for updated incentives, lessons learned, things that are not working, and scientific discoveries is conducted to match with evolving goals. The environment of expectations, culture, and society will change. What seems critical now, may be completely irrelevant in five years and that is part of what is needed to break policing out of the current muck that it has gotten itself into, a continual reassessment of what it is that the people actually want from their police. An important application of what is actually wanted from police, will hit legal hurdles, many from the unions. The unions are

necessary and the bargaining that takes place in that arena is to be respected, it is a check and balance, and those checks and balance are always good, even if cumbersome. While that process is respected, adjusting the contracts of new hires is a step that should not be delayed in beginning to implement needed change while the union process plays out.

While it is easy to place the onus on the officers, the ultimate responsibility lies with us who are making the decisions and ordering officers to meet certain expectations. Certain policies and procedures set police officers up for failure. Command must stop placing them in situations that require them to do actions that are known to break down the integrity of their conduct. For instance, if we push for stop and frisk with the idea that it will lower crime, we are incentivizing officers to violate civil rights and then rewarding those who successfully do it without getting caught. We end up encouraging criminal conduct from our officers that they are unlikely to be aware of. They will just know what is being asked of them and that the people who do those things successfully are the ones who are awarded and called good cops. Responsibility, ultimately, ends in our hands. Leadership is never about punching down, it is about providing the resources and systems which support officer integrity, when that breaks down, we must always ask what we are doing wrong.

7. How have you incorporated technology into policing? What is the appropriate use of technology and what are its goals? How does technology complement human policing?

Incorporating Technology

Technology holds with it a tentative promise of accountability. From when I created intelligence presentations to be viewed on the televisions around the district, to creating a medical tracking system for the entire Baltimore Police Department using just Excel, to a pilot program to use smartphones to document locations and attire of gang members throughout the day to create a database for detectives to check against for criminal leads, every program increased the accountability of the officers on the street and of management. Increasing managerial efficiency, improving the use of information, and enhancing communication, are three big benefits that we have seen from the use of technology in law enforcement. A critical element in achieving these benefits is selection of the proper system to support the structure of the organization. For some organizations it is more important to not make any mistakes (an act of commission) and in other organizations it is more important to not miss any opportunities (an act of omission), this needs to be accounted for when selecting an information system (Csaszar, 2012). In policing a fine line is tread because we must not make any mistakes, we when do, we damage public safety, but we also must not miss any opportunities to enhance public safety.

Technology is complicated and the willingness of employees to embrace and implement new technology is a very real concern. It does not matter how good the technology is, if it is not being put to work. Commonly, this concern is addressed by the Technology Acceptance Model (TAM), which has its roots in the theory of reasoned action proposed by Ajzen and Fishbein (Ajzen & M., 1977) and was conceptualized by Davis (Davis, 1979). The model has evolved over time. The basic concept has progressed to TAM 3, and finally the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh, Morris, Davis, & Davis, 2003). By

implementing the lessons found in the case studies utilizing these models, an implementation tailored to the CPD is created.

Goals of Technology

With increasing likelihood of police being recorded, technology, especially body cams, provide an important level of protection for the individual officer, the agency, the city, and the profession as a whole, by providing the perspective of the officer engaged in the incident (Brucato, 2015, p. 468). It must be accepted that the break down in community trust is the most important concern in modern policing, because of this, the ability for technology to encourage procedural justice, provide transparency, increase justice in investigations, and more are benefits that are priorities. Updating technologies to provide the much needed boost in community trust will lead to a fundamental shift in the status quo. Policing can be pushed towards the cultural shift away from fighting symptoms and towards fighting crime causation through the use of technology.

Analytical investigative tools will continue to enhance investigations and provide detectives with investigative leads, evidence processing, case management, and much more. Various databases have been around for a long time to try and fill this need. With an investment in technology, enterprise software can help formulate solutions by handling data analysis humans are incapable of, build partnerships with the community by allowing researchers and the community access to non-confidential data in a transparent manner that supports the community integration I am a proponent of, and is only limited by the monetary investment and creativity. The sky is the limit in concept, but I have not seen consistent benefits and money does not grow on trees. One of the purposes of having an educated manager who was a cop instead of a cop who is trying to be a manager, is that the tools of business that drive efficiency and productivity are unavoidably needed in policing.

There are four main areas where technology can have profound benefits. Researching these issues for the last decade or so, the key to using technology in criminal justice is for it to complement human policing. Investigations, incident command structure events, safety, and trust building are excellent areas to use technology to complement policing. In investigations the goals are reliable information, rapid dissemination of intelligence, investigative leads, evidence recovery, case management, and such. There is a proven truism in detective work that appears to be insurmountable with any technology, pounding the pavement and getting out on the streets is how to move a case, so technology is to make that function more efficient and productive for the detective. With critical incidents that demand incident command structure attention (Hazmat, mass casualties, natural disasters, et cetera), communication among the multiple agency that will need to coordinate and the logistics of response are, by far, the dominating goals of technology in this aspect. The investments in these arenas are enhanced and protected by effective utilization of technology.

The most important investment that police agencies make are in their human police officers. Technology has already had a profound effect on police officer safety, as reflected by the safest era for police, in world history, being right now. What technology has also allowed us to see is that automobile deaths and injuries are the greatest threat to our police officer's lives and second is gunfire. Staying true to the facts means that we must focus on making those vehicles and policies related to vehicle operation much safer and technology will continue to provide us with those tools. Technology to protect officers from gunfire must also be our goal. With better gunfire safety technology, fear can be lessened which will help the fourth arena, community trust.

The killings of Americans at the hands of police officers has captured the world and solidified the call that black lives matter, and that accountability and transparency is demanded by the people. Dash cameras and CCTV cameras have proven to be an insufficient investigative

tool as well as an ineffective motivator for self-improvement. The push for body cameras and the widespread availability of pocket cameras have demonstrated to the public that previous methods have been ineffective as video after video sends reverberating shocks through the police culture and society writ large (Brucato, 2015, pp. 455-456). The goal of building trust is enhanced by tools that hold us accountable as police officers, and with new technology, to support my vision of community policing, instead of reducing victims to embarrassing dots on a map, we can focus on what is important to the community and not get funneled into fighting numbers on a spreadsheet to advance our careers.

8. Describe your experience in working on terrorism related matters. In particular, please address:

- How to enhance information gathering, analysis and making relevant information operational, through sharing with other law enforcement partners in Chicago and elsewhere.
- How would you develop ties and relationships with other law enforcement actors around the world?
- What is the best approach to engaging with federal partners?

I began my work in anti-terrorism at the age of 17, when I entered the Marine Corps and spent my four-year enlistment in the Fleet Anti-terrorism Security Team (FAST), the Marine Corps' global quick response team for prevention and first response. Site security (hardening targets from terrorist attack) and the importance of plain language communication (to prevent confusion when multiple agencies have to coordinate, a lesson reinforced by 9/11 response errors) are important skills from that military experience that translate well to policing. Because you cannot solve everything like the military, domestic issues with terrorism are very different.

On the streets of Chicago, domestic terrorism is a continuing threat much more so than international terrorism. Right-wing groups are the most likely perpetrators, followed by eco-terrorism (Watson, 2002), but an individual is significantly more likely to be injured by just about anything else other than terrorism. Education is the overwhelming need for police because education is what will keep us acting ethically. Officers need training to observe street level behavior, collect intelligence, and realize that racial profiling can blind officers to suspicious activities, forge meaningful relationships, and networks with every culture in the community. Education also allows us to form intelligent responses and prioritize needs to best serve the community. An example of this is found in the human response to lone wolf terrorists, to be scared and to spend resources finding them and preventing their attacks. The human response allocates resources away from known concerns, to witch hunts. The research is clear that, despite the political peril, nothing can really be done beyond relying on the officers and detectives already working on the types of crimes the lone wolves intend to commit (Barnes, 2012, p.

1661). A much better use of resources to mitigate the threat of terrorism is to enhance security

for, "controversial businesses (abortion clinics), public buildings with large numbers of people

(mass casualties), infrastructure systems and services (water treatment, mass transit)" (Wood Jr.,

2012, pp. D-95/96) in addition to, planning coordinated responses to those locations in the event

of an emergency.

Intelligence

It can be very hard to see the big picture in regards to terrorism, for that is the point of

terrorism, to make us change or response out of fear instead of rationality. To avoid poor

decisions, we have to rely on intelligence and analysis. We have to devote resources to those

specified locations because, domestically, "the number one target was military facilities,

followed closely by targets in New York City. The third most common target was mass

gatherings, like the Boston Marathon, nightclubs and bars, and shopping malls" (Zuckerman,

Bucci, & Carafano, 2013). Smartly approaching terrorist threats reinforces the community

policing model because the relationships with people are essential; it has been shown that friends

and family members of future terror suspects often spoke of or reported their suspicions.

Knowing those community members to report to and assess the threat is intelligence at its core.

Intelligence through relationships will also provide us with the knowledge needed to form non-

punitive responses. The improvement of anti-extremism efforts to provide alternatives to at-risk

individuals, avenues to air grievances and be heard, proactive mental health screening and

counseling, community outreach and education about the warning signs of extremist activity, and

other yet to be developed ideas that, "besides potentially preventing future violence, also have

significant spillover effects. Stronger communities, a more robust civil society, and a more

vibrant political discourse are all important 'goods,' notwithstanding any direct link to

counterterrorism" (Barnes, 2012, p. 1661).

Building Partnerships

Chicago is in a unique situation in regards to terrorism and its response. The city is an important asset to the country and thus at a significantly elevated risk of being subject to international terrorism. Currently, exactly what that means is cloudy. "Much work needs to be done to understand what role local law enforcement agencies are playing in the national homeland security strategy, and which factors are conducive to agency adoption and implementation of homeland security measures" (Randol, 2012, p. 320). To contribute to eliminating ambiguity, policy and procedure shall be developed in conjunction with agencies such as DHS (which united over 22 federal agencies), FBI, CIA, and ATF, to ensure that there is timely intelligence to our officers and back. These partnerships enable the agency to focus on the protection of life, property, and efficient resource utilization, without sacrificing the freedoms and liberties of our citizens, and be prepared to respond with and incorporate into the shared resources.

During graduate school, I introduced a practice called "virtual voice" for the purpose of clear communication using virtual teams for global partnerships via conferencing software and document collaborations. These skills work for building those global partners, as well as for the local partners on the other side of Chicago's unique position, the closest major agency for many surrounding jurisdictions. In particular, for Illinois it was, "found that many small agencies did not have enough internal budgetary resources to address the planning, training, and equipment components of terrorism preparedness" (Randol, 2012, p. 319). Partnerships to provide these surrounding jurisdictions with services is needed for a full major incident preparedness plan. Those partnerships include training, facilities, response plans, equipment, and most importantly, intelligence gathering and sharing. Information sharing is another lesson learned from 9/11 that many agencies have not been able to earnestly implement. Remedying the information shared, ideally through a collaborative intelligence network and shared database, is a top priority

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