APPENDICES

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APPENDIX A. TOPICS AND POPULATIONS CONSIDERED

Human Impact Partners (HIP) talked with project partners – the Ohio Justice & Policy Center and Ohio Organizing Collaborative – and then during the first in-person Advisory Committee meeting about the topics and populations to include in the report. HIP set up calls with some Committee members who were unable to join that first meeting to include their feedback.

Important topics discussed at various times in those conversations but that did not make it into the final scope of the project included: identification and perceptions of key problems solved, use of quotas for revenue, arming of staff with less forceful weapons, funding for additional officers to enable community policing, resident agency, implicit bias among officers, numbers of incarcerations, money paid for fines or fees, time spent incarcerated, employability, and birth outcomes.

Similarly, we decided on the four specific activities in this report – civilian review boards; use of department-wide performance measures; training, supervision, and evaluation; body-worn cameras – after discussions with and under the guidance of partners and the Advisory Committee. There are many activities police departments use. These were chosen after discussing reasons such as, what would be valuable information to bring to the current national discourse, and where is evidence available including to what degree.

Populations we wished to include but that ultimately were beyond the scope of this report included: LGBTQ communities, people of color in addition to black communities, and particular overlapping categories of those identifies, such as black transgender communities.

APPENDIX B. STAKEHOLDER PARTICIPATION

The table below illustrates the capacity in which key stakeholders participated in the process used for this project, which draws on the framework of Health Impact Assessment.

Step in the Process	Partner Organizations	Advisory Committee	Human Impact Partners
Screen project ideas	L		L
Identify the project scope			
Develop pathway	P	P	L
Finalize issues to focus on in the project and report	L	P	L
Collect evidence and data			
Gather existing conditions information and literature			L
Conduct focus groups with communities and police	P		L
Conduct survey of communities	P		L
Review findings – including existing conditions, literature, survey results *(select Advisory Committee members also reviewed a summary of literature)	P	P*	L
Identification of likely impacts	P	P	L
Craft recommendations			
Identify recommendations	L	P	L
Develop the report			
Write and finalize			L
Review	P	P	
Monitor and evaluate impacts	P	P	L

L = lead, P = participant

APPENDIX C. SURVEY METHODS, INSTRUMENT, AND RESULTS

Survey Methods

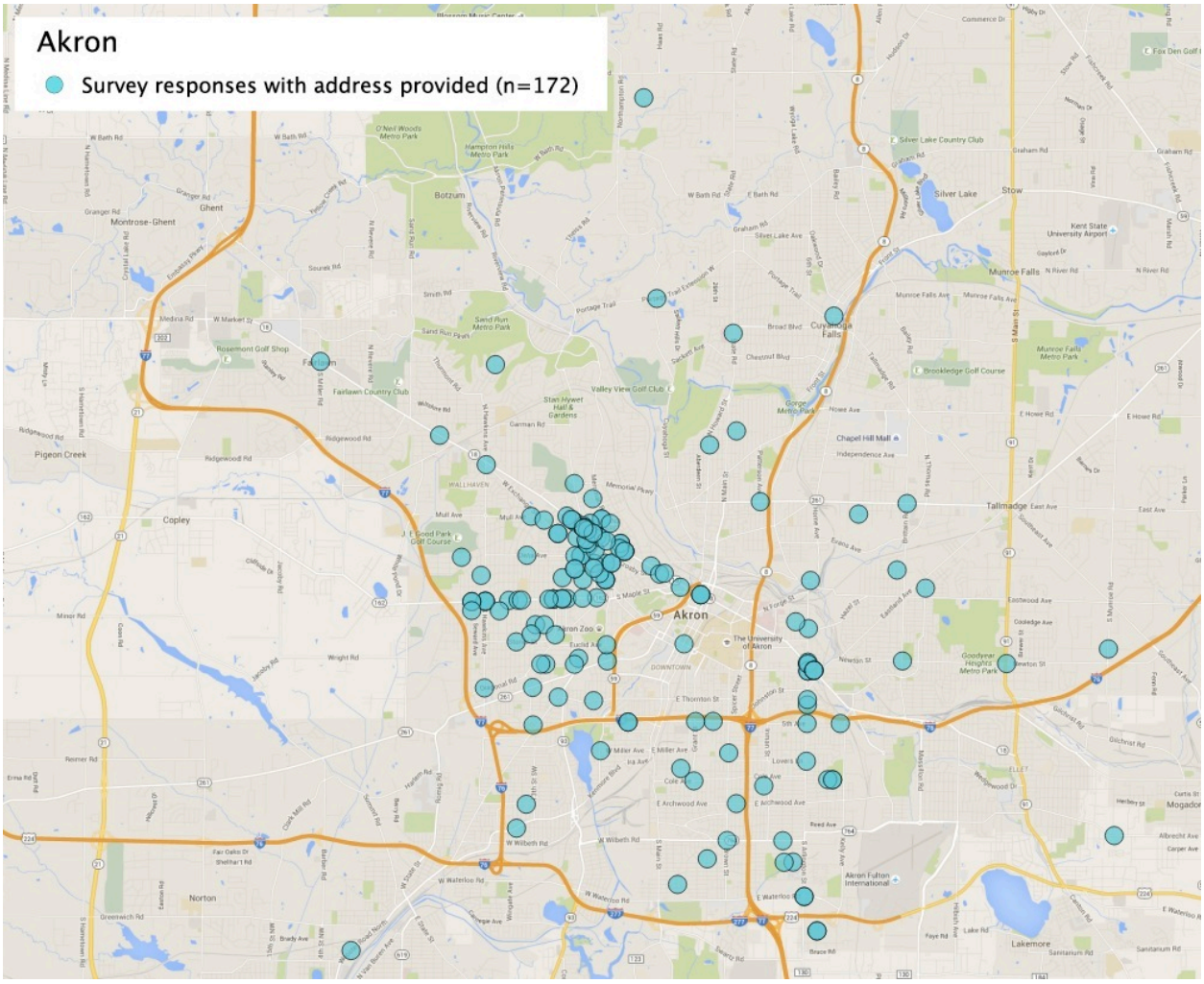
We collected 503 surveys total, of which 296 were in Akron and 207 in Cincinnati. Of those, 470 were analyzed, including 276 in Akron and 194 in Cincinnati. Surveys where participants marked that they lived or spent most of their time in places other than Akron or Cincinnati were excluded from analysis, as were surveys where it was clear the participant had not completed the survey (e.g., answered only 3 questions then stopped). Analysis was done using STATA.

Survey collectors were given a stipend. Surveys were collected from August 1 to September 30, 2015 targeting neighborhoods that were chosen through a mix of looking at US Census statistics for populations by race, talking with project partners to understand the communities that would provide a cross-section by demographics and experiences with police, and where possible – ie, in Cincinnati – talking with the police department about which neighborhoods would offer examples of more or less interaction with police. Through those conversations, the neighborhoods suggested for Akron were: East Akron, Highland Square, and Kenmore. The neighborhoods suggested for Cincinnati were: Avondale, Over-the-Rhine, and North Avondale.

Surveys were gathered in the following neighborhoods and types of places in Akron: Highland Square, Ellet, and Southeast Akron, and places such as outside of apartment complexes, community center, main library, barber shop, and rescue mission.

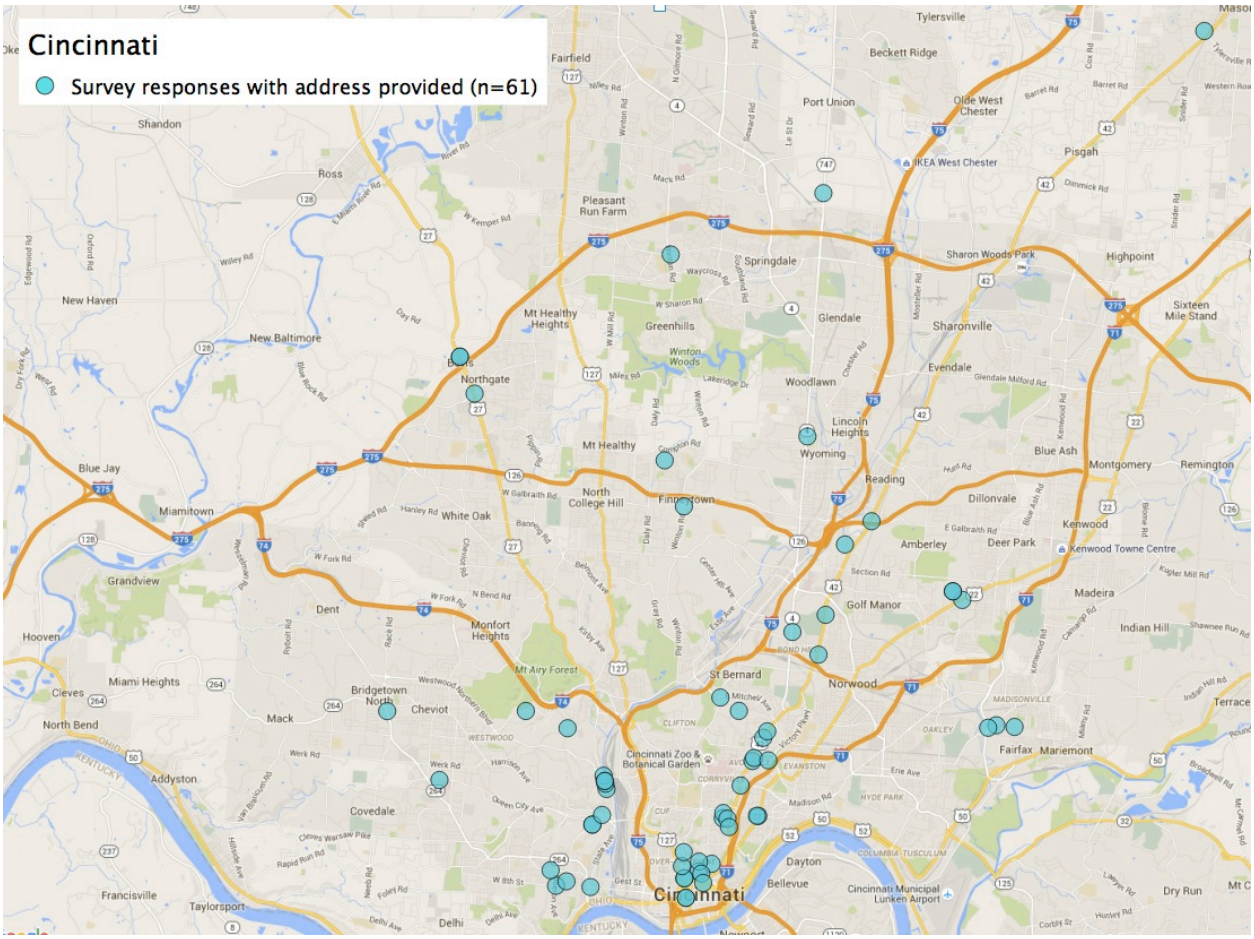
(continued below)

The map below shows cross streets for the 62% of survey respondents in Akron (172/276) who provided an intersection of where they live or spend most of their time. Survey data was not further analyzed with respect to cross streets provided.



(continued below)

In Cincinnati, surveys were gathered in neighborhood parks, at a community event, and outside a court house. The map below shows cross streets for the 31% of survey respondents in Cincinnati (61/194) who provided an intersection of where they live or spend most of their time. Survey data was not further analyzed with respect to cross streets provided.



In both places, survey participants were not compensated (with the exception discussed in the limitations section below).

Surveys were collected on paper and entered electronically by two staff at Human Impact Partners.

Methods for Survey Analysis

Perceptions about Community Presence
We measured perceptions about community presence by creating an index that averaged the responses to four questions - how much respondents perceive that police get to know community, listen to community, solve community problems, and work with community to try to solve problems. Answer options included: 1 – Not at all, 2 – A little, 3 – Somewhat, or 4 – A lot. Only respondents who answered all four questions were assigned a score (n=451). For the reported frequencies and chi-square tests, index scores were grouped into quartiles: 1, 1.25-2,

2.25-3, and 3.25-4, then recoded as 1 through 4 respectively. Low scores indicate less perceived community policing.

Negative Experiences with Police

We measured negative experiences with police through an index based on six survey items asking respondents if they had experienced or witnessed: police stops or arrests, police threatening or using force, a situation in which they feared they or someone else might be injured or killed by the police. We first created three binary variables to measure whether respondents witnessed or personally experienced specific negative interactions with police. For each binary variable, only respondents answering both questions were assigned a score:

> Stops or Arrests:
> How often people witness or personally experience police stops or arrests. The Stops or Arrests variable was coded as "0" for respondents that reported "Never" to *both* questions about witnessing stops or arrests of others and about personally experiencing stops or arrests. The Stops or Arrests variable was coded "1" for respondents that reported ever witnessing or experiencing stops or arrests with any of the other answer options (one or two times a month, one or two times a week, or one or two times a day) (n=466).
>
> Use of Force:
> How often people witness the police threaten or use force against others, or experience the police threaten or use force against themselves. The Use of Force variable was coded as "0" for respondents that reported "Never" to *both* questions. The Use of Force variable was coded as "1" for respondents that reported ever witnessing or experiencing the threat or use of force with any of the other answer options (one or two times a month, one or times a week, one or two times a day) (n=463).
>
> Fear of Injury or Death:
> Whether people have ever witnessed a situation in which they feared that someone might be injured or killed by police, or feared they might be injured or killed by police themselves, with Yes/No response options. The Fear of Injury or Death variable was coded as "0" for respondents that answered No to *both* questions, and "1" for respondents that answered Yes to either question (n=466).

The Negative Experiences with Police index is the sum of responses to the above three variables, with values ranging from 0-3, with 0 meaning respondents never witnessed or personally experienced any of the above interactions with police, and 3 meaning a respondent had either witnessed or personally experienced all three types of negative interactions. Only respondents who answered all relevant questions were assigned a score (n=451).

Stress Index

We used an abbreviated 4-item checklist to assess respondents' stress because of experiencing or witnessing police interaction. Only respondents who answered all four questions were assigned a score (n=439). This checklist is based on Lang and Stein's work adapting a 17-item Post-Traumatic Stress Disorder civilian checklist.[1] The 5-point Likert scale was adapted to a 3-point Likert scale (1 - none, 2 - some and 3 - a lot). We used a cut off score of 8 to identify individuals that experienced symptoms of traumatic stress because of experiencing or witnessing police interaction.

Survey Limitations

Of the 470 analyzed surveys, the majority of participants were not compensated for completing the survey. However, a few individuals – we do not have an exact count but know that the number is fewer than 19 – were compensated in Akron, through miscommunication with a survey collector there. Those surveys were mailed back to Human Impact Partners with a larger stack and could not be separated out.

Questions 6, 9, 14, 16, 19 that ask about change did not include a 'no change' option. Some people did not check a box in these questions but wrote something to the effect of no change in the margin. These were coded as 'no response' for the question.

A series of questions asked first for the city, then cross streets where participants either live or spend most of their time, and then said "Thinking of those cross streets, how many years have you lived or spent time in that community?" Subsequent questions asked about perceptions of that community. However, we recognize that community can be interpreted differently. For example, that people may consider themselves parts of multiple communities that are not only geographically based but also based on social, gender, and other identity characteristics.

We attempted to gather 300 surveys in each city, with approximately half among people who self-identify as white and half among people who self-identify as black, given interest in the research questions about differences by race/ethnicity. Survey collectors were asked to approach people who they thought may self-identify as white or black.

Media attention on recent rises in certain crime rates in Cincinnati might influence perceptions. These include national media attention to issues in community-police relations, specific media attention in Cincinnati around events that occurred during the report and survey period – for example the shooting of Samuel DuBose by an officer from the University of Cincinnati – and ongoing conversation around new events or the anniversaries of past deaths.

Some questions are subject to recall bias. For example, those that ask about how change has happened in the past 10 years.

Questions that do not have time frames may have results that are hard to interpret – for example, questions that ask on average how many times an individual is stopped or arrested in their community.

The survey collection used a stratified purposeful sampling approach, or a process of stratifying or nesting by selecting particular units or cases that vary according to a key dimension. We purposefully sampled residents of particular neighborhoods in Akron and Cincinnati and stratified this purposeful sample by race/ethnicity. Given this approach, sample sizes are likely too small for generalization, and responses are not necessarily representative of the entire cities of Akron, Cincinnati, or generalizable to other geographies.

In the checklist to assess stress among respondents because of experiencing or witnessing interaction with police, we adapted a 5-point Likert scale to a 3-point Likert scale and recognize that this may reduce the sensitivity and specificity of the screening tool.

Survey Instrument

HEALTH AND POLICING SURVEY

HUMAN IMPACT PARTNERS

1. In general, would you say your health is: (*check one*)
   - □ Excellent
   - □ Very Good
   - □ Good
   - □ Fair
   - □ Poor

2. Thinking about your mental health, which includes stress, depression, and problems with emotions, for how many days in the past month would you say your mental health was poor, bad, or not good? (*check one*)
   - □ 0 days
   - □ 1-2 days
   - □ 3-7 days
   - □ 8-13 days
   - □ 14-29 days
   - □ 30 days

3. What city do you currently live in or spend most of your time in? (*check one*)
   - □ Akron
   - □ Cincinnati
   - □ Other (*please write the city*)_____

4. Where do you live or spend most of your time? (*write the cross streets*)_____& _____.

5. Thinking of those cross streets, how many years have you lived or spent time in that community? _____ years

6. When you are around police officers in that community, do you feel: (*check one*)
   - □ Very safe
   - □ Somewhat safe
   - □ Somewhat afraid
   - □ Very afraid

7. In general, how has your feeling when you are around police officers in your community changed in the past 10 years? (*check one*)
   - □ Significantly improved
   - □ Somewhat improved
   - □ Somewhat worsened
   - □ Significantly worsened

8. Do you trust the police in your community? (*check one)*
   - □ A lot
   - □ Somewhat
   - □ A little
   - □ Not at all

   Please explain: _____

9. In general, how has your trust of police in your community changed in the past 10 years? (*check one*)
   - □ Significantly improved
   - □ Somewhat improved
   - □ Somewhat worsened
   - □ Significantly worsened

10. To what extent do you feel that the police get to know people in your community? (*check one*)
   - □ A lot
   - □ Somewhat
   - □ A little
   - □ Not at all

11. To what extent do you feel that the police listen to the people in your community? (*check one*)
   - □ A lot
   - □ Somewhat
   - □ A little
   - □ Not at all

12. To what extent do you feel that the police try to solve problems for people in your community? (*check one*)
   - □ A lot
   - □ Somewhat
   - □ A little
   - □ Not at all

13. To what extent do you feel that the police and people in your community work together to solve community problems? (*check one*)
   - □ A lot
   - □ Somewhat
   - □ A little
   - □ Not at all

14. In general, how has the extent to which the police and people in your community work together to solve problems changed in the last 10 years? (*check one*)
   - □ Significantly improved
   - □ Somewhat improved
   - □ Somewhat worsened
   - □ Significantly worsened

➔➔➔Survey continues➔➔next page

15. On average, how often do you see police stop and/or arrest other people in your community? (*check one)*

- □ Never
- □ One or two times a month
- □ One or two times a week
- □ One or two times a day

16. How has the number of stops and arrests in your community changed in the last 10 years? (*check one*)

- □ Significantly decreased
- □ Somewhat decreased
- □ Somewhat increased
- □ Significantly increased

17. On average, how often do police stop and/or arrest you in your community (*check one*)?

- □ Never
- □ One or two times a month
- □ One or two times a week
- □ One or two times a day

18. On average, how often do you see police threaten or actually use force against other people in your community?(*check one*)

- □ Never
- □ One or two times a month
- □ One or two times a week
- □ One or two times a day

19. How has the number of times police actually use or threaten force against other people in your community changed in the last 10 years? (*check one*)

- □ Significantly decreased
- □ Somewhat decreased
- □ Somewhat increased
- □ Significantly increased

20. On average, how often do the police use force or threaten force against you? (*check one*)

- □ Never
- □ One or two times a month
- □ One or two times a week
- □ One or two times a day

21. Have you ever witnessed a situation in which you feared someone else would be seriously injured or killed by police?

□ Yes □ No

22. Was the individual/s seriously injured or killed?

□ Yes □ No

23. Have you ever been in a situation in which you feared you might be seriously injured or killed by police?

□ Yes □ No

24. Were you seriously injured?

□ Yes □ No

25. Have you had the following symptoms BECAUSE you witnessed or were involved in an interaction with police:

a. Repeated memories, thoughts, or images of a stressful experience? (*check one*)
   □ None □ Some □ A lot

b. Feeling very upset when something reminded you of a stressful experience? (*check one*)
   □ None □ Some □ A lot

c. Avoiding activities or situations because they remind you of the stressful experience? (*check one*)
   □ None □ Some □ A lot

d. Being "super alert" or watchful on guard?(*check one*)
   □ None □ Some □ A lot

26. What race or ethnicity do you consider yourself? (*check all that apply)*

- □ Black or African American
- □ Hispanic or Latino
- □ White
- □ Other (please write)_____

27. How old are you? (*check one)*

□ Under 18 years □ 35-50 years
□ 18-25 years □ 51-64 years
□ 26-34 years □ Above 64 years

28. I consider myself: (*check one*)

□ Female □ Male □ Transgender

29. I consider myself: (*check one*)

□ Heterosexual / straight □ Gay / lesbian □ Bisexual

30**.** What was your household income for the past 12 months (including everyone you live with)? (*check one*)

□ Below $20,000 □ $50,000-74,999
□ $20,000-29,999 □ $75,000-100,000
□ $30,000-49,999 □ Above $100,000

Thank you for completing the survey!

Survey Results

Notes about Tables:

- Percentages in columns may not total 100% due to rounding.
- Sample sizes change for each question because we excluded missing responses from the analysis.
- Tables are for Akron and Cincinnati combined unless otherwise noted.
- Where calculated, to be statistically significant, a p-value had to be < 0.05.

I. DEMOGRAPHICS

Table 1. All Survey Demographics

	All	Akron	Cincinnati
Race/Ethnicity	N=461	N=271	N=190
Black	71%	59%	88%
Latino/a	<1%	<1%	2%
White	21%	30%	7%
Other	4%	7%	<1%
Multiracial	3%	4%	2%
Gender	N=458	N=272	N=186
Male	51%	48%	55%
Female	49%	51%	45%
Transgender	<1%	<1%	<1%
Age	N=463	N=272	N=191
Under 18	6%	4%	8%
18-25 years	19%	19%	18%
26-34 years	28%	29%	26%
35-50 years	24%	22%	27%
51-64 years years	16%	16%	17%
65+ years	7%	9%	4%
Median years lived in community	N=412		
10 years			
Sexuality	N=454	N=267	N=187
Heterosexual / straight	93%	91%	95%
Gay / lesbian	5%	6%	4%
Bisexual	2%	3%	1%
Annual household income	N=456	N=268	N=188
$0-$19,999	48%	57%	36%
$20,000-$29,999	16%	12%	22%
$30,000-$49,999	15%	12%	19%
$50,000-74,999	12%	10%	14%
$75,000-100,000	5%	5%	5%
$100,000+	4%	3%	4%

II. HEALTH

Table 2. Health Status in Akron and Cincinnati Combined, by Race

	Blacks	Whites
Overall health status	N=326	N=95
Poor / fair	11%	16%
Good / very good / excellent	89%	84%

Significance statistics: (X2 = 1.7948, N = 421, p = 0.180)

Interpretation: A higher percentage of whites reported “poor” or “fair” health than blacks, but the difference is not statistically significant.

	Blacks	Whites
Mental health status	N=324	N=95
0 days	45%	26%
1-2 days	23%	29%
3-7 days	17%	19%
8-13 days	5%	11%
14-29 days	4%	7%
30 days	6%	7%

Significance statistics: (X2 = 12.3919, N = 419, p = 0.030)

Interpretation: Statistically significant differences in mental health, with larger proportions of whites (44%) than blacks (32%) reporting three or more days a month of bad mental health.

	Blacks	Whites
Stress symptoms because of interaction with police	N=311	N=89
Below threshold for stress symptoms	41%	60%
Above threshold for stress symptoms	59%	40%

Significance statistics: (X2 = 9.7921, N = 400, p = 0.002)

Interpretation: Larger proportions of blacks (59%) than whites (40%) reported stress symptoms because of interaction with police, and the difference is statistically significant.

III. STOPS OR ARRESTS

Table 3. Stops or Arrests in Akron and Cincinnati Combined, by Race

	Blacks	Whites
Police stop or arrest you in your community	N=320	N=92
Never	46%	84%
One or two times a month, on average	22%	11%
One or two times a week, on average	18%	2%
One or two times a day, on average	14%	3%

Significance statistics: (X2 = 42.2481, N = 412, p = 0.000)

Interpretation: There are statistically significant differences by race in reporting number of times stopped or arrested, on average.

	Blacks	Whites
Police stop or arrest you or you witness it for someone else in your community	N=325	N=96
Never	7%	22%
At least one or two times a month, week, or day, on average	92%	78%

Significance statistics: (X2 = 17.3402, N = 421, p = 0.000)

Interpretation: Nearly all black respondents (92%) and three-quarters of white respondents (78%) said they had been stopped or arrested by police or seen someone else stopped or arrested at least once a month on average. The difference between the two groups is statistically significant.

Table 4. Stops or Arrests for All Races Combined, by City

	Combined	Akron	Cincinnati
Police stop or arrest you in your community	N=457	N=269	N=188
Never	55%	68%	36%
One or two times a month, on average	19%	17%	23%
One or two times a week, on average	14%	8%	23%
One or two times a day, on average	12%	7%	18%

Significance statistics: (not calculated)

Interpretation: In Akron, more than two-thirds (68%) said they were not stopped or arrested by police. In Cincinnati, more than one-third (36%) of respondents said they were never stopped or arrested by police.

IV. USE OF FORCE

Table 5. Use of Force in Akron and Cincinnati Combined, by Race

	Blacks	Whites
How often you see police use of threaten force against you or someone else in your community	N=324	N=94
Never	30%	62%
Either: one or two times a month, week, or day, on average	70%	38%

Significance statistics: (X2 = 31.5085, N = 418, p = 0.000)

Interpretation: Approximately double the proportion of black respondents (70%) as white respondents (38%) said they had seen police use or threaten to use force against them or someone else in their community at least once or twice a month on average, or more. The difference between the two groups is significant

V. SAFETY AND FEAR

Table 6. Safety and Fear for Blacks and Whites in Akron and Cincinnati Combined

	Blacks	Whites
Feel safe or afraid around police in your community	N=317	N=92
Very afraid	10%	2%
Somewhat afraid	31%	13%
Very safe	42%	47%
Somewhat safe	17%	38%

Significance statistics: (X2 = 29.5692, N = 409, p = 0.000)

Interpretation: There are significant differences between blacks and whites about feelings of safety and fear when around police in their communities. When asked how they feel about police officers in their community, 59% of black respondents reported feeling “somewhat safe” or “very safe” compared to 85% of white respondents. However, the proportion of blacks who reported feeling “very afraid” or “somewhat afraid” was nearly three times that of whites (41% v. 15%).

	Blacks	Whites
Ever feared injury or death of yourself or someone else in your community during police interaction	N=327	N=95
No	36%	65%
Yes	64%	35%

Significance statistics: (X2 = 25.6208, N = 422, p = 0.000)

Interpretation: Nearly two-thirds of black respondents (64%) said they had ever feared police would injure or kill them, or feared it for someone else during an incident they witnessed between police and that individual. By comparison, nearly two-thirds of white respondents (65%) said they had not ever had that fear. The difference between the two groups is statistically significant, meaning it is unlikely that the association happened by chance.

	Under threshold for stress symptoms	Above threshold for stress symptoms
Ever feared injury or death of yourself or someone else in your community during police interaction	N=201	N=238
No	71%	18%
Yes	29%	82%

Significance statistics: (X2 = 125.7264, N = 439, p = 0.000)

Interpretation: Large proportions (83%) of all survey respondents who were above the threshold of stress symptoms because of interaction with police also reported ever fearing police would injure or kill them or someone else in an incident they witnessed. Large proportions of respondents who were below the threshold for stress symptoms had not ever experienced that fear (71%).

VI. TRUST

Table 7. Trust for Blacks and Whites in Akron and Cincinnati Combined

	Blacks	Whites
Trust Police	N=323	N=96
Not at all	29%	10%
A little	29%	20%
Somewhat	31%	45%
A lot	11%	25%

Significance statistics: (X2 = 27.1851, N = 419, p = 0.000)

Interpretation: Black and white survey respondents had statistically significant differences in their lack of trust for police. More than half of blacks (58%) said they only trust the police in their community “not at all” or “a little”, compared to approximately one-third (30%) of whites.

VII. PERCEPTIONS OF POSITIVE INTERACTIONS

Table 8. Perceptions of Positive Interactions with Police for Blacks and Whites in Akron and Cincinnati Combined

	Blacks	Whites
Perceptions of positive police experiences index	N=314	N=94
1 (least positive interaction)	16%	6%
2	40%	30%
3	34%	47%
4 (most positive interaction)	11%	17%

Significance statistics: (X2 = 12.6406, N = 408, p = 0.005)

Interpretation: We measured survey taker perceptions about positive police interactions in their community by creating an index that averaged the responses to four questions asking how much respondents perceive that police: get to know community, listen to community, solve community problems, and work with community to try to solve problems. Answer options included: 1 – Not at all, 2 – A little, 3 – Somewhat, or 4 – A lot. Approximately two-thirds (63%) of white respondents perceived that, on average, police in their community engaged in these community policing activities “somewhat” or “a lot” compared to less than half of blacks respondents (44%).

	Perceptions of positive police experiences index			
	1	2	3	4
Trust of police	N=58	N=167	N=167	N=55
Not at all	78%	31%	6%	4%
A little	14%	43%	22%	0%
Somewhat	9%	25%	59%	167%
A lot	0%	2%	13%	80%

Significance statistics: (X2 = 367.7613, N = 447, p = 0.005)

Interpretation: Higher score on the Positive Experiences with Police index are associated with more trust in the police among all survey respondents from both cities combined.

VIII. EXPERIENCE NEGATIVE INTERACTIONS

Table 9. Experiences of Negative Interactions with Police for Blacks and Whites in Akron and Cincinnati Combined

	Blacks	Whites
Index	N=322	N=93
0 (least negative interactions)	5%	20%
1	20%	37%
2	19%	17%
3 (most negative interaction)	57%	26%

Significance statistics: (X2 = 43.2008, N = 415, p = 0.000)

APPENDIX D. FOCUS GROUP METHODS, INSTRUMENT, AND SUMMARY OF KEY THEMES

Focus Group Methods

Participants

In Akron, focus groups were held on August 15, 2015, with 17 community members (9 in black group, 2 in transgender group, 6 in white group).

In Cincinnati, focus groups were held on August 13 and 14, 2015 with 24 community members (5 in black group, 13 in transgender group (11 black), 6 in white group), and 10 police officers (6 in Quality of Life police group and 4 in District 4 police group).

Recruitment

Participants were recruited with a purposive quota sampling strategy in order to represent a diverse range of ages, race, and income. This means that in recruiting we did it with the intention of having certain numbers of black, white, and transgender residents of Akron and Cincinnati across age, race, and income; as well as police officers.

In Akron, the Akron Organizing Collaborative and Mahoning Valley Organizing Collaborative, which are grassroots partners in the project, recruited participants.

In Cincinnati, participants were recruited from three sources: Ohio Prophetic Voices community organizers, mostly through church and other faith based institutional outreach; Ohio Justice and Policy Center engaged advocates or through snowball sampling; and through a statewide transgender advocacy group. Participants may have been slightly more politically active than the average person.

In both communities, Human Impact Partners facilitated three focus groups: black, white, and transgender. Each focus group was audio-recorded with permission and a note-taker took extensive notes. Focus groups were anonymous and all participants agreed to confidentiality.

For the focus groups with officers in the Cincinnati Police Department, participants were recruited by a Department captain who is on the Advisory Committee for the projects. Two focus groups were held; one with Quality of Life Officers at the District 1 main police department and one primarily with investigators at District 4. Both focus groups had a mix of age, race, and length of time on the police force.

Focus Group Instrument (Example from Community Focus Groups)

Population	Black & white community members in Cincinnati and Akron, with a mix of ages, genders, neighborhoods.
Target # of participants	6 - 8
Length of focus group	2 hours

Date/Time
Cincinnati: August 13 & 14, both evenings from 6:30 – 8:30 pm
Akron: August 15, 11- 1 and 2-4

Set up: sign-in sheet, nametags (they can make up a name for the day or use theirs), info sheet on project, chairs in a circle, food/beverages, audio recorder, sign-up sheet for receiving report and indicating willingness to be public with their comments

Introduction:
- Thank you for agreeing to participate in this focus group!
- Facilitators introduce themselves and their organizations.

Background information:

There are serious discussions happening around Ohio with regard to changing policing practices. Governor Kasich convened a Policing Task Force to make recommendations, and then convened a Collaborative Community-Police Advisory Board to start implementing the recommendations.

The Collaborative Community-Police Advisory Board is going to come out with recommendations in September, so we are hoping to provide evidence about what works for people living in neighborhoods and for the people who police those neighborhoods.

We are doing this by conducting a study called a health impact assessment. It looks at evidence, uses data from your communities – both numbers from state and local agencies and information from surveys and focus groups – to inform policy-makers about the health and equity impacts of their decisions. We hope to have our study completed by November, before any recommendations on changing police practices get implemented.

Our Goals:
- To gather information on police department policies affect police actions in your community, and how those actions impact your health, and health of the community.
- Use this information to inform policy-makers and police departments about the effects of changes, and guide them toward best practices.

You are here because
- Your perspectives about police department actions in the community are important to us.
- We want to make sure we include your perspective in our report and in the discussion around police practices in Ohio.

Before we start, here are some guidelines for our discussion:

Anonymity

- Participation is voluntary – you can choose not to participate or leave at any time
- Discussion is anonymous unless you choose to identify yourself. We may include comments and quotes from today but will never write your name without your permission.
- You can use a name you make up for today, instead of your real name.
- Your opinions and feedback during this discussion will be combined with other information from our study.
- However, when we start to communicate the results of the report, people like to have people's real stories. We would not do anything without anyone's permission, but we are asking you to consider if you would be willing to be somehow identified on our website – for example pairing your quotes with your picture, or possibly even (at a different time) doing a video.

Time

- We have scheduled 2 hours total for this group.

Introducing people's roles:

- My role and the role of the co-facilitator is to guide the discussion.
- Your role is to answer the questions and tell us about your experiences
- [Note taker] will be taking notes on what you have said.
- Staff from Human Impact Partners will write the report and compile the research.

Consent for audio recording:

- In addition to taking notes, we would also like to record the conversation, to make sure we correctly capture what was said, if that's ok with folks. This will help us make sure our notes are correct, and also help us get quotes word-for-word.
- Is everyone OK with being recorded? Is everyone ok with us using the comments you make today in a final report or other materials? Again, we would only use your name with these quotes if you gave us permission to do so. Otherwise, all of the quotes will be anonymous.
- Are there any of you who would be willing to have your names listed with quotes on-line, for example, if we embed an audio recording on a website?
- Are there any of you who would be willing to be interviewed at another time about your experiences

Ground rules for the discussion:

- Speak one at a time.
- Give everyone a chance to speak. If you find yourself speaking a lot, then please give others a turn to speak.
- There are no right or wrong answers. We all have different points of view. Feel free to react – agree or disagree – with what others say, just make sure you do so in a respectful way.

- There are people in the room who may be different from you in a variety of ways. Please make everyone feel comfortable by hearing their experiences with an open mind and in the spirit of research and inquiry.
- To respect each other's confidentiality we ask that no one here repeats who was at this meeting or what certain people said.
- Sometimes I might have to move everyone onto another question so we can get through it – or to give everyone a chance to speak. Please don't take it personally!
- So, as a group, can we all agree on these guidelines? (wait for group to say yes)

FOCUS GROUP DISCUSSION QUESTIONS

Have respondents fill out the questionnaire as they are coming in and settling in. Count questionnaires, make sure everyone fills one out and turns it in (although the facilitator does not look at the responses). Before beginning with the questions, announce whether or not everyone has handed in their questionnaires and give people a moment to finish up and turn them in.

1. ICEBREAKER: Please show us the collage you created, and tell us about the pictures you chose.
2. Tell us about any experiences you have had with the police in Cincinnati – either interactions you yourself had with police, or things you saw happening to others.
   Follow-up
   - Have you ever been stopped by the police on the street or in your car?
   - Have you seen someone in your community getting arrested?
   - Have you ever seen the police using force against someone?
3. How did these experiences make you feel?
   a. Does it influence how much trust you have for the police?
   b. Do you fear the police?
4. Have you ever had any good experiences with the police? If so, tell us what those experiences were like.
   Follow-up
   - Did the police respond in time to help keep a situation from getting out of control?
   - Did they protect someone in need?
   - Did they help solve a problem identified by the community?
5. How did those experiences make you feel?
6. How do your feelings about the police impact your daily life?
7. Have your experiences with the police changed over time?
8. Do you feel like police practices in your community limit you in any way? How?
9. If there was one thing that police could do in your neighborhood that would foster a better feeling of trust, what would that be?
10. How do you think the police department practices should change so that they would still be "keeping the peace" and serve the community?
11. Are you aware of any civilian oversight of police behavior? If so, please describe it. Do you think it's effective? Why or why not?

Focus Group Summary of Key Themes

Topic 1: Police interactions

Legitimacy, Powerlessness, Negligence, and Positive experiences

Focus group participants had a variety of negative and positive experiences with regard to police interactions. Common themes that arose were whether the stops were legitimate (and many of these hinted at or outright mentioned racial profiling); a sense of powerlessness that community members had, and examples where police officers were negligent. There were many positive experiences, too, for both community members and police.

Legitimacy. By far the largest amount of comments about police interactions had to do with stops that were questionable. In some cases, the stop clearly had to do with the person being a black man. In some cases, the person in the car was doing something questionable that may or may not have required a stop.

Some examples of questionable interactions that included an element of racial profiling were when a black youth went to a friend's house to help the friend in a time of trouble, the boys were on the lawn, and the youth ended up arrested when he had done nothing. Another black gentleman had an experience of needing to go outside several times in an apartment complex to look for a friend who was picking him up, someone in the complex called the police, and 4 – 5 police cars showed up, pulled their guns, and told him to lie on the ground. He was handcuffed and eventually released. One person gave a friend's experience of not having done anything wrong and still being stopped, "Another mutual friend was leaving a bar, it was his bar, cops swooped down and stopped him. You throw your hands up, I'm a black man in America, we don't get the same privileges, equality."

There were instances when people were stopped for unknown reasons that did not appear legitimate, and because the person knew the system or had a history of raising police-community concerns in the past, the police let them go. In more of these cases, the focus group participant was a black women; black men rarely mentioned this kind of interaction.

Powerlessness. In many of the instances when people mentioned powerlessness, it was tied to the police officer withholding information about why they had been stopped. For example, one black person from a Cincinnati focus group said, "I wouldn't say that I fear, but if I come into a situation where it's me and a cop, pulled over, on the street, in a neighborhood, he probably feels that he can do something and get away with it because he's a cop." A young white woman from Akron mentioned an experience she had had years ago, in rural Ohio, where a state trooper pulled her over after her shift as a lifeguard, as she was driving home in her bathing suit. The officer told her to sit in the front seat with him and "He was kind of chatting me up in a way that was uncomfortable. It wasn't flirtatious, he was kind of coming on to me. He made me do the eye sobriety test, got really close to me. He didn't touch me, I acted cold and didn't engage. I was freaked out. He gave me a ticket and sent me on my way." While the number of comments about powerless were fewer than those about negligence, these example comments point to the lasting emotional impact that feeling powerless can have. One Black woman in the Akron focus groups said, "(There is) constant interaction (between police and community in her neighborhood), there's no equal balance, there's no winning, no getting out."

Negligence. Most experiences that people reported of police negligence had to do with taking several hours to respond to a call about stolen goods; police responding but not taking a report, or taking a report but giving the impression that nothing would happen. In these cases, individuals ended up feeling that their problem was not significant. One Cincinnati community member who regularly attends community meetings that the police come noted that police let them know that "Our neighborhood officers are honest; they tell us, 'we get so many radio runs – unless it is an incident of violence and injury it will be a long time.' "

One community member, a young black man, told of a larger incident of negligence, where he had been shot in his neighborhood, the police picked him up and did not get him immediately to the hospital. "When they ran me through and found the warrants, they threw me in the back of the police car. I said, 'Hey, I've been shot can you take me to the hospital? I've been shot.' I wasn't pouring blood, I was leaking. After the cop did his paperwork, then we went to the hospital. It was a half hour, 45 min later. I later woke up from surgery, and after I woke up from surgery, I went to jail."

Positive experiences. Community members and police reported many positive police-community interactions. Many had to do with a police officer helping out in a time of trouble – whether a broken car or with a crime that had just happened to the person. In some of these cases, it was clear that the discretion the officer exhibited to help instead of arrest had to do with the officer having a long-term relationship with the community member. In some cases, it was a random example of the police officer doing their job to serve and protect. In all these cases, community members felt that the experience had left them with a good feeling about the police. One black Cincinnati participant said: "It made me feel good, it made me feel like the officer was there to help." In some of these cases, focus group participants were appreciative of the skill that police had in de-escalating a situation. A person talked about his impressions after a positive interaction. "It made me feel like not all cops are the same, some are interested in doing the right thing and making sure that good things happen in the community. For equality."

Participants also mentioned good experiences when they interacted with police during a festival or event when police are more relaxed and can have a conversation; when police come to community meetings or present to youth groups and they get to know police officers; when they have participated in police-led trainings on what police do (like Citizen on Patrol, "ABCs of Police and Fire, or ride-alongs). Someone from the Cincinnati Black focus group gave the example of "organizing meeting when cops that are for the community, doing community outreach. They were at a meeting showing that they do care about some of the issues going on in the community."

Quality of Life police officers from Cincinnati mentioned some of the positive experiences they have had, as well. Mostly they have to do with seeing residents that they have done some problem-solving or referring them to social services who are doing well now, or getting calls from community members or businesses in neighborhoods who are just calling to say hi, let them know what is going on, or thank them for something they have done in the past. One police officer talked about someone they had been able to help that they had recently seen, "Yes, you get to help people. For example, a prostitute came up to me a while ago and told me, if you hadn't arrested me that last time I would not be alive today. She went back to school, she's clean (last I knew), reconnecting with children."

By and large, in the Akron focus groups with community members, when people talked about their experiences, it was with the Akron Police Department. However, in the Cincinnati focus groups, while there were some negative experiences mentioned with Cincinnati Police, most of the negative experiences appeared to mostly be with other police department.

Topic 2: Police Use of Force

Legitimacy, police perceptions

Legitimacy. Just like in the statements about all police interactions, there was a strain of questioning the legitimacy of the use of force that focus group participants detailed.

In some instances it was clear from the story that the officer involved was simply exerting his authority, such as at a college party that had gotten too loud where an officer threw a young man to the ground and handcuffed him in a position where he could not turn his head. The young man had not resisted arrest and had not even known that police were standing next to him.

In certain cases from the stories shared, it was unclear why the officer had used force, i.e., there did not seem to be a need for it. One quote exemplifies this, “The police officer who arrested and assaulted me clearly has some sort of insecurity if he had to take a 65 year old woman and throw her to the ground to arrest her.”

In other cases, the use of force appeared excessive and unnecessary, but the police were responding to cues that the focus group participant may have done something illegal. Even so, it did not appear as though the extent of force used in these cases was necessary. One example of this is a man who had not done anything illegal, but was out jogging in the projects, and when the police car turned the corner they started chasing him, and he ran as if to evade the police. Eventually he stopped running and when he stopped the police forced him to the ground and the person described a series of four police cars arriving and a total of 8 police officers who beat him.

Perceptions. The police perspective is important to incorporate. One police officer said, “None of us comes to work saying ‘I’m going to shoot somebody.’ If something is going on and we have to address the situation, we have to respond. We all want to go home to our families, too, so we may have to defend ourselves.” Police officers mentioned that they walk into all sorts of situations that change in a moment, and they have to be ready to respond to any turn of events. A community member focus group participant who had gone on a “ride-along” with police stated, “I can see where you can be casually on patrol, and you have to suddenly flip on emergency mode.” One officer, in relation to how news stories do not tell the entire story, said, “When we have to defend ourselves – when police have to shoot back, (you see the video and hear the words) ‘He’s bleeding, help him.’ Well, we don’t even know where his gun is so you have to step back (and think about the context).”

Of note, not one of the 41 community member participants described a use of force incident that they felt was legitimate. These incidents undoubtedly happen. With regard to police interactions, stops, arrests, and the like, people did describe experiences of these that they felt were legitimate.

Topic 3: Health impacts and impacts on daily life

Physical health, Mental health, impacts on daily life

Physical health. The physical injury impacts from police interactions that focus group participants shared ranged from being quite uncomfortable from being immobilized, handcuffed and put in the back seat of a police car to being repeatedly beaten by a series of police officers, with the ending blow a "billy club to the spine". Somewhere in the middle of that range were several people who mentioned getting handcuffed and being picked up by their arms, seriously compromising the integrity of their joints; in one case causing dislocation of the shoulder.

In our focus groups with 41 community members, five people shared actual use of physical force; of those three were Black participants and two were White. In Akron, most of these experiences were with the Akron Police Department, although the White young man's incident when police used force was in Athens while in college. In Cincinnati, the only person who shared any use of force incident was a white woman and it had happened in an outlying suburb. One Cincinnati Black man shared an incident where he was very frightened because police pulled a gun on him and made him get on the ground, however no force was used. This incident happened in a small town in Missouri. He said, "I got on the ground immediately. I mean, they had guns."

Mental health. There was also a range of mental health impacts that people identified experiencing from their police interactions. People often used the words "powerless", "helpless", "humiliated", "anxious", "anger", and one person said after her experience at the hands of police in a suburb, she felt suicidal. A young Black man who had been shot in his neighborhood and when police arrived, instead of immediately taking him to the hospital, they handcuffed him and waited 45 minutes before taking him to get medical care said, "I felt that what they did was unlawful, it was an injustice, it was unfair. He should have known what was going on, what if I died? *He made me feel worthless***."**

Impacts on daily life. When asked the question, "How have interactions with police affected your daily life?" there were only a few people who did not have at least one of the following ways that they had changed their lives to accommodate the potential for police interactions. Probably the most common response was that people only drive in certain places. For example, one person said, "I don't drive on the streets, every way I go is on the highway because I don't have time to get pulled over." Another person said, "It has impacted my daily life. I try to get everything done at the same time so my car gets parked at the same place. And I'm not doing anything wrong other than being black." Another way people have accommodated the potential of police interactions in their lives is by doing advance planning for what happens if they get stopped, such as keeping their identification in the sun visor so police can access it, knowing to keep their hands on the steering wheel, show their hands at all times, not go into the glove compartment without permission. Others mentioned a plan to dial a friend and leave the phone on, or turn their camera phone on so the police know they are recording. Many people also stated simply that they don't do anything illegal, they drive with their license, if they are going to a bar they take a cab. Finally, several just generally said that they have changed their lives: "65 years of my life, no. Here lately, yes."

Topic 4: Trust

Why don't communities trust, consequences of not trusting, police perspective

The depth and breadth of discussion around trust between police and community indicated how vital this one indicator is for repairing and establishing good relations. Analyzing community and police responses, focus group participants talked about why community members do not trust the police, the consequences of not trusting the police, and the police perspective on community trusting police and police trusting the community.

Why don't community members trust the police? By far, the most people said that distrust results when police have done something illegal, unjust, or unfair. For example, when police did not take a man needing medical care to the hospital right away, or writing a ticket when they know it's not a legitimate ticket. One person told of an experience where he and friends were pulled over and the officer found a small amount of crack in the car. Instead of writing a ticket or arresting anyone, the officer simply took the crack.

Relatedly, community members talked about when police officers "get away with" wrongdoing – mostly related to citizen killings and use of force. One person said that "the police protect their own" over citizens they are supposed to protect, and several mentioned not seeing any reprisal or punishment, and even when officers are put on administrative leave, they get paid. In relation to the issue of holding officers accountable, a Cincinnati Black participant eloquently said, "The biggest thing I don't trust is the system – there is an infrastructure that fails people. The system is made up of individuals, but the system where the first thing a police will do is say a story and the other cop will back it up – that's the system."

One person said simply, "When officers lie."

Racial bias is another reason why community members do not trust the police, related to both lack of fairness and systemic issues. Racial bias, in our focus groups, was front and center for both the Black and White participants.

Still on the issue of not trusting the police when they do something that appears unjust, several people mentioned that when police appear to be trying to generate revenue by their stops and citations, that affects their feeling of trust and confidence in the police. "When you're out to get me, how can I trust you?" one person asked.

There were more than a few community members who brought up that lack of trust was related to "just a few bad apples", not the whole police force. However, like the gentleman quoted about, several others felt that those individuals impact the whole system of law enforcement.

When police officers take advantage of their authority or the power inherent in their job, it leads to distrust. People talked about being stopped for no reason and not being given a reason for it quite a bit, since that was a direct question to them, but other reasons given in response to the discussion about trust included when police demonstrate an excessive show of force in one neighborhood. One person said, "It shows distrust for the community." Another person said, "if I come into a situation where it's me and a cop, pulled over, on the street, in a neighborhood, he probably feels that he can do something and get away with it because he's a cop."

People mentioned police not doing an adequate job when citizens call for help. There were many examples of this, mostly relating to people calling police to respond for a burglary incident and police showing up very late and/or not doing much to help the person. One person offered

the perspective that police had apologetically told him that they are overwhelmed with calls and they have to triage. Nonetheless, it still impacts trust and confidence in police. Most of these comments came up in Cincinnati and were from White participants.

A final reason that came up quite a bit in Akron was the issue of officers who do not live in the community policing the community. “If police don’t live in the community it’s hard to believe that they care about the community, that they know the community, and that they are as accountable for their actions.”

Consequences of not trusting the police
One important and pervasive consequence of a lack of trust in police by the community is that community will not talk with the police and help them solve crimes. This was mentioned by both community members, and particularly by police. A community member in Cincinnati said, “You have instances where there’s even a homicide and there could have been 15 people on the street who witnessed it - and nobody saw or heard anything. That’s the frustration for the police.”

Police perspective
Police focus group participants gave an additional perspective on community trust of police and police trust of community.

In addition to all of the community reasons for lack of trust, police emotionally mentioned that parents teach their children to not trust police. “If we see a little kid and wave at them, the parent snatches the child away and says, ‘Don’t talk to the police.’ Or in a store and they’re misbehaving and they see a police officer and tell the kid, ‘you’d better behave or that police officer will take you to jail.’ “ To this statement every police officer around the table nodded, and one even interjected, “That’s my biggest peeve.” The original speaker ended with, “Parents need to teach kids that police will do something good for them, not just take them to jail.”

Regarding police trust of community, police were resigned to how their role and experiences necessarily lead to difficulty with trust. With a shrug, one officer said, “the majority of people lie to us, so we have to believe that everyone is lying. And they lie really well to us.” One officer noted the change in being able to believe people that had come about in comparison to her earlier life working in the corporate world, where “I trusted everyone. As a police officer, casual conversation with someone on the street, I don’t believe them.”

In relation to trusting the community, Cincinnati police mentioned a recent incident where Cincinnati Police Officer Sonny Kim was killed keeping the peace. “He *knew* the community member who killed him. You have be thick skinned, but you can’t let your guard down, you still go home to your family. We’re not trying to nasty or overaggressive, we want to go home to our families. Communities can throw us under the bus because they’re not in our shoes.”

Offering a solution (relating to procedural justice), a police officer said, “The community will trust the police as long as the police officer appears to be fair and impartial. And the police officer will trust the community as long as they get cooperation.”

Community-police relations

Fear, anger, respect

Fear. The concept of fear, or even the word "fear", is clearly charged. Some agreed that they do have some level of fear. One Akron Black man said, "I have a natural fear. I fear for my life. There is so much going on with people getting killed by the police." Another person stated that, "I have feared them, like when the police pointed a gun at me. I was scared. I'd never had a gun pointed at me with the intent that he might shoot you. He could have decided to shoot. The person who got shot has no recourse - they are dead."

Some people did not mention fear, but used words that indicated some level of fear or anxiety. One person said, "(The stop) was intimidating - I should do what they say." And many people stated that while they do not fear for themselves, they do fear for the young black men in their community. This type of a comment was most prevalent in black women in both Akron and Cincinnati, who fear generally for young black men, and for whom that fear was personal – they fear for their boyfriend, the father of their children, their sons, nephews, or brothers. One woman said, "I would be more fearful for our black men. You always see they are profiled, harassed, beaten."

Others did not use the word "fear", but talked about anxiety, nervousness, stress, or queasiness, which was often related to when a police car is next to them. "I get a little queasy when a cop pulls up behind me, act a little different. Fear might be a strong word, but there's anxiousness." A black Cincinnati participant took a larger view, noting, "Our European counterparts don't have that level of ongoing anxiety, stress, and fear that we have because of how we've been treated by the police."

Several people who said that they were not fearful talked in parallel about knowing their rights and being an empowered citizen. For example, "I don't have anxiety about cops. I'm just as powerful as they are. They have a job to do, and I have a job. If they don't do their job I will file a complaint about them. They gotta do customer service, I gotta do customer service. If you look at things with a different attitude, you won't have anxiety." Another person said, "(I've been) threatened to have my car searched without any just cause, and then they back off when you show you understand the system."

Several people mentioned the change in time over the increase in prevalence of incidents of use of force or killings of people, or even the intense surveillance in their communities, which has led to an increase in anxiety and fear. "When young, I didn't feel that way, but it's got to the point where I'm anxious. Making sure that I don't do anything that will cause issues. Years ago I didn't feel that way." One Black community member in Akron stated, "I do still think there are more killings now. Police feel more of a penchant to do it, it's stepped up, maybe they've always done it, but it's stepped up. The police on the force now, they have more of a military mentality. They see us as an enemy." One Black community member in the same group who was a former police officer, though, countered by saying that there is no change in prevalence, it's just a change in the amount that people are hearing about it.

Anger. People did not speak directly about anger much, although when they did it was related to two things: racial profiling and being stopped for an illegitimate reason - or given no reason at all. For example, "When I got pulled over and they didn't give me a reason, it made me feel low

and it made me angry. I haven't had a lot of experiences of racism." One person said, "I get mad about is they are wasting tax dollars to pull me over for no reason. My tax dollars pay for your paycheck."

Respect. Some of the reasons that portions of the community lack respect of police are similar to what causes people to lost trust in police. Inappropriate use of power, police not doing their jobs, police not respecting community, and getting hassled when trying to do something good for the community are some of the major categories that people's comments fit into.

One major reason for a lack of respect for police is when police inappropriately use the power of the police officer. One person said, "There are people who are power-stricken who do things they shouldn't do….(they) just bully people." Another person stated that "cops are enabled to do mean, underhanded things to people", and that some police officers want the job for the wrong reason, and maybe they have been bullied as a kid and want to bully others.

Another category related to comments about lack of respect was when police do not do their job. One person said, "The police are supposed to protect and serve, but I don't feel like they uphold their part of the government." People talked about being pulled over for going a bit above the speed limit, but not having police respond when they call for being burgled, and one person just said they felt like the police are "lazy and incompetent." Another person said, "It says a lot about integrity, when they write a bad ticket and know it's bad."

In relation to why people do not respect the police, several people mentioned getting hassled by the police when they are trying to do something good for the community, such as peaceful protesting or leafleting about a city-sponsored event. "When you're trying to do something positive for the city, when there's something positive, that's when they're trying to harass you."

Another perfectly sensible reason for losing respect for police is because of the feeling that police do not respect the community. "We're going back to the period of time where police have total disregard and not respect for us as black men," one person from Akron stated. Another person said, "For us, there is no respect for black folks (by police). I'm going to keep it real. The problem is disrespect. If I was a different racial persuasion I might not feel that way. Cops look for us to do wrong."

Several community members expressed that they basically want to respect the police, but their experience with police interactions make it difficult. One person said that "my good interactions (with police) let me know there are good people on the police department. I know that firsthand. But the bad outweighs the good." Another similarly said that, 'I know there are a lot of good police out there," but had sympathy for the systemic issues that they face. "Police departments and fire departments dealing with some of the same issues that are in the education system. We know the majority are trying to do a good job, they are dealing with lack of funding and money being cut from the state. Police departments can be a lot better than what they are, though."

A few police officers shared that they were surprised at the extent to which community members do not respect them. "I didn't expect the disrespect that the community has for us as police officers. They forget that we are people just like they are," said a Cincinnati Quality of Life officer. An investigator said, 'Now, I'm a police officer, you tell someone to do something, it's

not necessarily that they're going to do it. Respect, you don't get the respect that I would have given (to the police) as a child. That's not the way I thought it would be."

Topic 5: Racial bias

Profiling, white privilege, media, individual vs. system, police perspective

In the first section about Police Interactions, we gave some examples of incidents where profiling may have been afoot (see page 2). This section concentrates more on how people feel about racial profiling as well as a few examples.

Profiling. Several people talked about how, even if there is no reason, someone who is Black may experience troubling interactions with the police. "We raise our black folks, we don't have a gun, or a knife, but (we) could be shot because I look like those that get the brunt of police behavior. If we were salamanders maybe we could stop the violence, change our color, but (we) can't." Another person talked about her boyfriend, telling him that just because he doesn't have a record, has a job – that he could easily still be a statistic because he is a young black man – that a "cop can still profile you and think you are a drug dealer." Many people outright said that young black men are targeted, and that "cops look for us to do wrong", and one person stated, "We have rights. We have to be able to drive around the city like anyone else."

Just as poignant, both of the White focus groups in Akron and in Cincinnati were troubled by the lack of anyone Black in the room, saying that "it's easy to ask white people", until we told them that we were holding focus groups with Blacks specifically. Both groups recognized the degree of white privilege they enjoy. One white woman told a story of trying to run from the police when she was much younger, "I ran blocks and blocks in the car and they had to chase me down, I got out of the car and they had to chase me. In the end, I didn't end up in that much trouble. I played the white girl thing with my hair up, a nice dress, and my mom with me…if I had been a black male or female I don't know if I would have gotten off like that." A Cincinnati public school teacher shared that 98% of the kids he teaches are African American, and they have to deal a lot more with the police. One white property owner in an Akron neighborhood that "has issues" detailed that while he and his neighbors all had to call the police occasionally, he quickly noticed that despite voicing the same issues, he became aware that he was getting a much higher level of service, thoroughness, and basic respect than his Black neighbors from the police.

Police expressed frustration and emotion when the question of racial bias was raised. The focus group question was, "Racial bias in policing is a hot topic on the news these days. What are your thoughts and feelings about this?" While none of the community members picked up on the media aspect of the question, nearly all of the police did. One officer very eloquently stated, "The language in the question that you asked about the media is an important. The media acts as a magnifying glass for anything that they choose to cover. Not to say the issues they identify don't exist, but they can magnify those issues by drawing attention, but also by driving the narrative. It's important to recognize. There are (media representatives) that act responsibly, there are others that should act more responsibly and don't understand the power they wield. And they do incredible damage. And they do damage to law enforcement. We suffer real consequences that affect the public trust and our ability to solve crime. The media is the root of all evil about creating the racial bias."

Other officers echoed this. One gave an example where a Black officer had shot a Black man, and there was a White officer there who did not shoot. The media stated that there was a theory that the White officer did it and the Black officer was taking the blame to avoid the question of racial bias. One officer said, “Does racism exist in the police department? It’s still here to an extent. Whether people act on what they are thinking, I don’t think so. Yes, occasionally it can happen, but …the media is pushing (the story that police are racist).” One Black community member from Cincinnati offered a similar sentiment, saying she had been to a peaceful protest and the media never showed how peaceful it was, and that they were in front of the police station.

Police perspective

“With racism in Cincinnati or racial bias, with officers and bad guys – that’s all I see is the officer and the bad guy. I don’t see that it was black officer and white man.”

This was the perspective that almost all of the officers in the focus groups gave. One person verbalized the frustration that police clearly feel with being labeled racist: “I get very frustrated with this issue. My parents did not bring me up to be racist, I believe I’m treating people the way they treat me, I don’t care what the color of your skin is. Look at the actions, not the race. Look at the actions (of people we stop and interact with), that’s why we’re responding to you the way we are, not the color of your skin.”

There was a theme of judging people by their actions and not the color of their skin. “People draw that race card, you are who you are, be responsible for what you’ve done. It doesn't matter what your skin color is if you’ve done something wrong.” However, one officer said, “you do have that element, you do have people that practice institutional racism.” And another mentioned that there are two separate fraternal police organizations - the Sentinel organization (Sentinel Police Association, a group of black police officers) and the FOB (Ohio's Largest Professional Law Enforcement Association). I hate that because it separates us.”

There were many comments that the individual police officers themselves, in the focus groups, are not racist, and many went on to mention how they were raised, i.e., not to judge people according to their skin color. One person said, “I’ve yet to meet a racist police officer on this police force. There are assholes, and jerks but they aren’t racist, they’re just assholes.” Another stated that “In this uniform we don’t see color. I don’t care if you’re black, white, Asian, Hispanic.”

Several officers felt that the energy that is put into #blacklivesmatter would be better spent on helping to decrease crime in black communities. “People need to recognize the black on black crimes that are happening; the implication being that more community members are perpetrating physical harm on the black community than police.”

One officer mentioned that some citizens request an officer of their race; the only examples were Black citizens wanting to speak to a Black officer. “When I show to a radio run, some blacks won’t talk to me because I’m white, they want to talk to the black officer.” Several Akron community members mentioned asking for Black officers.

A Cincinnati bi-racial police officer who had grown up with the experience of being different than all of his friends said, “People mix up the feeling of being different with the feeling of being

racist," and he talked about how police need to have longer training to acclimate to urban communities that they might not be used to.

Topic 6: Police

The job itself, stresses of job, police department philosophy and practices, and how community problems are solved

The job itself. Police officers detailed many aspects of their job – why they became police and what the job is like, what surprised them about the job and what they love about it. There were three main reasons that police offered as to why they became police officers; a majority said that someone in their family had been a police officer or the military, or they themselves had been in some other military branch. Many of them said that the desire to help people or be of service drew them to the police department, and some mentioned that the opportunity to make more money than the field they had been in was the draw.

When talking about what they like about the job, many officers mentioned being able to see the people that they had helped, although they seemed few and far between. "What we do with homelessness, sex workers. If you can help the one, it's rewarding – it can be a simple solution – you put the uniform on and give your opinion, and it holds weight. You cannot help everyone but you give your voice."

Officers talked about the job itself, and several mentioned that they wear many hats: police officer, social worker, psychologist, babysitter, animal rescue, sanitation, they use narcan so they are caretakers, counselors, and mediators. They do everything – and people expect them to do it. Another added, that even if they know it's outside of the job, police would almost never refuse to do something.

Officers also talked about a darkness they are exposed to. "Almost 95% of the time, you see the worst of the worst every day, so you have to be thick skinned." Another explained it this way, ""You really see a lot of the dark side of life, people in crisis. There is an importance of maintaining mental toughness and understanding that what you're looking at is a really small percentage of human activity but the time you're spending on it is importan."

The Quality of Life officers at the Cincinnati Police Department seemed particularly pleased with the way their job required them to be creative to solve problems and work in collaboration with community members, nonprofit organizations, social service programs, and business owners. They detailed the different expertise and skills different members of the team had, and felt that as a unit they were very effective, with letters to the Chief and thanks from the community to show for it.

Stresses of being a police officer. Police also shared some of the stresses of the job. While members of the public might think that the most stressful thing about being a police officer is the constant possibility of coming to physical harm, the most oft-mentioned stressors were seeing the difficult things that they see on the job, difficulties with work-life balance, and an absence of systems and a culture for taking care of each other in this stressful work.

One officer summed up the stress of seeing people at their worst in this way: "This is a not a job that everyone can do. You realize, that not everyone should see this. It's absolutely

heartbreaking. You have to put a wall around your skull to handle what you're going to see." Another stated that what they didn't expect is how people treat each other, and that they would see it first hand. One officer just listed, "Seeing a dog tied up to a chain this big (indicates very small chain) emaciated, to seeing a child shot, someone hit by a car, car crash."

The stresses of not having a good work-life balance and a job that supported quality family time were apparent. Officers shared that they were never "off duty". "So the stress would be we're a 24/7 operation, this building is never closed, never unoccupied, even when you're off duty you're never off duty." Another officer gave details about the work-life balance: "Trying to balance things out, we work long hours, weird hours. Try to get proper rest, proper exercise, be healthy, eat healthy. It's hard. Coming to work every day, I enjoy my job, that's not stressful. It's balancing – that's what's stressful." Most people commented on the strain that the job can put on their family life. "You got through police academy and you hear 'family first'. Then all of a sudden you get here and it's like family's first…but after the police department." Officers mentioned with gratitude a change that had taken place when Chief of Police Craig (Chief from 2011 – 2013) had taken the helm, which was to switch to four 10-hour day weeks instead of 6 days on, that this had made a huge difference to them being able to spend time with their families. One person summed up the stress of the work-life balance in this way, "People do not understand the life of a law enforcement officer. Most people can't do everything with wife, family, soccer, birthday, and on top of it, when someone gets shot, that's serious. Do community members know that regardless if you're at your son's 1st birthday party, you have to leave." Many spoke of missing their child's breakfast on the first day of school, or missing their child's last game of the season, due to needing to respond to a work call.

The topic of needing to go to court was significant. Police officers have to go to court no matter what, even if it is their day off, and showing up in court is a large time requirement that is, basically, unpaid. Many officers felt resigned to it, but mentioned that if a different system could be put in place it would decrease their stress.

Many officers commented on a culture of not talking about stress, family or job strain, or mental health issues. One officer said, "If you're having issues - this job is emotionally draining and it's tough. There's a stigma if you admit that this one (meaning an incident on the job) hurt (emotionally). You're supposed to be tough. No one wants to admit that they want to talk to people (about it)." And a common sentiment that was echoes several times was that, "We don't do a good job of checking in with people. People who call in sick – I tell people if I'm calling in sick for like 5 days in a row – can you come to my house and see if I'm ok. We don't do a good job as a department as a whole taking care of each other when people go through traumatic times."

Some did mention, however, that the risk of death or injury is stressful. "Sending a text to your husband saying an officer has been shot and it's not me." That is stressful.

Police department philosophy and practices. Police officers in Cincinnati were very candid about the philosophy they work under, and their agreement with it. One person noted enthusiastically, "The philosophy from 1990 from when I came on today - it's a totally different police department. The administration changed. Back in the day, it wasn't about problem solving, it was arrest the bad guy, but now we have to work together with community to get anything done." Another said, "Now there is an expectation that the community is involved. If you live work or play in Cincinnati, it's not a police problem it's a Cincinnati problem." Some of

the officers who had been hired after CPD changed its philosophy stated that problem solving was all they knew, and it aligned well with how they want to police. “I thought this job would be creating a partnership with the community, and from within. Working with each other to reach our goals for what we’re trying to do with the community”

Accepted policy documents the problem-solving, community policing philosophy of the Cincinnati Police Department. As one Quality of Life officer stated, “We want to help (‘the kids, stop human trafficking, decrease use of drugs’) and the policies and procedures we have now are such that we can do it more.”

One officer detailed that the change in CPD philosophy and practice started when a chief was hired who “wasn’t up through the ranks in our department – we got a person from outside.” Another stated that Chief Streicher (Chief from 1999-2011, on CPD for 40 years) “was the old chief, led with an iron fist, was intimidating. It was an old boys network. Now we have young cops who think different.” Another officer gave more background. “With the administration we did have – you’re catching us at a good point right now. Back then we had federal monitors come in, it might have seemed like, we’re open to having the government federal coming in, but it wasn’t the case.” When the federal monitors guided CPD to change to problem solving policing, one officer in the group was tasked with figuring out how problem solving does NOT work, because the administration felt like they did not need to be told how to police. However, the officer did the research and “I couldn’t figure out how problem solving doesn’t work. It does.”

How community problems are identified and solved. The Quality of Life officers, a program begun by Chief Jeffrey Blackwell, are particularly empowered to use all the resources the city has to solve problems that are identified to the police either directly from the community, when CPD attend community meetings, or from data-driven hot spots analyses. The Quality of Life officers then go to the neighborhood and can use social service partners, community organizations, other city departments like public works or code enforcement, and partner with local businesses to make changes to decrease problems, such as a house police are getting a lot of calls on, an uptick in prostitution, and the like.

“We use a lot of outside resources, CAT house, Justice Center, Franklin Community Center – we use resources so we’re not dealing with the same people over and over. Using other resources instead of saying there’s nothing we can do to help you. We have an umbrella of resources and we ask the nonprofits and others, what can you do to help us. If it’s signs on the building, we talk to building inspections, and they put a bright light.”

Even investigators or officers who are not Quality of Life officers participate in problem solving, and also acknowledge there are other directions that problem-solving can take. “If it’s a drug thing, could be tasked to violent crime or drug unit.” But one officer stated a truth – that ultimately, police do have arrest as a tool in their toolbox: “You can always start locking people up. If you’re going to the same address multiple times, someone is going to jail eventually. You try to mediate and people are supposed to work their problems out. You try to help people with their thinking errors but some people just don’t get it. Arresting someone is one way to get everyone’s attention.”

One Quality of Life officer gave a broad picture. “In this position it helps me understand some things that go on in the community, why there’s distrust. In the job I’m in now (CP QoL) we can reach out, and try to get them to know that we care, and we there to help them.”

Topic 7: Recommendations for how to increase community-police trust

Interactions between police and community, transparency, honesty, and accountability, better criteria, better training, community members taking responsibility, philosophy

Focus group participants were asked if they had recommendations to improve community-police trust. They were passionate in their recommendations, and in most ways, community members and police were in agreement about how to improve trust.

Increase the opportunity for interaction between police officers and community members. By far, the suggestion that there need to be more police interaction with community when there is not a problem going on in the moment was the prominent suggestion coming from both community members and police. Judging from the positive interactions that people mentioned, it is clear why increasing these instances is vital for community-police relations and trust. One Black community member from Cincinnati said, "Get more in community, in community meetings, to know people better. Officer Sunny Kim was shot, there was a lot of positive (feeling) about him, he was involved with kids and groups, and (community members) mourned that officer. Get involved so people look up to them, so they are not just seen as someone who enforces only, but cares about the community. Then the community might feel like they can protect and serve *them*."

A major reason that people mentioned more opportunities for positive interaction between community members and police is because each needs to see each other as human beings, not as a stereotype of what they think the other is. One community member said, "Put yourself in our shoes, officer. You probably weren't raised like me, you don't know me because you're on the outside looking in. If … we could build better relationships with them, it wouldn't be as violent." A police officer said, "If community members knew that police are human, and trust us that we are trying to do the right thing."

One person in the Black Akron group said, "I know it works. Show people you're a human being you're not a machine with a uniform on. That would go a long way. They need to park the cars and get out of the cars and hang out with the people a little more." Many people talked about police getting out of their cars and interacting with the community. Some mentioned with nostalgia the horse patrols that were discontinued in Cincinnati, that police on horseback had more opportunities to interact with the community positively. Others talked about bike patrol as another way that police are able to interact more easily with community. One person didn't need police to even get out of their cars, but just said, "We need to know you personally. It's great that you drive around, but when you pull up to a stop sign and there are people there, roll down the window and say hello and chat for a few moments. Those things build up a sense of community."

Others mentioned ways that working with police in collaboration can be powerful for developing trust as well as solving problems. A Cincinnati person said, "I live in the Four Towers, they have a community group that works in conjunction with CPD, but they are on bikes. No one has said anything negative about (the community) working with CPD, things have changed for the better a great deal. No one is being shot or harassed. They work to build the relationships." Community members and police mentioned several structured opportunities that exist through the police department for citizens to get involved, know what the life of a police officer is like, and create relationships. Programs like Citizen On Patrol, doing ride-alongs with police, or

"ABCs" where police go to community groups and do role playing with the police officers in scenarios, which explains laws and why police have to make certain choices.

There were specific groups that were elevated as needing special outreach. Opportunities for police to interact with youth in schools and youth groups was one. A couple of younger adults in White Cincinnati focus group remembered the DARE program, where police went into the schools to talk about the dangers of drug use. They acknowledged that while nationally DARE has been proven to be a failure, they did develop a relationship with the police officer who came and respected the officer, and felt that more programs where youth meet police would be beneficial. This was echoed in Akron, where Black community members mentioned when police officers have come to youth groups, it helps youth get a different picture of police.

Another population mentioned that could benefit from interacting with police positively are victims of crime and people who commit crimes. Community members acknowledged that it's beneficial to "clean up the drugs", but said that people who buy or use drugs are victims themselves from people selling drugs. Another person said that while it's great to reach out to youth and neighborhood associations, the people who most need good influence and relationships are people who commit crimes, to change their trajectory.

An officer summed up this theme of police and community needing to interact positively more and know each other in order to build trust, "The word that sticks in my mind is understanding. It's important that the community understands what we're confronted with, the resources we have, and trust that our hearts are good and we're trying to do that with good intention. Vice versa too, that police understand the community perspective."

People also mentioned that conversations, like the ones we were having in the focus groups, with police and community at the same table would go a long way toward improving trust; if community and police could just talk with each other about these tough issues of use of force, trust, racial bias, stresses of the police job and of living in a highly surveilled community. One person said, in relation to training officers, that it would help to have "a component that trains the police, and trains the community to talk in circles like this. Community peace circles with police and community."

Transparency, honesty, and accountability. Some officers talked about being communicative and transparent with individuals. "You don't have to be friends with everyone but it's ok to communicate. The community wants someone that they can talk to, someone who will take the time and listen. Even if you're not going to solve it, let' me get it out of my system. They want to be heard." The end of this comment supports the literature on the reasons that people file complaints with Civilian Review Boards, and their goals for what they want out of the complaint process – to be heard. Another officer said, "Communication is important. If you don't communicate, it doesn't work, not within the police department , not within the community."

One officer offered a larger vision of transparency, and working with the community. "There are times when there's going to be a (crime) wave. Do we handle it with no communication, or (with) transparency and openness, trying to figure out ways to move the department forward so it doesn't reoccur?"

There was also a theme, among police, of setting expectations, and not setting the police force up to fail - being honest about what the police can and cannot do. "For fostering trust in

neighborhoods or community, 99% of time from commanders you get this “transparency” word, just be transparent it will help. I don’t believe that the (whole) answer. Yes you do need to be transparent, but be honest and tell the truth – we as police don’t seem to be able to do this well. Let’s just give an honest answer: No we do not know who shot and killed (that person on your street), but we’ll continue to work on it.”

Accountability also arose in the discussion about what could improve community-police trust. One community member immediately moved to accountability, when asked about trust, “The major factor in making police accountable is this thing about immunity, they hide behind immunity shield. You have to have someone who takes responsibility. Immunity laws need to change.” In general, the idea people mentioned was the police taking responsibility for their actions. One person said, “One thing they could do better – don’t just back up a cop because you’re a cop. If there’s a cop who is doing something wrong, say it. Someone has to do it.”

Better training and demilitarizing the police. There were quite a few comments about improving the training that officers get, and almost an equal amount of them were from police themselves. One of the types of training that came up again and again was training in de-escalation, mediation and negotiation. One person specifically stated that police need to be trained to have the mindset that deadly force is the last thing they should use. Another training component raised was cultural sensitivity and diversity. Some people said that while of course the police should train the police, but that community members or “more types of groups” should be brought in as well.

A police officer had a comment about training from a conversation about racism. “We hire new cops and 90% of them are white. Some are not from Cincinnati, not urban. They go through this academy, which is held in a confined, controlled, safe environment. Then all of a sudden you’re out on the streets of Avondale. Then they are in the community, and they’re gripping their gun. And people see them and people say, look at this guy, he’s tense.” While this officer felt that there was no way of training someone about what it’s like to be in an urban community, and that “training in the streets is by doing,” there might be some guidance of what weapons officers can and cannot use in the probationary stage.

Officers felt that during the aftermath of the recent killing of Sam DuBose by a University of Cincinnati police officer, there had not been riots because police had first developed relationships with the community, but also they had retrained themselves in how to manage protests and to constantly monitor the situation. While there was debate about whether or not the peacefulness of the protest was because there were clear repercussions communicated to the community or because of the relationships developed, the fact was that the protests did not turn violent like in 2001 or in other cities.

One community member in Cincinnati praised the police, in terms of training and beyond, “One good thing about CPD I learned (is that) City of Cincinnati are probably some of the best police in the area. I was reading about how much training they go through compared to other communities around here. This community oriented approach is a good thing.”

It came up several times in the discussion of training that having less dangerous equipment for police, using a taser instead of a gun or even less, and “demilitarizing the police” would help build a sense of trust with the community. One person said, “This is a police state. This is a police country. Demilitarize the police.”

B*etter criteria.* Because community members and police alike talked about individuals in the police force who are "bad apples" or exert undue power in their interactions with community, the concept of having better criteria for screening potential police officers and monitoring people once they are police officers inevitably came up.

Some of the criteria people mentioned were:

- Mental / psychological – "to make sure they are not a control freak and need to overpower situations."
- More psychological selection criteria – this came up multiple times
- Physical fitness
- Ability to handle yourself in an altercation without pulling your gun
- Have a personality test once a year
- Choose people who don't want to use deadly force and prefer to diffuse situations
- People who are not bullies

As noted above, people mentioned that these should not only be additional selection criteria for new officers, but monitored over time. One police officer who had studied performance of police over time noted that between years 5 – 9 on the police force is the era when the most disciplinary or performance complaints arose, so taking care to particularly monitor that time frame would be wise.

Community members taking responsibility. The idea that the responsibility for creating a city or neighborhood that fosters community-police trust lies not only with police officers and police forces, but also with community members to participate is an idea that came, in our focus groups, only from community member participants.

One way this happens is by community members knowing how the system works and using that system. Going to court to protest a wrongfully issued ticket, filing complaints if there is a grievance against a police officer are some examples of ways community members have been empowered to make the police department answerable to perceived wrongs, and increase their trust of the system. "They made a mistake, and I complained. They apologized," one said. Another said, "I don't have a problem going to the District 2. They only way they stop is by numbers. Numbers are high for police killing, but how many people make the complaints? People say they don't have time." One person who regularly interacts with the police on behalf of her community said, "The experience is liberating because I can agitate and get under the skin of those who are supposed to be protecting and serving, but my eye on them is making them do their jobs better."

Another way that community members feel they need to take responsibility is in teaching youth right from wrong. One person said, "I am trying to help youth and explain my story that I did 12 years for something stupid. I f I can affect one person, that might be cool."

Being involved with police in structured ways that exist is another way that community members can be empowered to help create trust. For example, one person said, "I would like to see more people involved in citizen patrol from my age group on down. When you walk in the neighborhood it cuts crime. The dope dealer won't stay in the neighborhood when you are there."

Finally, participating in political action to make systems change with the police department is another way that the community can start to not only change, but also trust the system of law enforcement. One community member said, “Officers supposed to enforce the law, they may not agree with all the laws that they are supposed to enforce. Some of it is about our laws. You mentioned community participation and councils. The more people who participate in public dialogue, maybe laws could change.”

One person quoted Iris Roley from the Black United Front, a long time activist who was part of getting the original Collaborative Agreement in Cincinnati. This community member said Roley had said, “I never thought I’d say this, but the police have worked with the Agreement pretty well. The weak link is the community. We need to take more responsibility. The police have a major role to play and they can’t do it by themselves.”

Philosophy. There were two main themes regarding people’s feedback about changing the philosophical approach of policing: don’t criminalize behaviors that are not actually against the law and stop overusing proactive policing (excessive use of stops and arrests). Several people mentioned things that can end up with getting youth involved in the criminal justice system that do not need to. “Yanking minorities out of school for dress code, mouthing off, things that people shouldn’t go to prison for. That entire system needs to be disassembled.” One simply said, “Don't take misbehavior and criminalizing it. That fills up the prisons and generates income, but is it really addressing the issues?”, and “Is incarceration the way to deal with these things (like misbehavior and small infractions)? Don't we need to do education, therapy, recovery programs rather than incarceration?”

Many focus group participants felt that there needs to be less stopping people for no reason and searching them. One illustrative quote was, “What they should do first is have a mindset of if there are criminals out there, you have to protect members of the public against those who are acting abnormal against mores of society.” And not stop average citizens. One person from the Black Akron focus group put it this way, “If something, someone, somebody ain’t doing something, leave them alone, don’t mess with them. If there’s a crime committed, do what you do. If no crimes, ride around the street and talk to people but don’t harass them. If I’m not doing nothing you can just leave me along. If you’re a police officer you might be sleeping in the car, I’m not going to bother you, knock on the window. I want the respect, the same respect.”

One community member in Akron simply said, “Stop killing unarmed black people - that would foster more trust.”

APPENDIX E. FULL-TEXT OF STATEMENTS BY HEALTH ORGANIZATIONS ABOUT POLICING

1. American Academy of Family Physicians

[*AAFP said the full policy is only available to members, so instead a news story about the policy is below]*

Excessive Force by Police a Public Health Threat, Says AAFP
By Marlene Busko
September 30, 2015
Posted on Medscape.com at http://www.medscape.com/viewarticle/851891

DENVER — Family physicians voted to accept a resolution stating that excessive use of force by police is a public health issue following an emotional session here at the American Academy of Family Physicians (AAFP) 2015 Congress of Delegates.

These practices often discriminate against minorities and can cause post-traumatic stress disorder in patients seen by family physicians in community practices.

One of several resolutions presented to the AAFP reference committee on health of the public and science, resolution 406, entitled Discriminatory Policing Is a Public Health Concern, was put forward to a six-member committee chaired by Louis Kazal, MD, from the Dartmouth–Hitchcock Medical Center in Lebanon, New Hampshire.

"It's a complex issue," Dr Kazal told Medscape Medical News. Some physicians testified that "they have been stopped themselves inappropriately, yet they understand what the police force is up against," having to make quick decisions when they feel their lives could be in danger.

"You have people who are scared to go one mile an hour over the speed limit," he said. This type of chronic stress is known to lead to disease in susceptible individuals.

The wellbeing of our patients is our "number 1 priority," Dr Kazal explained, adding that the community people live in has an effect on health.

The wellbeing of our patients is our number 1 priority.

In voting for resolution 406, the delegates direct the AAFP to develop a policy statement that recognizes that use of force beyond what is reasonable to accomplish a lawful police purpose "poses a serious ongoing public health issue that disproportionately affects minority communities." In addition, they direct the AAFP to support the promotion of "communication, transparency, and accountability in everyday interactions between the police and public."

The reference committee recommended referring two other clauses — that the AAFP advocate to abolish discriminatory law-enforcement strategies and endorse community policing — to the board of directors. This was done to ensure that these policies will be evidence-based and consistent with the President's Task Force on 21st Century Policing.

Powerful Personal and Patient Stories

In the initial debate during the advocacy session, Shani Muhammad, MD, a delegate from California, who was involved in the development of a similar resolution passed at the AAFP National Conference of Constituency Leaders, explained that "the resolution asks that we, as an academy, do what we have always done — advocate for our patients," especially those who are disproportionately affected by discriminatory strategies.

Tricia Elliott, MD, a delegate from Texas, pointed out that "service to our patients does not stop within the four walls of our examination room." Young black men are routinely taught "how to relate to law enforcement. No sudden moves — this is imperative."

However, this resolution is not about blaming the police, she cautioned. Rather, this is about developing collaborations to empower patients and help law enforcement bridge the gap. "Family medicine — we're the ones who lead the way as a health organization; we realize that this impacts health. What a powerful statement that would be," she concluded, to applause.

Sarah Nosal, MD, a delegate from New York, who brought the resolution forward, explained that she works in an underserved community in the South Bronx. "We, as providers who are perhaps not from that community and not of color, have to realize the harm and danger that's there," she said. "This is a health concern that needs to be addressed."

None of the other medical professions are bold enough to do this, but as family doctors, we will not take injustice any longer.
Another delegate, looking at the situation from a different perspective, pointed out how the brutal actions of a few police officers affect all other police officers. "We as physicians already suffer from being overworked and burnt out. Imagine if, in addition to that, patients blamed us for mistakes made by another physician," she said.

Marie-Elizabeth Ramas, MD, a delegate from California, told two moving stories to "put a face" to the resolution.

First, she described how a young man of Haitian background, like herself, had an anxiety attack and went to a Houston tertiary medical center to get help, where he was shot in the chest by two police guards. "Luckily he lived," she reported.

Next, she described how, when she was a medical student, she and her husband were driving home and her husband was pulled over and handcuffed with no explanation. After 15 minutes of deliberation, the police officer apologized and told them he had mistaken their car for a stolen vehicle.

"As family physicians, it is our duty to speak up for those who are not heard. It is our mission to take care of patients," she said, to boisterous applause. This resolution says that "none of the other medical professions are bold enough to do this, but as family doctors, we will not take injustice any longer."

Another delegate described how police brutality is not limited to people of color. One of her patients, a middle-aged man with Parkinson's disease, wanted to go into his house to see the body of his son who had just committed suicide. Because it was a crime scene, the police would not allow him to do this. "He came to me with a torn rotator cuff, broken ribs," she explained. "I

think it is the power that we need to address;" police officers should not use more force than is required.

A delegate from Montana echoed this, saying that people of all races can be on the receiving end of inappropriate force. However, "I also have a son-in-law who is a police officer, and they fear for their lives all the time," she added. "They have to be very careful or they might judge wrong and wind up dead."

2. American Medical Association

Policy H15.964: Police Chases and Chase-Related Injuries

The AMA encourages (1) communities, aided by government officials and medical scientists, to develop guidelines on the use of police vehicles that indicate when, how, and how long pursuits should be carried out and to address other key aspects of police pursuit; and (2) responsible government agencies to develop, test, and use instruments and techniques with advanced technologies, for example, coding and tracking devices, to discourage, eliminate, or replace highspeed chases.(CSA Rep. C, A92; Reaffirmed: CSA Rep. 8, A03; Modified: CSAPH Rep. 1, A13)

3. American Public Health Association

Policy 9815: Impact of Police Violence on Public Health

Recognizing that most law enforcement officials perform their duties in a professional manner, but that police brutality and excessive use of force,[1-5] are widely reported and have disproportionate impact on people of color; [1,4,5] and

Knowing the significant morbidity and mortality associated with many of these events;[1] and

Further noting recent federal legislation to add 100,000 more police to the current force, thus potentially increasing the incidence of injury producing events; and

Recognizing the lack of systematically collected public health data documenting episodes of police brutality,[5] even though Section 21042 of the Violent Crime and Law Enforcement Act of 1994 requires the Attorney General to "acquire data about the use of excessive force by law enforcement officers" and to "publish an annual summary" of these data;[5,6] and

Noting the chilling effect of police violence on the inevitable and appropriate protest by victims of recent reductions or eliminations of social programs; and

Knowing the erratic enforcement of existing guidelines and standards in the control of police brutality;[1] and

Recognizing that public disclosure and independent community review may help expose and reduce the harmful effects of police brutality and excessive use of force;[4,7] and

Further noting the key role played by primary care and emergency health personnel in reporting incidents of police brutality resulting in adverse health consequences; therefore

1. Urges that local, state and federal statistics on the incidence and health consequences of police violence be collected and monitored by public health personnel;
2. Urges that Congress fund the National Institute of Justice and the Centers for Disease Control and Prevention to conduct research and surveillance on the health consequences and prevention of police violence, particularly exploring the disproportionate burden of morbidity and mortality among people of color and immigrant populations;
3. Urges that all localities establish independent community-based review boards to consider all complaints of police brutality and excessive use of force;[4,7]
4. Encourages health and mental health personnel and organizations to report episodes of police abuse of force and violence to criminal justice authorities and independent community-based review boards, and that legal statutes provide protection against recrimination for such reports;
5. Urges the training of health and mental health personnel in the identification of victims of police brutality and in appropriate means of reporting such events;
6. Urges jurisdictions to strictly enforce police guidelines and international human rights standards, with strong disciplinary measures, and, where appropriate, criminal prosecutions, for the abusive use of force and firearms;
7. Urges jurisdictions to investigate and when appropriate to prosecute incidents of police brutality as hate crimes;
8. Urges that all investigations of police brutality and excessive use of force have full public disclosure after their conclusion, unless criminal proceedings would be jeopardized; and
9. Urges jurisdictions to provide anti-racism training in continuing education of all law enforcement personnel, to include the promotion of racial harmony, cultural diversity, and non-violent and non-abusive approaches to their duties.

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4. National Association of County and City Health Officials

Policy 15-04: Public Health, Racism, and Police Violence

The National Association of County and City Health Officials (NACCHO) has longstanding policy recognizing intentional injury, or violence, as a public health issue and calls on local health

departments to work to protect and improve community safety in coordination and collaboration with local, state, and national efforts.[1]

NACCHO recognizes the inherent and valuable work overseen by partners in public safety to protect the health and well-being of local communities. With this in mind, NACCHO encourages local health departments to frame the prevalence of discriminatory police violence and the threat of violence in all communities as a public health issue associated with a legacy of social, economic, and racial injustice in urgent need of both a nationwide and local public health and community response. NACCHO further urges local health departments to engage in public dialogue and use their authority to highlight the health implications of this legacy and the long-term health effects of police violence where it occurs, particularly as it affects the health of children and their development, families, and communities. This work would include building strong relations with local law enforcement, social service, and other agencies of government, and community-based organizations to end the unjust and discriminatory burden of violence and threat of violence primarily against African-Americans, as well as people of color more generally. Local health departments should further support residents experiencing such violence in expressing their voice and building power to act on the processes and decisions that lead to permanent stress, deprivation, poor living conditions and unstable communities that may influence increased levels of crime. Local health departments should bring their experience with the conditions required for population health and well-being to address issues of structural racism, inequity and disproportionate levels of violence in certain neighborhoods and communities.

NACCHO further encourages local health departments to:

- Encourage the protection of the civil rights of all people and the necessary efforts by law enforcement officials to treat people in an equitable and unbiased manner.
- Support the abolition of discriminatory law enforcement strategies such as racial profiling.
- Support the modification or elimination of laws that may lead police to use force or arrest people for minor actions that rarely lead to prosecution.
- Educate the public about the ways in which all forms of structural racism (processes creating disadvantage, which “come from a … network of mutually reinforcing economic and educational mechanisms … that make their combined negative effects [devastating]”[2]) threaten the public’s health and increase the risk of physical and mental health disorders.
- Explore and communicate how the anticipation and long-term effects of violence and daily intimidation increase toxic stress that severely harms health of families and whole communities.
- Actively partner with federal, state and local law enforcement to obtain more complete information about death rates, firearm deaths, rates of arrest, and violence.
- Track, analyze, and disseminate accurate data about death rates, firearm deaths, rates of arrest, and violence.
- Document, in collaboration with local law enforcement, racial disparities in stops, arrests, killings, and complaints of the use of excessive force, and make this information publicly available.
- Research the nature and public health implications of police violence.
- Initiate and lead efforts to build ties between local government and communities focusing on health equity.

Justification

Violence as a public health issue has been well-documented for decades and remains a leading cause of death.[3] Its prevention partially depends on a public health approach integrating many disciplines and attention to living conditions, including the effects of stress (cardiovascular disease, depression) due to the embodiment of on-going, systematic processes of racism. In addition, the World Health Organization indicates that many types of violence or the threat of violence can have long-term and latent health consequences; it describes the role of public health in investigating, monitoring, and, most importantly, preventing it.[4,5] Public health plays a critical role through collective action and coordination of many sectors and disciplines.

Until recently, public health has not researched the health implications of discriminatory violence by local law enforcement, although a number of public health organizations have urged responsiveness to the issue.[6,7,8] Yet as Nancy Krieger, Professor of Public Health at Harvard University suggests, "We in public health have the capacity—the analytic tools, the data and the knowledge—to make the connections palpable – and actionable—between the many forms of racism…and the myriad ways they become embodied and manifest as health inequities."[9]

The public attention given to police violence in the past few years, recently in Ferguson, MO, New York City, Baltimore, MD and Cleveland and Cincinnati, OH, and elsewhere only underscores an ongoing, underreported phenomenon occurring in American society—unjust, disproportionate police violence against communities of color.[10,11] As the Washington Post reports on police shootings nationally in 2015: "about half the victims were white, half minority. But the demographics shifted sharply among the unarmed victims, two-thirds of whom were black or Hispanic. Overall, blacks were killed at three times the rate of whites or other minorities when adjusting by the population of the census tracts where the shootings occurred."[12] Such violence is a threat to the physical, emotional, and psychological health and well-being of residents in those communities where it occurs. It creates a severe burden for families and communities. Health statistics comparing death rates for black and white men, for example document the increased mortality rates for black men with respect to legal or police intervention.[13] According to some authors, police violence is closely tied to broader public health issues associated with health inequity, based on a long legacy of embedded racism.[14-17] The New York City Commissioner of Health has argued in the New England Journal of Medicine that health professionals ought to be held accountable for "fighting the racism—both institutional and interpersonal—that contributes to poor health in the first place." She further suggests that public health needs to confront the role of racism driving the inequities in health outcomes through "critical research, internal reform, and public advocacy."[18]

NACCHO through its health equity programs and workgroups has a long-standing commitment and track record over sixteen years, seeking to strengthen local health departments' capacity, as they confront the root causes of health inequity through principles of social justice in everyday practice, beyond mitigating the consequences. In 2007 NACCHO contributed to the production and dissemination of the acclaimed PBS documentary series Unnatural Causes: Is Inequality Making Us Sick?—over 150 local health departments conducted screenings at town-hall events. Recently, NACCHO has collaborated with California Newsreel in a similar effort with the documentary, The Raising of America. NACCHO is a key partner in the Building Networks Initiative, funded by the W.K. Kellogg and Kresge Foundations, to align public health with the discipline and strategies of community organizing in six Midwestern states and create strong, flexible, and permanent statewide teams that develop and promote strategies to eliminate health

inequity. Over these years, NACCHO produced many valuable tools, including a web-based multi-media course called The Roots of Health Inequity; the anthology, Tackling Health Inequities Through Public Health Practice: Theory to Action (Oxford University Press, 2010); and, Expanding the Boundaries of Public Health Practice (2014), a publication exploring how local health departments can transform their practice in a way that emphasizes important root causes. Health equity was the theme of the NACCHO Annual Conference in 2001, 2007 and will be again in 2016.

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Note: In 2015, *Journal of Urban Health* will produce a special section on Police Brutality as a Public Health Issue; in summer 2015, the *Harvard Public Health Review* will dedicate a special

issue titled: “Race, Politics, and Power.”

Record of Action
Proposed by NACCHO Health Equity and Social Justice Committee
Approved by NACCHO Board of Directors
July 7, 2015

5. National Collaborative for Health Equity

NCHE Statement on Police Violence
Recent incidents of police violence against citizens have sparked movements nationwide to curb excessive force by law enforcement. Many of the demands of protestors are focused on actions to improve police-community relations, and to improve law enforcement accountability to the communities they serve. But police violence against citizens is a persistent problem that also has significant implications for public health and health inequities, and therefore requires a strong public health – as well as criminal justice – response.1

Communities of color have disproportionately been victimized by police violence, and as a result have paid a heavy human and financial toll.2

Those directly victimized by police violence report physical, psychological, and sexual violence and neglect; they often associate this abuse with crackdown-related tactics and perceived officer prejudice.3,4

Excessive use of force by police is also associated with increased morbidity and mortality, not only for those directly victimized, but also for victims’ families and communities. These “collateral consequences” result from higher levels of stress and hypervigilance associated with police behavior, particularly among young people who are targets of police violence.5

Members of communities that frequently experience police violence may also be reluctant to call police to intervene in community or domestic violence, for fear that police may exacerbate the situation. This leaves these communities highly vulnerable to violence, under-protected by law enforcement, and less secure.6

Excessive force by police also drains precious resources that could be used to fund community-based health promotion programs. A Baltimore Sun investigation revealed that the city has paid over $5.7 million in court judgements or settlements to victims of police violence since 2011. In the same timeframe, the city spent an additional $5.8 million to defend officers against the allegations.7 The National Police Misconduct Statistics and Reporting Project (NPMSRP) finds that nearly 6,000 incidents of police misconduct were reported between April 2009 and June 2010, with 382 fatalities associated with police misconduct and over $347 million spend in settlements and related judgements.8

How Can Police Violence be Curbed?
In the wake of recent police-involved killings, several organizations (most notably, the President’s Task Force on 21st Century Policing) have offered comprehensive recommendations aimed at improving police training, public accountability, and policy transparency. Some of these recommendations, as well as those of public health organizations

such as the American Public Health Association (APHA) are summarized below. While these recommendations should be acted upon with all deliberate speed, it is important that government at all levels, as well as other public and private stakeholders, should simultaneously work to address the root causes of violence. In communities of color, structural factors such as residential segregation, inadequate educational and vocational opportunities, and systemic racial discrimination in criminal and juvenile justice systems are among the many root causes of violence and health inequities. PLACE MATTERS has documented strategies to address these inequities in reports such as Moving Upstream: Policy Strategies to Address Social, Economic, and Environmental Factors that shape health inequities. But to immediately address the problem of police violence, there is much that communities, public health agencies, elected officials, and law enforcement at all levels can do:

- The APHA notes that "public disclosure and independent community review may help expose and reduce the harmful effects of police brutality and excessive use of force."9 Local, state and federal statistics on the incidence and health consequences of police violence should therefore be collected and monitored by public health personnel.
- All localities should establish independent community-based review boards to review all complaints of police brutality and excessive use of force.
- Uniform police use-of-force guidelines should be established, to ensure consistency across jurisdictions. Guidelines should be based upon high-quality social science evidence regarding strategies to minimize the likelihood of police violence, as well as international human rights standards. Guidelines should also be informed by community input, widely publicized, and regularly reviewed and updated, as necessary.10
- These guidelines should be strictly enforced, with strong disciplinary measures, and, where appropriate, criminal prosecution should be pursued for the abusive use of force. Investigations of excessive force allegations should be conducted by independent bodies, such as federal or state law enforcement, rather than entities with potential conflicts of interest, such as local prosecutors. Further, all investigations of alleged police use of excessive force should be publicly reported at their conclusion, with evidence uncovered in the investigation made available to the public.11
- The federal government, working in partnership with local jurisdictions, should regularly survey the communities they serve to assess perceptions of policing, bias, and fairness.
- Police departments should end intrusive policing tactics, such as "stop-and-frisk," which does little to improve public safety but disproportionately results in black and brown men experiencing police encounters.
- Police departments should also reduce "militaristic" response to community problems. Many have procured equipment better suited to military forces than local police, such as armored vehicles and artillery. This equipment, and the aggressive ways in which it tends to be used, has only served to antagonize communities and encourage violent confrontation.
- Police departments should do a better job of training officers to appropriately engage with the communities they serve. Anti-racism training has been successfully adopted by government agencies to help them reduce inequities in governance. Similarly, the large growing body of research on implicit bias – the automatically activated, unconscious associations that most Americans fall victim to when encountering difference – has resulted in many high-quality training programs and curricula that police departments should require of their officers.
- Many jurisdictions around the country are equipping their law enforcement with body cameras that capture police-civilian interactions. They should be on at all times, with accountability for any effort to tamper with them.

- Law enforcement agencies should strive to train and hire police workforces that reflect the diversity of the communities that they serve, with respect not only to race and ethnicity but also gender, language, and life experience. In addition, they should publicly report data regarding the composition of their departments including race, gender, age, and other relevant demographic data. 12
- Policies and practices that rely on local law enforcement to police immigration violations have further fractured trust between local police and immigrant communities. The President's Task Force on 21st Century Policing therefore recommends that the "U.S. Department of Homeland Security should terminate the use of the state and local criminal justice system, including through detention, notification and transfer requests, to enforce civil immigration laws against civil and non-serious criminal offenders."
- Children who witness police violence need access to high-quality mental health and counseling services, to address any trauma associated with exposure to violence.

Think this is a problem just in the US? State violence against black and brown youth is a global issue.

Logos from:
- Equity Matters
- Bernalillo County PLACE MATTERS
- Cook County PLACE MATTERS
- Cuyahoga County PLACE MATTERS
- Doña Ana PLACE MATTERS
- Jefferson County PLACE MATTERS
- South Delta PLACE MATTERS
- Washington, DC PLACE MATTERS

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APPENDIX F. DETERMINING THE POLICING APPROACHES USED BY EACH POLICE DEPARTMENT

City of Akron Police Department: Reactive Approach Similar to Standard Model with Suggestions of Community Policing

In light of requests for information made to the City of Akron Police Department that were denied, information below draws on publicly available documents, news reports, interviews, and findings from a survey and focus groups conducted for this report.

Based on the following information, the City of Akron Police Department uses a reactive policing approach with elements of community-oriented policing.

The City of Akron Police Department does not state on the department website a specific approach with which it identifies. The mission and values use words like "enhance quality of life" and "cooperating with each other and community" but do not identify a specific approach. A 2011 report by the Police Executive Research Forum to assess the City of Akron Police Department recommended that the department "re-establish Community Oriented Policing using problem-solving strategies as the guiding philosophy by which police services are delivered".[2] The report also makes staffing recommendations to help support Community-Oriented Policing, including that patrol officer should increase the amount of time they spend in community engagement activities.[2]

1. Public statement of mission, values, and principles, but not department goals are available online. They do not identify a specific approach to policing.

   Mission: "Our mission is to serve the community of Akron in a collaborative effort to enhance the quality of life through crime prevention, enforcement of laws, promotion of safety, and reduction of fear," according to the department website.[3]

   Value: The department website lists five sets of values and principles[3]:

   - "Honesty And Integrity: We will model a high standard of honesty and integrity in our personal and professional lives.
   - Fairness: We will assure fair and impartial treatment of all individuals in the department and the community we serve.
   - Competence: Through continuous improvement, we will set a standard of excellence for delivery of law enforcement services in our community.
   - Trust: We will enhance trust, teamwork, and communication by cooperating with each other and the community.
   - Respect: We will treat everyone with dignity and respect and protect the constitutional rights of all citizens."

   Goals: Overall departmental goals were not identified in publicly available documents.

2. Transparency is limited currently but the department could improve it, as weighed through department interactions with other researchers, publicly available information and responses to requests by report authors.

From conversations during this project, report authors learned that the City of Akron Police Department is participating with Kent State University researchers for several studies (including, one of body cameras and another about hot spots for youth injury in Akron), demonstrating that the police department has the ability to compile and share police data, which are helpful in improving department transparency to the public.

In terms of publicly available information, the department publishes a limited set of information on its website. This includes an annual report available from 2004 – 2012 on the department website. Annual reports from 2013 and 2014 are not posted on the department website.[4] The substance in the reports could be strengthened; for example, the 2011 and 2012 annual reports use verbatim language to describe the department's services and activities. The differences between the reports are updated crime statistics, and updates to the list of retired officers and those honored in their passing, honorees, or recruits. Additional information available on the website is a function to look up individual offense or crash reports filed by officers.[5]

The Akron Police Department told report authors that they were declining to participate in this report, in response to requests for department data or to talk with the Chief or officers. Requests that were denied included multiple requests from report authors directly to the department, one request made through the Independent Police Auditor, and a public records request made by report authors that was directed to the Director of the City of Akron's Law Division. The report authors learned that the request was assigned, and made multiple follow-up attempts to find out the City's response to the public records request, eventually receiving word shortly before the writing of this report that the individual to whom the request was assigned was waiting to hear from the Police Chief about if he could fill the request that "fell outside their legal obligation by law as a request for 'public records' vs data."[6]

3. <u>Accountability is growing with the presence of the Independent Police Auditor, but large opportunities for improvement remain, such as in establishing a Civilian Review Board</u>. Akron does not have an external Civilian Review Board or community oversight involvement of complaint investigation of the police. Complaints about police behavior are investigated through the office of the Independent Police Auditor. At the writing of this report, there was not publicly available information on the complaint investigation procedure, outcomes of investigations, or annual reports of investigations. The 2011 Police Executive Research Forum report recommended codifying the role, responsibility, and authority of the Office of the Police Auditor.[2] The report requested expansion of an internal Office of Professional Standards and Accountability to investigate all allegations of misconduct, use of force incidents and officer involved traffic collisions. The recommendations in that report include a permanent Citizens Advisory Board to advise the Police Chief on public safety in the community; however, it does not comment on a community body to be part of conducting external investigations, such as a civilian review board.[2]

4. <u>Community feedback about the department is mixed, with opportunities to improve clear statement of the department's approach and in how community policing is done.</u>

In the Police Executive Research Forum report, department relationship with the community was described both as a strength and a common theme for improvement.[2] Participation in "community policing" was the most frequent strength mentioned by a task force interviewed for the report. At the same time, the report identified frequently mentioned items for improvement that are consistent with stronger adherence to approaches like community-oriented policing, including "an increase in foot beats; the desire to know their beat officer; the perception that officers are unapproachable, visibility in low crime areas; and cutbacks to community policing officers." The report added, "A common theme observed by a majority of Task Force members is that the department needs to improve the relationship between the police and community."

In general, during focus groups conducted for this report with community members in Akron, comments about policing dealt either with being a watchdog of the police department or community members educating themselves to inform family and friends about the police. One community organizer who works on police relations in Akron said the following of engaging with police in Akron, "The experience is liberating because I can agitate and get under the skin of those who are supposed to be protecting and serving, but my eye on them is making them do their jobs better. Or more cautiously, (they are) taking precautions instead of being so reactive."
There were good experiences mentioned as well, such as "Being able to call upon some officers to speak with a youth group. I mentor a youth group male and female, and there are some officers who will come and speak to them. I haven't had many interactions with white officers who were willing to do the same thing. Only black."

5. Leadership is not in flux, has expanded the number of police staff and units within the department, and describes interest in working with community and other city departments. Chief Nice was appointed to head the City of Akron Police Department in 2011, after serving from 1985 to 2011 as the former Chief of Undercover and Sensitive Operations at the Federal Bureau of Investigations. In his tenure, Chief Nice has hired 83 new officers since 2012, and implemented several new units in the police department, including: the Anti-Violence Bureau, Heroin Investigative Unit, Gun Violence Reduction Tactical Team and Neighborhood Response Team. According to a biography on the city website, the Chief is committed to instituting more changes in the Akron Police Department that will enable it to run more efficiently, and in enhancing the department's relationship with the community and other City of Akron departments.[7] For example, the Chief has instituted a "Coffee with the Chief" program, intended to be a monthly opportunity to meet groups of community members at a restaurant.

6. Structure of community policing is limited to officers assigned the duty, and in practice is not implemented by every officer in the department. The department assigns specific officers to do community-oriented policing. According to community members, there are two officers re assigned to the duty. Recent annual reports from the department in 2011 and 2012 that closely mirror each other, detail block watch meetings that officers attend, hosting visitors at the Akron Police Museum, giving public presentations, conducting a landlord/tenant training, and various other unnamed mentoring programs as part of their Community Relations/COPS work.

City of Cincinnati Police Department: Community Problem-Solving Approach to Policing

The City of Cincinnati Police Department states that it identifies with a community problem-solving approach. It clearly and publicly says so on the department website, and the concept was reiterated during an interview for this project with the interim Police Chief, as well as during a focus group with an investigator in the department.

The department website states, "The problem-solving philosophy is our Department's principal strategy for addressing crime and disorder problems. We strive to increase safety, improve the community's quality of life and prevent crime through a myriad of collaborative, engaged, evidence-based policing strategies. Problem oriented policing requires taking ownership of a community as a police officer, a city worker, a social service agent, an outreach worker, a resident, a businessperson, and a property owner."[8]

In an interview for this project, Interim Chief Eliot Isaac upheld that community problem-solving policing is the philosophy of the department, saying "All parties involved agreed that problem-solving would be involved in addressing core services. It's something that must be ingrained in the department not just top-down but also bottom-up…Must have officers that become experts in this type of policing. Can't just be the flavor of the day. It has to be the way that you approach whatever the issue may be at a macro-or micro-level."

During a focus group for this project with members of the City of Cincinnati Police Department, an investigator said, "I wasn't close with this agency before coming here, didn't even live in town (Cincinnati). I didn't have a lot to draw from, but I would say, the focus on community aligns well with where I'm at, where my view of my profession is. Time focusing on problem solving and data driven efforts aligns well with my department and my own view of the profession."

Based on how the department fulfills the seven criteria described above to interpret how a department approaches policing, the department not only states it uses a community problem-solving approach, but seems to embody it as well. Of note, news coverage hints at possible shifts in the department approach. On September 14, 2015, one news outlet reported that interim Chief Isaac planned to immediately change police department staffing, moving officers from problem-solving to patrol.[9] One month later, in October media reported that a team of 75 personnel went into operation as part of a new Violent Crime Response Team, after the department added 25 officers to its street level presence a few weeks prior.[10]

1. Public statements of the department mission, values, and goals emphasize community partnership and promoting quality of life.

   Mission: "The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through fair and impartial police services while maintaining an atmosphere of respect for human dignity," according to the department website.[8]

   Vision: "The Cincinnati Police Department will be recognized as the standard of excellence in policing," according to the department website.[8]

   Values: The department website lists five core values[8]:

   - "Integrity: Our actions and relationship with the community are guided by an internal sense of honesty and morality.

- Professionalism: Our conduct and demeanor display the highest standard of personal and organizational excellence.
- Diversity: Our members recognize differences as a strength in our organization and community.
- Accountability: Our duty is to promote public trust by upholding our obligations to the department and community."
- Vigilance: Our responsibility is to be alert to issues and activities impacting our community.

2. The department exemplifies external transparency in providing information to the public. The department provided data for this project upon request, granted interviews with former Police Chief Blackwell, Interim Police Chief Isaac, a district captain, and officers for focus groups. It also supported a District Captain in sitting on the Advisory Committee for this project. Additionally, the department makes the following data publicly and regularly available on its website: weekly STARS reports that detail crime statistics and trends by police district; weekly staff notes detailing changes in policy and procedure, upcoming required and voluntary trainings, and STARS reports; how to request copies of police records; how community members can be more engaged with the police department; and the department policy and procedures manual. Moreover, the department has a long–standing relationship with criminologists at the University of Cincinnati, and has been the focus of numerous research and evaluation studies suggesting further willingness at public review, and following the consent decree enacted in 2002.

3. Accountability is available in the form of internal and external bodies to investigate complaints that have police department cooperation, and the external body has independent authority. Cincinnati has an external Citizen Complaint Authority that reviews serious citizen complaints, and an internal Citizen Complaint Review Board that investigates all other complaints. The Authority is internationally known and serves as a model in the US (more information is provided below in discussion about Civilian Review Boards). Additionally, one of the successes of the Authority was in being established as an independent forum for victims and witnesses, according to Authority Director Kim Neal, who was interviewed for this report. The Authority seeks transparency, with a willingness to provide data and currently is working to proactively let communities know that it exists as an agency to help with police accountability.

4. Community feedback about the department is mixed. Participants in community focus groups in Cincinnati expressed both dissatisfaction with the police (see "Stops" chapter and "Trust" chapter) and positive experiences. One woman talked about "organizing a meeting when cops are there, for the community, doing community outreach. They were at a meeting showing that they do care about some of the issues going on in the community." This black Cincinnati community member said, "It made me feel like not all cops are the same, some are interested in doing the right thing and making sure that good things happen in the community. For equality."

   A white community focus group participant said, "The collaborative agreement and Community Problem Oriented Policing, it's interesting – one person who commented on this is Iris Roley – very much an activist, Black United Front, leader to get the

Collaborative Agreement. She said, I never thought I'd say this, but the police have worked with the Agreement pretty well. The weak link is the community. We need to take more responsibility. The police have a major role to play and they can't do it by themselves."

5. Leadership is in transition. Interim Chief Isaac is a 27-year veteran of the department who previously held the position of assistant chief of police. In September 2015, Chief Isaac succeeded former Chief Jeffrey Blackwell who strongly supported community problem-solving policing but was fired, according to news reports, because of allegations that he did not communicate well with rank and file, did not treat managers well, and did not have a clear vision for how to address rising rates of violent crime.[11]

6. Structure for all officers in the department is community problem-solving policing, not only specific units of officers. The department Policy Manual, Section 12.370, states, "the Cincinnati Police Department is fully committed to institutionalizing Problem Solving as the principal strategy for addressing crime and disorder. Cooperation between bureaus, districts, sections, units and shifts is required and extremely important to the success of problem solving projects."[12]

APPENDIX G. TRAINING STANDARDS IN OHIO

The Ohio Peace Officer Training Academy (OPOTA) and the Cuyahoga County College Public Safety Training Academy are the only training academies in the state of Ohio accredited by CALEA (Commission on Accreditation for Law Enforcement Agencies). The Ohio Peace Officers Training Academy is a 605-hour program.[13] The Ohio Attorney General's Advisory Group on Law Enforcement Training recently recommended substantially increasing the number of hours required to graduate from the Academy.

The OPOTA website does not indicate mandatory versus voluntary courses. The Attorney General's 2015 report suggests adding the following: training in community-police relations to include implicit bias and procedural justice, a mental health community panel as part of basic training, scenario and stress-induced training hours, and scenario-based testing/training villages. Also that students complete a mandatory agency internship before getting certification.

After release of the Attorney General's recommendations, OPOTA began offering a course in Procedural Justice and Police Legitimacy, modeled after a well-researched and designed pilot in Chicago Police Department. One training pertinent to community-police relations (and stated as important to decrease use of force) is called "Tactical Communication", and covers critical communication skills for maintaining composure during potentially volatile encounters, including verbal and non-verbal skills, guidelines for effective verbalization, active listening, and effective questioning techniques.

After an officer completes police academy and is hired, only 4 hours of training annually are mandated in Ohio. There are few subjects that are *required* for advanced training. OPOTA can mandate up to 24 hours of Continuing Professional Training, but law requires that there is state funding to reimburse law enforcement agencies for the training. Currently, Ohio ranks 38th in the country in number of annual hours required.[14]

The Attorney General's report made specific suggestions about annual trainings:

1. 40 hours of advanced training annually. Part of this would be:
    a. legal updates
    b. community-police relations advanced training (race relations, community-police relationships: implicit bias, procedural justice, community diversity, agency transparency, generational issues)
    c. mental health advanced training (mental health and de-escalation)
2. Perishable skills training - put officers in stress-inducing real-life simulations to assess decision-making abilities
3. Increased continuing training - mandated yearly training in:
    a. use of force review
    b. MH update training (OPOTA currently offers an 8-hour advanced training in de-escalating people in crisis, but it is not a required advanced training)
4. Mandatory field training; OPOTC develop minimum standards for this as well as minimum standards for field training officer eligibility.

APPENDIX H: EXAMPLES OF DEPARTMENT-LEVEL PERFORMANCE MEASURES

Following are examples of output-oriented and outcome-oriented performance measures that police departments may use. These use the definitions from a RAND report on international best practices in measurement, in which outputs are defined as "measures of internal performance" and that "are highly under the control of police". While outcomes are understood as "societal benefits that the police produce".

Below are examples from one US source and international best practices. We provide these examples in the hopes of sparking additional thinking for police departments or those who work with them to measure departmental performance.

Examples of Output-Oriented Measures

From Various Sources[15–17]

- Measures of enforcement productivity (e.g., numbers of arrests, citations, stop-and-frisk, warrants, searches)
- Number of gun crime charges
- Reduction in numbers of serious crimes
- Number of task force cases
- Clearance rates
- Response times

Sources: Chettiar et al., 2014; Sparrow, 2015; Maguire, 2003

Examples Outcome-Oriented Measures

Example "Crime Prevention" and "Community Relations" Measures Proposed by the Brennan Center for Justice for Use in the Edward Byrne Memorial Justice Assistance Grant (JAG)*

Crime Prevention (sample here of additional measures suggested)

- What is your violent crime rate?
- What is the number and percent change in "violence-related injuries" for emergency room admissions?
- What is your crime prevention strategy? What evidence indicates that this is an appropriate strategy? (500 word limit)
- How many JAG dollars were spent on preventing crime? How did the funding help prevent crime? (500 word limit)

Community Relations

- How many JAG dollars were spent on improving relationships with the community? Please describe how you attempted to strengthen police-community relations (e.g. attending community meetings, citizen outreach, community watch programs). (500 word limit)
- Do you use community surveys to gauge community attitudes toward the

police? If so:

- What percent of residents report satisfaction with police services?
- What percent of residents have a positive view of the police?
- What percent of residents report feeling safer in their neighborhoods?
- If you do not use surveys, do you plan to utilize one in the next reporting period?

**Where JAG dollars are specified, we suggest that police departments could borrow these measures not specific to JAG funding.*

Sample of Performance Indicators and Targets Used by the Northern Ireland Policing Board to Assess Police Performance (Sample Selected From RAND Corporation Report)	
Performance Indicators	**Targets**
1. Number of officers assigned to frontline service delivery roles	1.1. To increase the number of police officers assigned to neighborhood and response policing roles by 600
2. Percentage of time spent by police officers on operational duty outside police stations	2.1. To increase the percentage of time spent by police officers on operational duty outside stations by 6 percentage points
3. Percentage of people who agree that the police and other agencies are dealing with antisocial behavior and crime issues that matter in local areas	3.1. To increase the percentage of people who agree that the police and other agencies are dealing with antisocial behavior and crime issues that matter in local areas to 60% by March 31, 2012
4. Proportion of crimes reported to the police	4.1. To ensure that the proportion of crimes reported to the police reaches 50% by March 31, 2011
5. Level of confidence in the fairness and effectiveness of the criminal justice system	5.1. In partnership with other agencies, to increase the percentage of people confident in the fairness of the criminal justice system to 38% by March 31, 2011
The original RAND Corporation source said the information was used with permission of Northern Ireland Policing Board.	

In thinking about measurement, how often measures are gathered and the ways they are gathered also are important to consider. For example, a number of the measures above would stem from a recurring survey of community perceptions.

APPENDIX I: FULL-TEXT OF HOW RECOMMENDATIONS MATCH UP

From the Ohio Task Force on Community-Police Relations or Ohio Collaborative Community-Police Advisory Board

Related to recommendation #2 in the table

From Task Force recommendations: Identifying and/or expanding appropriate and effective policing strategies, including community policing strategies, for use by local law enforcement, as heavy enforcement and arrests can increase community distrust of police, eroding their legitimacy. Some specific recommendations called for working with communities to develop culturally-specific strategies, and reviewing strategies of other communities that have successfully implemented community policing strategies, such as Cincinnati and Los Angeles.

Related to recommendation #3 in the table

From Task Force recommendations: Creating an independent body for local jurisdictions, such as a monitor or a citizen review board, to investigate incidents alleging police misconduct, or in the absence of such a body, use the resources of a state agency to conduct a civil/administrative investigation.

From Task Force recommendations: Implementing and regularly monitoring a standardized early intervention information system to anticipate and identify patterns of problematic behavior, in order to correct performance problems before they result in a serious form of misconduct.

From Task Force recommendations: Thoroughly investigating body camera policies and procedures to develop best practices for their use by law enforcement. Body cameras are being called for by the public as a tool to increase the transparency of law enforcement-citizen interaction; however, there are many unresolved questions regarding their use, including issues of privacy, storage capacity and duration, access to records, mandatory versus discretionary camera use, and cost, among others.

From Task Force recommendations: Evaluating the members of the Ohio Peace Officer's Training Commission for possible expansion to ensure diversity, community representation, and alternative perspectives so that the Ohio Peace Officer Training Commission has the expertise to identify necessary training for all law enforcement officers. Suggestions include a diversity officer, an expert in civil rights law or designee from Ohio Civil Rights Commission, a member of the Fraternal Order of Police, an expert in child and adolescent development, and a public representative.

From Task Force recommendations: Requiring 40 hours of training for newly appointed chiefs and sheriffs, to include diversity training and emphasis on historical perspectives and law enforcement-community relations.

- Developing training on community policing for executive-level chiefs and sheriffs to ensure their understanding and recognition of this way of policing.
- Re-evaluating the minimum hourly requirement for both basic and advanced training.
- Increasing or including in the basic training curriculum the following topics:
    - Interacting with the mentally ill and others with disabilities using Crisis Intervention Team principles

    - Interacting with adolescents, including training on the principles of child and adolescent development and how this impacts police-youth interactions
    - Diversity and cultural competency/sensitivity, with emphasis on historical perspectives and community-police relations
    - Interpersonal relations and the issue of race
    - Biases, including implicit bias
    - Threat assessment
    - De-escalation techniques and alternatives to deadly force, including Tasers and verbal communication
    - Policing non-violent demonstrations
    - Standards for lawful vehicle and stop-frisk detentions
    - When to engage in a foot pursuit
    - Personal stress management and stress reduction
- Increasing the minimum yearly continuing professional training requirement and mandating continuing professional training in the following areas:
    - Diversity and cultural competency/sensitivity, with emphasis on historical perspectives and community-police relations
    - Interacting with the mentally ill and others with disabilities using Crisis Intervention Team principles
    - Use of force scenario and reality-based training
    - De-escalation techniques and alternatives to deadly force, including Tasers and verbal communication
    - Police-community relations and building partnerships in the community
    - Legal updates
    - Narcotics
    - Problem-oriented policing
    - Precision driving
    - Self-defense
    - Hand-to-hand fighting skills
    - Weapon retention
    - Threat assessment
    - Biases, including implicit bias
    - Responding to confrontations involving a weapon that is not a firearm
    - Policing non-violent demonstrations
    - Standards for lawful vehicle and stop-frisk detentions
    - When to engage in a foot pursuit
    - Personal stress management and stress reduction
    - Active shooter

Related to recommendation #4 in the table

From Task Force recommendations: Collecting social demographic data on all involuntary, police-initiated contacts with citizens whether within the context of motor vehicle traffic, pedestrian, or bicyclist stops. Demographic data should be recorded on all vehicle stops where a warning is issued and on stops where a citation is issued in lieu of arrest. The data should be reported to the Ohio Attorney General's Office which will be responsible for analyzing and reporting on the data annually to the public. If an agency or officer is found to be engaging in discriminatory policing, remedial action should be taken.

From Task Force recommendations: Enacting anti-profiling legislation at the state level, to instill trust in the legitimacy of law enforcement. Such legislation should prohibit a law enforcement agency or official from targeting or stopping motorists or pedestrians on the basis of race, ethnicity, minority group status, religious affiliation, gender identity or sexual orientation, unless that status is used in combination with other identifying factors. The legislation should include data collection and annual training on biased policing.

Related to recommendation #5 in the table

From Ohio Collaborative standards: The goal of every Ohio law enforcement agency is to recruit and hire qualified individuals while providing equal employment opportunity. Ohio law enforcement agencies should consist of a diverse workforce that reflects the citizens served.

From Task Force recommendations Engaging in best practice efforts to recruit qualified, diverse persons reflective of the community—beginning in middle school and high school, and continuing in college—for those who have an interest in pursuing a career in law enforcement. Recruiting efforts should focus on female and minority candidates, and economic incentives may be used to encourage candidates to pursue a college degree.

From Task Force recommendations: Ensuring the availability of sufficient resources to allow officers to conduct their jobs safely and effectively.

From the President's Task Force on 21st Century Policing

Recommendation 1.2: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurtle to the promotion of community trust.

Recommendation 1.7: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Recommendation 1.8: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Action item 1.8.5: Law enforcement agencies should be encouraged to explore more flexible staffing models.

Recommendation 2.2: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

Action item 2.2.2: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

Recommendation 3.2: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

Action item 3.2.1: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

Action item 3.3.3: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

Recommendation 4.1: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Recommendation 4.2: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Recommendation 4.5: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Recommendation 5.2: Law enforcement agencies should engage community members in the training process.

Recommendation 5.3: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Action item 5.9.1: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

Recommendation 6.2: Law enforcement agencies should promote safety and wellness at every level of the organization.

Recommendation 7.3 (excerpt): For recommendation 7.3, the COPS Office should consider taking actions including but not limited to the following: … Collaborate with the NIJ and the BJS to publish an annual report on the "State of Policing" in the United States. …

From Campaign Zero

Related to recommendation #2 in the table

End broken-windows policing, including: end policing of minor "broken windows" offenses, end profiling of "stop-and-frisk", and establish alternative approaches to mental health crisis

Related to recommendation #3 in the table

Establish effective civilian oversight structures

Remove barriers to effective misconduct investigations and civilian oversight

Use community feedback to inform police department policies and practices

Invest in rigorous and sustained training

Intentionally consider 'unconscious' or 'implicit' racial bias

Monitor how police use force and proactively hold officers accountable for excessive force

Require the use of body cameras – in addition to dashboard cameras – and establish policies governing their use

Establish a right to record the police

Related to recommendations #3 and 4 in the table

Establish standards and reporting of police use of deadly force

Related to recommendation #5 in the table

Increase the number of police officers who reflect the communities they serve

From The Center for Popular Democracy and PolicyLink

Related to recommendation #1 in the table

Profiling bans can be enacted at the state, county, or local level and can be passed on their own or incorporated into state or local human or civil rights laws. In some states it may require a state law in order to create a private right of action, which gives individuals the ability to take the police to court when they are profiled.

[Additional supporting best practices are described, including the following example most relevant here, among others.]

- Police departments should adopt department policies on both intentional profiling and avoiding disparate impact.

Related to recommendation #3 in the table

Community oversight boards or commissions, which give communities a say in the discipline of officers, can be enacted at the county or municipal level. Due to state law, some communities may not be able to create a board with subpoena or disciplinary power without changing state law and/or the city or county charter.

[Additional supporting best practices are described, including the following example most relevant here, among others.]

- The commission or board should have full investigative powers—including the power to subpoena or compel testimony and documents.

State and local jurisdictions can adopt policies that decrease the use of force and encourage the de-escalation of violent situations. Use of force policies should require police departments to:

[Supporting best practices are described, including the following examples most relevant here – one each about training and supervision of individual officers – among others.]

- Implement proven training programs—including programs on implicit bias, procedural justice, and fairness in policing—designed to deescalate and minimize the use of unnecessary force and death, especially with vulnerable populations (people with emotional or cognitive disabilities, pregnant women, youth, and people with limited English proficiency.)
- Implement early-warning systems to detect problematic officer behavior predicting a likelihood of using excessive force.

Police departments should ensure that academy training, field training, and continuing education of officers reinforces community-centered values and skills. State and local jurisdictions should fund community-based experts to provide required training to new police recruits and in-service officers on:

[Supporting best practices are described, including the following examples most relevant here, among others.]

- Procedural justice and fairness in policing
- Implicit bias
- Relationship-based policing and community interaction
- Crisis intervention, mediation, conflict resolution, and rumor control
- Appropriate engagement with youth based on the science of adolescent brain development
- De-escalation and minimizing the use of force in certain common situations, including vehicle pursuits, coping with mentally ill or cognitively disabled individuals, and encounters with youth

Body cameras have become a popular reaction to police misconduct. Body cameras should only be enacted if they are supported by communities and include clear and enforceable regulations around their use and strong privacy protections for community members.

[Additional supporting best practices are described, including the following example most relevant here, among others.]

- Body camera mandates should include a provision outlining when cameras must be activated. These mandates should be a reflection of the desires of community members and adovcates.

Related to recommendation #4 in the table

Laws requiring the collection of data about law enforcement interactions—including with whom, why, and how—can be enacted at the state or local level through legislation or administrative action.

[Additional supporting best practices are described, including the following example most relevant here, among others.]

- Data collection statutes should mandate data collection for age, race and/or ethnicity, and sex/gender of the individuals in police interactions as well as the date, time, location, and geographic location where the interaction took place. Data should be self-reported to ensure accuracy.

Racial impact tools, which reveal the impact of existing and potential legislation or regulations on communities of color, can be used to asses local, state, or federal legislation but have most commonly been used on the local level. [Sample assessment tools and links to them are provided in the original report, including: Seattle Race and Social Justice Initiative's Racial

Equity Toolkit and Race Forward's Racial Equity Impact Assessment for Economic Policies and Budgets Toolkits.]

[Additional supporting best practices are described, including the following example most relevant here, among others.]

- Being data-driven is important. Data about the racial impact of policies must be used to set baselines and goals, measure progress, and evaluate success of individual policies and programs. However data alone is not enough – people's lived experiences and individual evaluations must be taken into account when assessing impact.

APPENDIX J. EVALUATION PLANS

Process Evaluation Plan

Human Impact Partners will develop and implement an internal evaluation to assess the process of conducting this project. The evaluation will focus on understanding whether the project met its intended goals, whether it adhered to the project workplan, ways in which stakeholders were engaged, challenges, opportunities for improvement, and lessons learned.

The evaluation will be conducted with the input of project partners and stakeholders to assess their experience of participating in it. Participants may include: Human Impact Partners, Ohio Justice and Policy Center, Ohio Organizing Collaborative, and Advisory Committee members, as available.

Impact Evaluation Plan

As information from this report is shared with various decision-makers, Human Impact Partners will consider whether it is appropriate to develop an impact evaluation plan. Potential decision-makers include, for example, members of the Ohio Collaborative Community-Police Advisory Board.

Outcome Evaluation Plan

Outcome evaluations focus on answering questions related to how a specific decision may impact health determinants and health outcomes. They happen over long periods of time and take additional cost. Much of the potential to collect this data actually rests with those who regularly tracks this information or have the ability to do so

On the following page is an example of a plan to monitor implementation of select priority recommendations from this report. Responsibility is spread among multiple groups and organizations, and to make this realistic it is important to have the buy-in of each.

Health intervention	Indicators measured	Who collects the data	Who publicly reports the results	Due date(s)
Public dialogues about race	• Trust and confidence in police, disaggregated by race	• Kirwan Institute	• Kirwan Institute	January 2017
Community oriented problem solving policing (CPOP)	• What proportion of officers per police department "do" CPOP • Transparency of police departments, as measured in the this report • Training officers receive in skills needed for CPOP	• Local university partners and/or health departments (for evaluation)	• Academic publications and police websites	July 2017
Civilian Review Boards	• Annual reports that include number and types of complaints, proportion dealt with through investigation vs. informal disposition, disposition of complaints, and what happens with officers after disposition – all disaggregated by race	• Civilian Review Boards	• Police departments and CRB websites	January 2017, then annually
	• Evaluation of impact of local civilian review boards on health outcomes (injuries, fatality, and stress), disaggregated by race	• Local university partners and/or health departments (for evaluation)	• Academic publications and police websites	July 2017
Systematic department-wide performance measures	• Same as State of the Police Report below PLUS:	• Police Departments	• Attorney General's office and local police departments	January 2017, then annually
	○ Impact of performance measures on police officer behavior ○ Impact of performance measures on health outcomes (injuries, fatality, and stress), disaggregated by race	• Local university partners and/or health departments (for evaluation)	• Academic publications and police websites	July 2017

Health intervention	Indicators measured	Who collects the data	Who publicly reports the results	Due date(s)
Training, supervision and officer evaluation	• Trainings received per police department (in particular de-escalation, CIT, implicit bias training, procedural justice training, communications) • # of hours of training • Effect of Early Warning Systems	• Police Departments	• Attorney General's office and local police departments	January 2017, then annually
	• Impact of trainings, supervision and evaluation on police officer behavior • Impact of trainings, supervision and evaluation on health outcomes (injuries, fatality, and stress), disaggregated by race	• Local university partners and/or health departments (for evaluation)	• Academic publications and police websites	July 2017
Body-worn cameras	• Impact of body cameras on health outcomes (injuries, fatality, and stress), disaggregated by race • Impact of body cameras on trust, disaggregated by race	• Local university partners and/or health departments (for evaluation)	• Academic publications and police websites	November 2016
State of the Police report	• Satisfaction with police • Commendations • Use of force incidents • Number of arrests • Number and disposition of complaints • Trainings officers have attended • Crime rates • All disaggregated by race	• Police Departments	• Attorney General's office and • Local police departments	January 2017, then annually

APPENDIX K. LIMITATIONS

We faced several limitations in conducting this assessment.

The Akron Police Department declined to participate in the project, limiting our ability to gather statistics, and interview police department personnel in the same way that was done in Cincinnati. In Cincinnati, there were contextual limitations that may have affected responses during focus groups or opinions on surveys – for example, news media reported that a "climate assessment" of the Cincinnati Police Department was conducted during June-September 2015 and included individual interviews with the department's leadership, focus group meetings, site observations and an electronic survey administered throughout the department. Also in Cincinnati, the Police Chief was fired in September 2015 in highly publicized reports.

There were data limitations as well. For example, statistics on police interactions by race generally is lacking in the US, though there are some exceptions – such as select statistics the Cincinnati Police Department was abel to provide – and there have been calls for improvement in this area nationwide.

While we collected qualitative data to describe the experiences of individuals in Akron and Cincinnati – be it as community member or police, whether black or white – these findings are limited to the samples for which they were collected. See Appendix C for additional specific survey limitations.

Finally, we recognize there are many factors that also affect the outcomes of interest in this report.

APPENDIX L. REFERENCES FOR THE APPENDICES

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