

August 2001

A Report of the Proceedings of

From Protest to Proposal: A Police-Community Relations Forum

Cincinnati State Technical and Community College
Conference Center
June 26, 2001

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About the Black Community Crusade for Children and PolicyLink



THE BLACK COMMUNITY
CRUSADE FOR CHILDREN

The mission of the Black Community Crusade for Children (BCCC) is to ensure that no child is left behind and that every child has a Healthy Start, a Head Start, a Fair Start, a Safe Start, and a Moral Start in life, with the support of caring parents and nurturing communities. Coordinated nationally by the Children's Defense Fund, the BCCC seeks to weave and reweave the rich fabric of community that historically has been the cornerstone for the healthy development of Black children; tap into and strengthen the strong Black community tradition of self-help; rebuild the bridges between generations and between the Black middle class and poor; assist and galvanize current Black leadership around specific goals for children; and identify, train, nurture, link, and empower a new generation of effective Black servant-leaders younger than 30.

PolicyLink

PolicyLink is a national nonprofit research, communications, capacity building and advocacy organization dedicated to achieving economic and social equity and building strong, organized communities. Grounded by the wisdom, voice and experience of local communities, PolicyLink is engaged with local partners and advocates on issues ranging from avoiding displacement due to gentrification and improving community health to addressing regional injustice.

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I. Introduction

In light of recent events in Cincinnati and the publication of a new report by PolicyLink, *Community-Centered Policing: A Force For Change*, highlighting promising police practices in cities across the nation, the Black Community Crusade for Children, the Center for Civic Character of the Secretary of State of Ohio's Office and Cincinnati CAN asked PolicyLink to organize a convening to present their research and to explore the possible application for Cincinnati. This event, *From Protest to Proposal: A Police-Community Relations Forum*, was held on June 26, 2001 from 8:30am to 4:30pm at Cincinnati State Technical and Community College. Over 80 community members, public officials and police officers attended.

Several members of the Cincinnati community joined these groups to make this event a success. Additional co-sponsors of *From Protest to Proposal* included the National Council for Community & Justice (NCCJ), Cincinnati Urban League, Cincinnati Human Relations Commission, NAACP Cincinnati Chapter, Children's Defense Fund Greater Cincinnati Project, and Amos Project. Funding was generously provided by KnowledgeWorks Foundation, the Greater Cincinnati Foundation, Metropolitan Growth Alliance and the Christ Church Cathedral.

PolicyLink staff opened the day with an overview and framing of the information contained in *Community-Centered Policing: A Force For Change* to set the stage for the morning workshops. Each of the morning workshops delved deeper into one of the four major areas of policing discussed in the report. For these workshops, PolicyLink brought 13 presenters – community advocates and police – from several cities featured in the report to describe the local context for their reform efforts, the promise that exists, what it takes to achieve it, lessons learned, barriers to implementation and ongoing challenges. In the afternoon, members of the Cincinnati community facilitated a workshop that focused on local conditions and the practical application for Cincinnati of the strategies discussed in the morning.

The goals of *From Protest to Proposal* were to:

- Bring together a diverse group of stakeholders – including community members, public officials and police – to explore strategies for improving community-police relations
- Develop a shared understanding of community-centered police practices in place in communities across the nation
- Develop an action agenda grounded in the experience of local communities and police departments that have achieved some measure of success in addressing similar conditions

This Report of Proceedings summarizes the presentations and discussions of the convening. The Appendix includes a partial list of participants, short biographies of the presenters, examples of promising practices and some of the news coverage of the convening.

II. Framing the Day

Welcome remarks were provided by **Dr. Ron Wright**, President of Cincinnati State Technical and Community College, **Ross Love**, Co-Chair of Cincinnati CAN, **Kenneth Blackwell**, Ohio Secretary of State, and **Eileen Cooper Reed**, Executive Director of the Children's Defense Fund Greater Cincinnati Project and the Black Community Crusade for Children.

An overview of the work of PolicyLink was provided by Angela Glover Blackwell, President of PolicyLink, followed by an overview of *Community-Centered Policing: A Force For Change* presented by Maya Harris West, principal author and Senior Associate at PolicyLink.

Angela Glover Blackwell

PolicyLink is a national, non-profit organization dedicated to achieving economic and social equity and building strong, organized communities. An important component of achieving equity is revitalizing democratic processes, including ensuring that low-income communities – often communities of color – have a voice in the decision-making process of institutions and around issues that impact their lives. PolicyLink is working on a number of issues related to the well being of communities, including issues of gentrification and equitable development; improving community health; regional injustice; and information technology. There is, perhaps, no issue more important in terms of community voice than the issue of policing.

Police must be a part of the fabric of community. They must emphasize their role in service, as well as safety, and seek to fulfill community values and expectations in doing both. Yet, for too many communities, this remains a promise unrealized. Policing is something done *to* them, not with them, and there is no opportunity for meaningful input into the process.

As a result, PolicyLink, in partnership with the Advancement Project, undertook a national research project to lift up the promising, community-centered police practices being implemented throughout the country – practices that are opening police departments to traditionally underrepresented and underserved communities; engaging communities as partners in solving neighborhood problems; and making police departments more accountable to the communities they serve and protect. The results of this research effort are compiled in the report, *Community-Centered Policing: A Force For Change*, which highlights over 80 practices in more than 50 cities across the country.

The report is intended to serve as a resource for local communities seeking to improve community-police relations and achieve greater police accountability. This convening is intended to bring the report to life through the stories of individuals who have worked on these issues and achieved some successes in their own communities. PolicyLink and the presenters are here as a resource to serve Cincinnati's interests in learning about what is happening in other communities and exploring possible strategies for implementing positive change.

Maya Harris West

Harris West provided a detailed power point overview of the framing and four major areas covered in *Community-Centered Policing: A Force For Change*, drawing on selected examples highlighted in the report.

Key overview issues included:

- Police reform is often pursued in a piecemeal fashion with police departments adopting one or two promising practices or an innovative, add-on program; as opposed to making comprehensive, systemic change.
- To achieve a measurable difference or sustained improvement, police departments, working with local communities, must implement change throughout the spectrum of police services and functions.
- No city is a perfect model, but elements of what would make for truly comprehensive, community-centered policing exist in communities all over the nation.
- What we have yet to do is really transform policing by aggregating all these elements in one place. The promise is in the composite – multiple promising practices must be combined to achieve community-centered policing.
- Opportunities for greater community involvement and police accountability exist across all aspects of the police department.
- Positive change is not only necessary, but possible.

Neighborhood Problem-Solving

- What is the police department's operational approach? Its mission and values? How does it view its role and relationship to the community? How does it do its work in the community?
- Police must be part of the fabric of community, and work *with* residents to solve neighborhood problems.
- Specific examples highlighted included Boston, Massachusetts; San Diego, California; Seattle, Washington (additional detail contained in Appendix C)

Community-Conscious Personnel Policies

- What are the components of the recruiting program? Who is being hired and what is the process? How are officers trained for the roles expected of them? Are community values and expectations reinforced in the recruitment, hiring, training, promotion and disciplinary processes?
- The core of any institution is its people. The police department personnel process must be designed to hire, train and retain community-oriented officers.
- Specific examples highlighted included New Haven, Connecticut; Albuquerque, New Mexico; Atlantic City, New Jersey; Pueblo County, Colorado; Minneapolis, Minnesota; Duluth, Minnesota; San Diego, California; San Francisco, California (additional detail contained in Appendix C)

Community Oversight

- Are the operations of the police department accountable to the communities served? Is there an opportunity for the community to independently review police services and conduct? Is this process valued enough to provide it with adequate resources, sufficient authority and complete cooperation?
- The community has an important role to play in monitoring and evaluating police policies and services, and must be given adequate authority and resources to do so.
- Specific examples highlighted included San Francisco, California; Miami-Dade County, Florida; Portland, Oregon; Minneapolis, Minnesota (additional detail contained in Appendix C)

Collaborative Information Gathering and Sharing

- What type of data and information does the police department collect? How is data used to improve police services? Is it accessible to the community?
- Appropriate data must be collected and shared with the community to effectively solve neighborhood problems, improve policing and build community confidence.
- Specific examples highlighted included Madison, Wisconsin; Lansing, Michigan (additional detail contained in Appendix C)

III. Exploring the Promise that Exists: Strategies for Achieving Positive Change in Community-Police Relations

This session featured 13 presenters – both community advocates and police – from several cities highlighted in the PolicyLink report. The presenters were divided into four workshops – neighborhood problem-solving, community-conscious personnel policies, community oversight and collaborative information gathering and sharing – in which they described the local context for their reform efforts, the promise that exists, what it takes to achieve it, lessons learned, barriers to implementation and ongoing challenges.

Short biographies for each of the presenters are included in Appendix B.

Neighborhood Problem-Solving: Engaging Communities as Partners

Presenters:

- Reba Danastorg, Executive Director, Boston Ten Point Coalition
- Michael Yee, Seattle Chinatown-International District Preservation & Development Authority
- Nancy McPherson, Director of Services, Portland Police Bureau
- Ronald Hampton, Executive Director, National Black Police Association

Each of the presenters discussed community-police partnerships in their community. Danastorg described the role of the clergy in reducing youth homicide in Boston through partnerships with police and other institutions. Yee described his involvement in a community development corporation/police collaborative in Seattle that has undertaken several initiatives. McPherson described her efforts in San Diego and elsewhere to institute neighborhood- and community-oriented policing. Hampton described the problem-solving training he developed and implemented for Washington, DC public housing residents.

Key issues included:

- Importance of involving community partners at the beginning of the process
- Need for training of both community members and police officers
- Operational changes required to effectively implement neighborhood-/community-oriented policing
- Confronting obstacles and challenges in establishing non-traditional partnerships
- Role of police unions in implementing institutional change

Community-Conscious Personnel Policies: Getting and Keeping the Right People

Presenters:

- Kay D. Codish, Executive Director, New Haven Police Academy
- Chief Vicky M. Peltzer, University of Washington Police Department
- Howard Saffold, CEO, Positive Anti-Crime Thrust, Inc.

Each of the presenters discussed efforts to establish personnel policies in their police departments that reflect the values and diversity of the community. Codish described the overhaul of the recruitment and training programs in New Haven with an emphasis on community involvement. Peltzer described her work in Albuquerque to recruit and retain women officers. Saffold described hiring and equal opportunity issues for black officers in Chicago.

Key issues included:

- Role of community in developing effective recruiting programs and training curricula
- Need to tailor recruiting strategies to diverse communities
- Institutional commitment and policy changes required to recruit and retain underrepresented groups
- Importance of community knowledge and monitoring of hiring and promotion processes and criteria

Community Oversight: Achieving Democratic Participation

Presenters:

- Mary Dunlap, Director, San Francisco Office of Citizen Complaints
- Hector Soto, Executive Director, Philadelphia Police Advisory Commission
- Patricia Hughes, Executive Director, Minneapolis Civilian Police Review Authority

Each of the presenters discussed the challenges and successes in establishing effective civilian oversight of the police department in their community. Dunlap described community-led efforts to amend the city charter to strengthen civilian oversight in San Francisco and the role of oversight in making policy recommendations. Soto described his experience with the first independent civilian review board in New York City and his ongoing work in Philadelphia. Hughes described her efforts in Minneapolis to establish efficient, credible processes through timelines and quality service audits.

Key issues included:

- Resources, full-time staff, investigators and training required for effective oversight
- Police department accountability for implementation of policy recommendations
- Importance of adequate authority and police department cooperation in investigations
- Role of community oversight in publishing information about police conduct
- Streamlining processes through deadlines and periodic evaluations
- Challenge of political environment in which community oversight conducted

Collaborative Information Gathering and Sharing: Getting the Facts

Presenters:

- Michelle Alexander, Director of the Racial Justice Project, ACLU of Northern California
- Lieutenant Steve Person, Lansing Police Department
- Major Dave Stephens, Charlotte-Mecklenburg Police Department

Each of the presenters described the development of new data and information systems to improve public safety and monitor police conduct. Alexander described the grassroots campaign in California to institute both voluntary and legislatively mandated racial profiling data collection. Person described the establishment of a comprehensive, interactive website to provide the Lansing community with access to geographic mapping of crime and neighborhood assets and services. Stephens described the development of an external audit procedure for the Charlotte-Mecklenburg complaint review process and computerized, geographic mapping of use-of-force incidents.

Key issues included:

- Power of an informed and organized community in addressing police accountability and improved police services
- Need to share information with community to establish effective problem-solving partnerships
- Use of new technology to make information accessible to community and to establish tools for tracking officer performance
- Resources required and available to develop and implement new information systems

IV. Moving From Protest to Proposal: Developing an Action Agenda for Community-Centered Police Reform in Cincinnati

The afternoon session was facilitated by **Eileen Cooper Reed**, and focused on local conditions and the practical application for Cincinnati of the strategies explored during the morning workshops. Where is Cincinnati on the issues discussed in the morning workshops? Where does Cincinnati want to be in one year on these issues? How does Cincinnati get there?

During the discussion of local conditions, several issues emerged. Some issues related to community-police relations generally; others to specific police policies and procedures.

Police are disconnected from the communities they serve

- There is a lack of communication between the police department and the community
- The culture of the police department does not reflect the culture of the community
- The community, particularly young, black men, do not trust the police
- The police do not respect the diverse cultures of the community and stereotype some communities through actions such as racial profiling

Current civil service system hinders progress in recruitment, hiring and promotion

- Administering the police hiring test only once per year hampers recruitment efforts
- The promotion process relies entirely on pencil-and-paper test scores
- City officials are unable to adequately discipline officers
- Officer salaries are not competitive with salaries for suburban police departments

The community is not engaged in the recruitment and hiring process

- Recruitment is not actively targeted to communities of color
- The community does not have adequate information about the components of the hiring process, basic requirements and elimination criteria such as the pencil-and-paper test, physical agility test and background investigations
- The disconnect between police and many communities and negative experiences of residents with police makes recruiting a challenge

Police training does not emphasize service and community-oriented aspects of policing

- Training program does not focus on "community policing"
- Too much emphasis on tactical training
- Little, if any, training of police officers with community members
- Officers are not adequately educated about the neighborhoods and communities they will be assigned to

Civilian oversight mechanism lacks efficiency and credibility

- The Citizens Police Review Panel has insufficient staff to do adequate investigations
- Panel members do not have sufficient authority
- Residents are skeptical of the complaint process and do not feel their complaints will be fairly addressed
- Mediation of officer discourtesy complaints are not objective; they are run by the police
- The overlapping jurisdictions of the Citizens Police Review Panel, police department and OMI are confusing and inefficient
- The City Attorney's Office has a conflict of interest

Information about the police department is unavailable or inaccessible to the community

- There is no vehicle for the public to systematically and consistently access information about the police department such as programs, policies and procedures
- Not enough non-confidential information is shared about police disciplinary actions
- Trying to get information through the public records act in Ohio is difficult and inefficient, and the government narrowly responds to inquiries
- Without sharing information, there is no public accountability

Police and community are not working together to solve neighborhood problems

- There is a lack of community-oriented policing
- At the neighborhood level, residents are not aware of police department programs designed for collaborative problem-solving
- Some residents do not trust that current police programs will work for them
- Police cannot solve neighborhood problems on their own; grassroots responses and solutions are needed
- Policing is mostly reactive; not proactive in trying to solve problems
- Residents do not have power in the process

An "early warning system" was promised, but not delivered

- Residents want better, more comprehensive, computerized tracking of officer behavior so high-risk officers are identified quickly and dealt with appropriately
- Police officials said they plan to implement this type of system, but have not done so

More change is possible today than ever before

- There is widespread interest in achieving positive change in community-police relations in Cincinnati
- There is a sense of urgency for concrete action
- Several promising models and alternatives exist for greater community involvement and accountability in policing

V. Closing Comments and Next Steps

Angela Glover Blackwell provided closing remarks and a summary of next steps.

Closing Comments

Building on assets

Blackwell observed that, over the course of the day, there was discussion of not only local problems, but also Cincinnati's assets. For example, as the presenters discussed the need for ongoing training, Cincinnati officers shared information about the structure currently in place in Cincinnati such as the number of hours allocated to academy training and the existence of a field training program. Similarly, as the importance of community-police problem-solving was emphasized, participants learned that the police department has a program intended to facilitate this process. While new programs and policies are certainly needed, these and other examples suggest that Cincinnati also has many assets to build on.

PolicyLink as an ongoing resource

Several participants noted that the convening was just the beginning, and asked whether PolicyLink would return to Cincinnati. Blackwell said that, if Cincinnati concludes that PolicyLink can add value to Cincinnati's ongoing efforts to address community-police relations and strategies for achieving positive policy change, PolicyLink would be pleased to continue working with the convening participants and others in Cincinnati.

Cincinnati as a model for the nation

Blackwell noted that, one day, someone's city is going to be an example of pulling together in one place the best elements of policing now happening in pieces all over the country. With a commitment to building community-centered policing – a commitment at the top and throughout the base – Cincinnati can be that city.

Next Steps

During the afternoon workshop, after discussing local conditions, the Cincinnati participants identified several concrete strategies for moving forward:

Make a commitment to community-centered policing

- Allocate appropriate resources to fund community-centered policing strategies
- Hold town hall meetings to share promising practices and receive greater community input on strategies and solutions
- Provide accountability for implementing new policies and procedures such as incorporating into a written agreement enforceable by the court
- Continue discussions with promising practices experts

Revise, supplement or eliminate the civil service system to improve recruitment, hiring and promotion processes

- Develop recruiting strategies in collaboration with the community and targeted to specific communities that are underrepresented in the department
- Recruit officers with strong interpersonal skills
- Revise job descriptions to reflect service-oriented aspects of policing
- Expand promotional opportunities and evaluation criteria
- Provide statistics to the community about the hiring process, including how many people apply and how many are passing each stage of the process
- Screen and appropriately train background investigators
- Review and revise psychological screening criteria

Examine academy, field and in-service training curricula to provide for more community-oriented training of officers

- Provide culture-based training such as anti-racism training
- Educate officers about the diversity of issues and neighborhoods they will serve
- Ask the community what it considers important for police officers to learn in the academy
- Involve the community in the training process

Develop effective, independent, well-funded, professional civilian oversight

- Provide adequate staffing, training and authority for meaningful oversight
- Develop a vehicle outside the police department for systematically tracking officer behavior, discipline and incidents of misconduct
- Make information about the programs, policies and procedures of the police department easily accessible to the community

Appendix A: Participant List *(partial)*

Over 80 community advocates, public officials and police officers attended the forum, including:

Name	Organization/Company
Adams, Dick	Y.O.U.
Adams, Sheila	Urban League
Barton, Stacey	Urban League
Blackwell, Kenneth	Ohio Secretary of State
Bolich, Susan	Children's Defense Fund, Cincinnati
Branch, Brandi	Urban League
Brown, Ronda	Urban League
Bryant, John	Cincinnati Youth Collaborative
Carr, Marlita	Urban League
Clemons, Jackie	Children's Defense Fund, Cincinnati
Cook, Terry	Urban League
Copeland, Erica	Urban League
Dalton, Darlene	Northside Community School
Dobbs, John	Urban League
Duffy, Sally	SC Ministry Foundation
England, Renecia	Urban League
Gaines, Michael	Urban League
Gerhardstein, Al	AFL-CIO Attorney
Godhigh, Rev. Eugene	Christ Our Redeemer AME Church
Gray, Mason	Children's Defense Fund, Cincinnati

Griffin, Nathan	WAIF FM
Growette, Lisa	ARIA Group
Gueye, Amar	Founding Director, World Cultural Exchange Inc.,
Hardy, Elaine	Urban League
Harris, Greg	Citizens for Civic Change
Harris, Robert	NCCJ
Hill, Burt	Urban League
Holm, Duane	MARCC
Hubbard, Tina	Urban League
Johnson, Rufus	Founder/CEO Real Truth Inc. Gangs Intervention & Prevention
Jones, Alan	Tri-State Regional Community Policing Institute
Jones, Leslie	Cincinnati Human Relations Commission
Jordan, Diane	Beech Acres
Julious, Sheila	Urban League
Kahle, Karen	Children's Defense Fund, Cincinnati
Kammerer, Mike	Public Allies Cincinnati
Kofi	
Logan, Andre	Urban League
Long, Paula	P & G
Love, Ross	Cincinnati CAN
Lynch, III, Rev. Damon	Cincinnati CAN and Black United Front
McHugh, Roger	Tri-State RCPI
Miller, Camile	Laufman/Gerhardstein
Miltner, Katie	Laufman/Gerhardstein
Morton, Rochelle	Urban League
Mosely, Marjorie	Black United Front
Nadir, Ishaq	Nadir & Associates
Nelson-Turner, Brittany	Urban League
Pace, Robert	Cincinnati Black United Front

Rahtz, Howard	Assistant Director, Cincinnati Police Academy
Reed, Eileen Cooper	Children's Defense Fund, Cincinnati and Black Community Crusade for Children
Reid, Rosaland	Cincinnati State Technical & Community College
Roberts, Tina	Urban League
Robertson, Jayson	Black Community Crusade for Children
Rothman, Jay	ARIA Group
Rowe, Samuel	Cincinnati State Technical & Community College
Ruhnkorff, David	AMOS
Scott-Johnson, Stephanie	NABCJ & Freestor/Foodbank
Shell, Sarah	Urban League
Shick, Kathy	The Amos Project
Slater, Khalilah	Black Community Crusade for Children
Slater, Rashida	Black Community Crusade for Children
Smith-Knox, Lilliann	Urban League
Smyth, Donna	Public Allies Cincinnati
Stewart, Nicole	Urban League
Thomas, Cecil	Cincinnati Human Relations Commission
Thomas, LaKisha	Urban League
Thompson, Bishop Hebert	Episcopal Diocese of Southern Ohio
Thornell, Rev. Kwasi	Christ Church Cathedral
Timm, Pat	Metro Growth Alliance
Twitty, Ron	Assistant Police Chief, Cincinnati Police Department
Washington, Bernice	SUMA
Whitehead, Josh	Citizens for Civic Change
Wilder, Pamela	Urban League
Wilkins, Natasha	Black Community Crusade for Children
Wisdom, LaCresha	Urban League
Woode, Charles	HCJFS
Woode, Lauren	Crossroads Center

Appendix B: Presenter Short Bios

Neighborhood Problem-Solving: Engaging Communities as Partners

Reba Danastorg, Executive Director, Boston Ten Point Coalition. The Coalition is an ecumenical group of Christian clergy and lay leaders working to mobilize the Christian community around issues affecting Black and Latino youth – especially those at-risk for violence, drug abuse and other destructive behavior. The Coalition’s goal is not to replace the local church but to make the local church more effective in the work of rebuilding communities. It also seeks to build partnerships with community-based, governmental and private sector institutions that are also committed to the revitalization of the families and communities in which our youth must be raised.

Michael Yee, Seattle Chinatown International District Preservation and Development Authority. Mr. Yee has worked more than ten years in property management in Seattle’s International District/Chinatown and Pike Place Market historic neighborhoods. His interest in community and economic development led to his eventual involvement with the Community Action Partnership, a community development corporation/police collaborative in Seattle, Washington. CAP has undertaken several initiatives, improving neighborhood safety and spurring economic development and physical revitalization.

Nancy McPherson, Director of Services, Portland Police Bureau. Ms. McPherson has worked as an Organizational Development and Systems Leadership Consultant since 1990. During this time, she has supported many police departments throughout the U.S. and internationally in developing a problem oriented approach to policing and city government. She also served as a Bureau Director at the Assistant Chief level in the Seattle Police Department and was the Manager of Neighborhood Policing for the San Diego Police Department. Her work includes making recommendations for organizational development, community partnerships and problem-solving, and developing curriculum and conducting training in problem-solving.

Ronald Hampton, Executive Director, National Black Police Association. Mr. Hampton retired from the D.C. Metropolitan Police Department after twenty-three years of service as a Community Police Officer, working on crime prevention, community participation and community-police relations. He has designed and delivered community policing and problem solving training for residents in public housing, as well as overseeing the Community Monitor Project. Mr. Hampton is a consultant for several governmental and non-governmental organizations in the United States and abroad.

Community-Conscious Personnel Policies: Getting and Keeping the Right People

Kay D. Codish, Executive Director, New Haven Police Academy. In 1992, Ms. Codish became the first woman and only civilian to head a division of training and education in a major police department. The U.S. Department of Justice recognized her work by funding a successful one-year, one million dollar proposal to expand, throughout the state, the non-traditional police and community curricula she developed in the areas of race relations, sexual harassment, bias and hate crimes, non-violent alternative dispute resolution and communication skills. As a board member for the National Center for Women in Policing, she collaborates, writes and teaches in the areas of community outreach recruitment, retention of women and people of color, and reforming police academy training.

Chief Vicky M. Peltzer, University of Washington Police Department. Chief Peltzer retired from the Albuquerque Police Department (APD) after twenty years of service. While assigned to the APD Recruiting and Selection Section, she worked with the Institute for Women in Trades, Technology and Sciences (IWITTS) and, through specific recruitment strategies, increased the number of female police applicants from 8% to 25%. Retention strategies were also done including obtaining equipment designed for women, changing the maternity leave requirements, and training supervisors on recognizing signs of sexual harassment and discrimination. The project was focused on recruiting, retaining and successfully integrating women officers into the Department, with particular emphasis on Latinas.

Howard Saffold, CEO, Positive Anti-Crime Thrust, Inc. PACT was among the first organizations to embrace the concept of community control of police: Police should be held accountable by community standards and a citizen based oversight entity. Mr. Saffold retired after twenty-five years of service in the Chicago Police Department as a Beat Officer, School Officer, Gang Crime Investigator, Mass Transit, Public Housing, Neighborhood Relations and Special Operations. He served as the Chief of Executive Security for two mayors of the City of Chicago, responsible for the administration of this specialized unit, including the selection, training and assignment of personnel. Mr. Saffold is also a co-founder and past-President of both the National Black Police Association and the Afro-American Patrolman's League of Chicago.

Community Oversight: Achieving Democratic Participation

Mary Dunlap, Director, San Francisco Office of Citizen Complaints (OCC). A long-time public interest attorney, Ms. Dunlap has served in the OCC for the past five years. During this time, she has worked to strengthen the policy and outreach functions of the OCC, as well as develop a more efficient and credible complaint review and investigation process. She recently authored an article on citizen/civilian oversight in the Winter Quarterly of the California State Controller and has been a speaker and media commentator on legal subjects for the past twenty-five years.

Hector Soto, Executive Director, Philadelphia Police Advisory Commission (PAC). Mr. Soto has been involved in police oversight and police-community relations issues as an activist and attorney since 1979. Prior to the PAC, he was the first Executive Director of the New York City Civilian Complaint Review Board, the City's first non-police, independent and all-civilian oversight board. Mr. Soto also served as the Director of the Advocate's Office of the NYPD where he was responsible for the management and supervision of the Department's internal prosecutorial office for the litigation of formal disciplinary matters.

Patricia Hughes, Executive Director, Minneapolis Civilian Police Review Authority (CPRA). Ms. Hughes has led the CPRA for over eight years, instituting new and improved processes including a Quality Service Audit completed by community members and police officers. She has also served as an instructor in the Minneapolis Police Department Police Academy and Citizens Academy; a consultant to the U.S. Department of Justice on the mediation of citizen complaints against police; and a national and international consultant on the civilian oversight of police.

Collaborative Information Gathering and Sharing: Getting the Facts

Michelle Alexander, Director of the Racial Justice Project, ACLU of Northern California. The Project is dedicated to developing creative public education and litigation strategies for continuing the fight for racial equity. In 1998, the Project launched a major campaign against racial profiling in California with paid advertising, press conferences and the creation of a "Driving While Black or Brown" hotline. The Project filed a class action lawsuit against the California Highway Patrol and organized a lobbying drive in support of a bill that would require law enforcement to collect data regarding the race and ethnicity of people stopped and searched by the police.

Lieutenant Steve Person, Lansing Police Department (LPD). Lieutenant Person has been with the LPD for fifteen years working in Patrol, Tactical Team, Traffic, Investigations, Patrol Sergeant and currently as Lieutenant of Technical Services. He has implemented several community-police partnerships and new technologies to decentralize data and allow police officers and community members to problem-solve more effectively, including launching a website in partnership with the city and neighboring counties to link residents to community assets and services within a tri-county region.

Major Dave Stephens, Charlotte-Mecklenburg Police Department (CMPD). Major Stephens has worked with the CMPD for twenty-two years. He is currently the Commander of the South Service Area in the Field Operations Division and served for nine years as Commander of the Internal Affairs Section. Major Stephens worked with City staff and elected officials to develop a Citizens Review Board to allow more citizen involvement in the police disciplinary process, and also worked with the firm of KPMG Peat Marwick to develop an external audit procedure for the Department's complaint review process.

Appendix C: Select Promising Practice Examples

In the morning session, selected examples were provided from the report, *Community-Centered Policing: A Force For Change*. Brief descriptions of these examples are included below. The actual report and summary document – which contain over 80 examples from over 50 cities – are available on the PolicyLink website at www.policylink.org/publications.html. Copies may also be obtained from PolicyLink, 101 Broadway, Oakland, CA 94607, phone (510) 663-2333, fax (510) 663-9684.

Neighborhood Problem-Solving

- Boston, Massachusetts – police department engaged clergy and community-based organizations in developing strategies and solutions for addressing skyrocketing youth homicide
- San Diego, California – police department respected community by re-drawing patrol boundaries according to how community organized itself instead of using only census tract data
- Seattle, Washington – police department joined with a local community development corporation to address public safety and neighborhood revitalization issues

Community-Conscious Personnel Policies

- New Haven, Connecticut – dismantled and reconfigured recruitment and academy training program to emphasize community involvement and service-oriented aspects of policing
- Albuquerque, New Mexico – partnered with professional women’s organization to improve recruitment and retention of women officers
- Atlantic City, New Jersey – officers eligible for low-interest mortgage loans to encourage residency in diverse communities served and must demonstrate history of community involvement and lack of disciplinary offenses to qualify for program
- Pueblo County, Colorado – candidates for promotion must demonstrate ongoing community service as a prerequisite to promotion
- Minneapolis, Minnesota – Urban League coordinated training program with police department and several community organizations to place recruits in community “internship” as part of academy training; to achieve greater consistency in disciplinary decision, police department developed disciplinary schedule that ties set ranges of discipline to particular types of conduct
- Duluth, Minnesota – officers attend anti-racism training with community members
- San Diego, California – recruits required to take 32 hours of Spanish language training in academy
- San Francisco, California – civilian review agency publishes description of disciplinary action on sustained complaints of police misconduct; agency can initiate process for administrative review of police department disciplinary decisions

Community Oversight

- San Francisco, California – city charter amended to require that civilian oversight agency be provided with at least one investigator for every 150 officers in the police department
- Miami-Dade County, Florida – Five of the nine appointments to the civilian review agency are chosen from names submitted by five organizations
- Portland, Oregon – city code requires civilian oversight agency to make policy recommendations every quarter and requires police chief to respond in writing to recommendations within 60 days
- Minneapolis, Minnesota – city charter establishes concrete timelines for reviewing civilian complaints and completing investigations

Collaborative Information Gathering and Sharing

- Madison, Wisconsin – police department policy manual available on the Internet; police department publishes data regarding the nature of internal complaints filed and the outcome
- Lansing, Michigan – geographic mapping technology accessible to the community through police department website to illustrate location of crime and neighborhood assets and services
- Numerous cities collecting data to combat racial profiling and establishing early warning systems to identify high-risk officers and provide early, appropriate intervention

Appendix D: Newspaper Articles

From Protest to Proposal was widely covered in the Cincinnati media with news articles in the two major daily papers (Cincinnati Enquirer and Cincinnati Post) and a weekly publication (Cincinnati CityBeat), coverage on three news channels, two radio talk shows (WDBZ and WKRC) and an appearance on a local television program (Cincinnati Matters). Copies of the newspaper articles are attached.



Cincinnati CAN members Elaine Hardy (left) representing the Urban League and Paula Long, of Procter & Gamble, talk before Tuesday's forum.

Community searches for new direction

'Solutions do exist,' participants hear, but change won't be easy

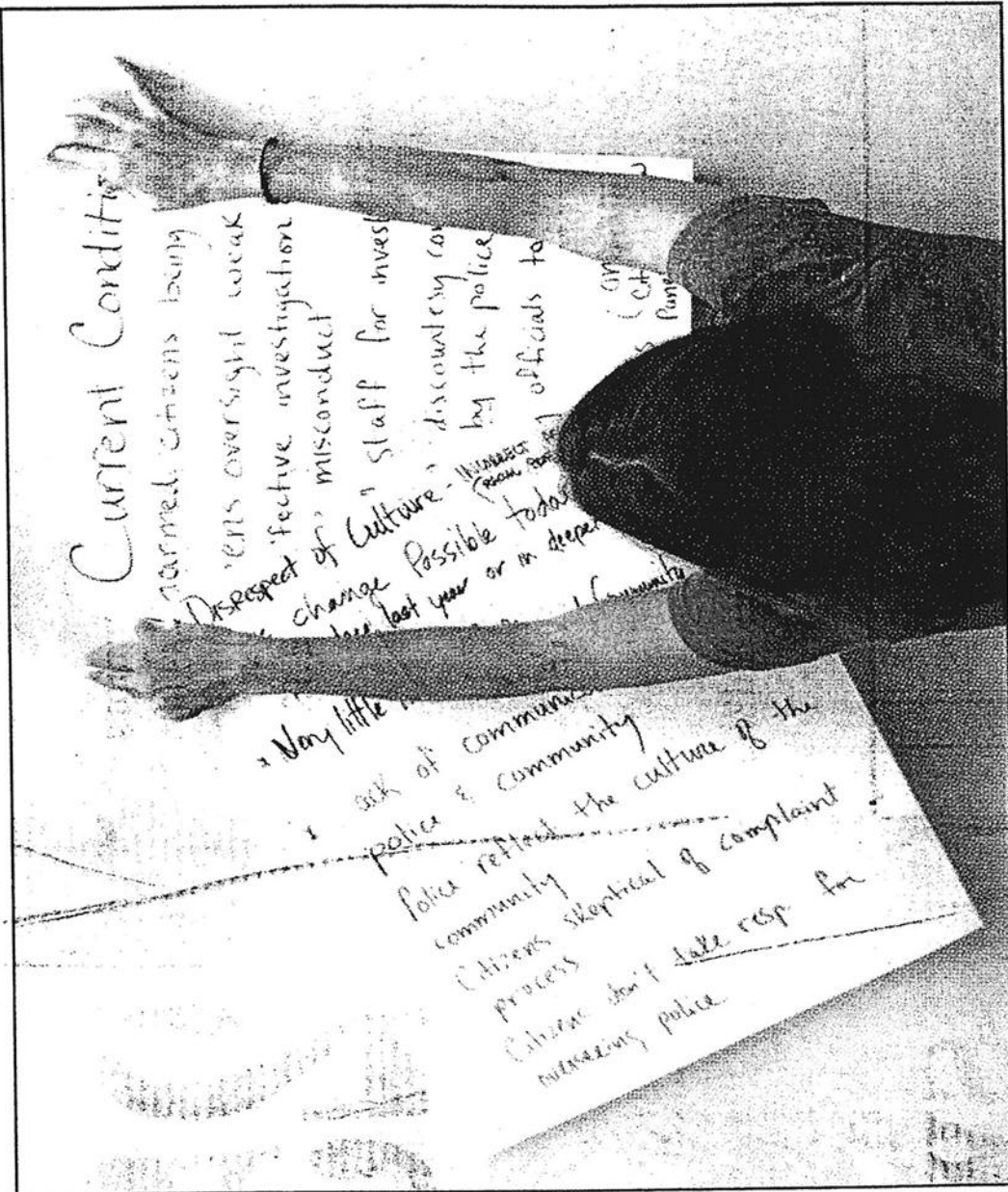
By Kevin Aldridge
The Cincinnati Enquirer

Adopting one or two promising practices or innovative programs won't lead to sustained improvement in police-community relations.

That was the message delivered Tuesday to a gathering of more than 75 commu-

nity leaders, advocates and law-enforcement representatives at the Cincinnati State Technical and Community College Conference Center.

The leaders convened for a forum, "From Protest to Proposal," to discuss the longstanding divide between law enforcement and the Af-



Photos by MICHAEL E. KEATING/The Cincinnati Enquirer

Susan Bolich, of the Children's Defense Fund, puts notes from the group's discussion on display during Tuesday's Cincinnati CAN forum at Cincinnati State.

rican-American community in Cincinnati.

The purpose of the forum was to figure out where Cincinnati wants to go following days of civil unrest triggered by the shooting death of Timothy Thomas, and how to get there by listening to cities that have already gone through police depart-

ment reform. Mr. Thomas, an unarmed African-American, was shot April 7 by a white police officer. "There is no utopia of police-community relations out there, but some solutions do exist," Ohio Secretary of State J. Kenneth Blackwell told the gathering. "There are some cities and departments

out there doing it right. It's up to us to take what those individual cities and departments are doing right and make our own patchwork quilt."

The forum, co-sponsored by Cincinnati Community Action Now, centered on a new report prepared by PolicyLink - a nonprofit advo-

cacy group based in Oakland, Calif.

The report, "Community-Centered Policing: A Force for Change," urges police departments to rethink a lot of their methods with more attention to how they affect the community.

See **FORUM**, Page B5

Forum: Community leaders hear options

From Page B1

"It's not enough to employ more officers, increase minorities or establish a police oversight committee," said Maya Harris West, principal author of the report. "You have to do all that and more. You cannot approach police reform in a piecemeal fashion because one or two new programs won't get it done."

"You can expect that your patience, persistence and perseverance will be attacked when you try to bring about these types of changes," said guest speaker Howard Saffold, a former Chicago police officer and CEO of Positive Anti-Crime Thrust Inc.

Mr. Saffold's organization was among the first in the nation to embrace the concept that police should be held accountable by community standards and a citizen-based oversight committee.

Cincinnatians who attended the forum complained the city's police review panel is too weak, most

citizens don't feel their complaints will be effectively addressed, that city officials have too difficult a time disciplining police officers and that not enough public information is shared about police disciplinary actions or departmental programs and procedures.

Among the strategies and solutions the group recommended to help deal with these problems were:

- Make a commitment to community-centered policing and engage communities as partners in the law enforcement process.

- Revamp or eliminate a civil-service system that prohibits the city from hiring police chiefs from outside the city and limits recruiting and promotional opportunities.

- Develop a vehicle to track and then make available to the public information on police disciplinary actions, programs and procedures.

- Recruit officers from the east side as well as the west side.

- Provide culture-based train-

ing for officers, such as diversity and anti-racism classes, and examine police-academy curriculum.

"I think a lot of good information was passed to both police and the people in attendance," said the Rev. Eugene Godhigh, pastor of Christ Our Redeemer AME Church. "If you take some of the police-community initiatives presented here today and find ways to implement them, I think it will solve some of the problems. But I think it is evident that there will be some resistance to such changes by the higher-ups."

But at least one top-ranking Cincinnati police official said he has an open mind.

"These types of (forums) are healthy," said Lt. Col. Ron Twitty. "I don't mind taking my whoop-in'. Everything should be negotiable. We should never say you can't do this or you can't do that."

Among those in attendance at the forum were: Cincinnati Community Action Now members Sheila Adams, Ross Love, Damon Lynch III and Eileen Cooper Reed. Others at the forum included Cincinnati Human Relations Commission Director Cecil Thomas and Lt. Howard Ratz, assistant director of the Cincinnati Police Academy.

Police told to revamp operations

Cincinnati is 'on the national stage'

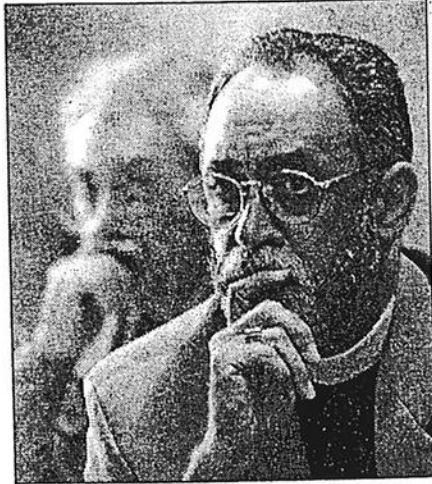
By Craig Garretson
Post staff reporter

Police-community tension is a nationwide problem that Cincinnati can help solve by leading a national police reform movement that would change how officers are recruited, trained and promoted.

Speakers at "From Protest to Proposal," a forum on police-community relations, on Tuesday recommended Cincinnati move toward solving its racial divisions by becoming the first large city in the nation to systemically adopt the best practices of other police departments.

"Any city of at least 50,000 people, any metropolitan city, has some problems between police and community," said Joe Brooks of PolicyLink, an Oakland-based national nonprofit research organization that produced a 180-page report on police-community problems and solutions.

Brooks said city police have been given the impossible task of dealing with concentrations of poverty, unemployment and crime, created by years of failed social programs and policies.



BRUCE CRIPPEN/The Post

Alan Jones, left, of the Tri-State Regional Community Institute and U.S. Department of Justice, along with the Rev. Kwasi Thornell of the Christ Church Cathedral, right, listened at Tuesday's police-community relations forum.

The study found crime rates often plummet when police departments adopt aggressive "zero-tolerance" tactics, but an "us against them" mentality develops in such neighborhoods.

"In some inner city neighborhoods, police are viewed as a military occupying force," Brooks said. "And the police view assignments to some neighborhoods as being asked to do the impossible." Brooks said the two-year, \$300,000 study began shortly after an unarmed West African immigrant, Amadou Diallo, was killed in a hail of 41 bullets fired by four white police officers in New York City.

More than 200 community leaders and activists, including Ohio Secretary of State Ken Blackwell, Assistant Police Chief Ronald Twitty, racial profiling mitigation special master Jay Rothman and Black United Front leader Rev. Damon Lynch III, attended the forum at Cincinnati State Technical and Community College.

The forum's organizers sought to include protesters, police, city officials and young people, said Khalilah Slater, interim coordinator for the Black Community Crusade for Children, which sponsored the event along with Cincinnati CAN and several other groups.

"Cincinnati is on the national stage. Everyone is looking at us to see how we are going to solve this problem," said student activist Jayson Robertson, 21, of College Hill.

We Have to Talk About This

Cincinnati is 'ground zero for racial relations'

By Eric Hafertepen

A gesture characterized the mood of From Protest to Proposal, a day-long conference on police-community relations at Cincinnati State College.

After a young African-American man voiced his profound frustration with Cincinnati Police, Lt. Howard Rahtz approached and handed the man his business card: an invitation to keep talking.

Current and former police officers and civil rights advocates participated June 26 in what amounted to an all-out assault on the wall between citizens and the Cincinnati Police Division.

Maya Harris West, a senior associate at Policy Link, a non-profit group in Oakland, Calif., organized the conference at the request of Cincinnati Community Action Now, the mayor's task force on race relations.

For close to eight hours, participants purged their thoughts and bounced ideas off each other, taking the first step in what promises to be a long and arduous process.

The conference attracted nationwide input; the 13 presenters came from Washington, D.C., Oakland, Calif., and Chicago to offer their expertise.

Participants received copies of "Community-Centered Policing: A Force for Change," the result of a year and a half of research by West and her colleagues exploring successful policing strategies around the country.

"What we wanted to do was look at all the policy changes that have been made in police stations (around the country)," West said. "The report talks about a range of personnel policies -- recruitment, hiring, training, promotion and discipline."

After spending the first half of the conference studying the successful police-community paradigms from around the country, participants debated about whether these same policies would fit Cincinnati's needs. Observers also formulated their own proposals. Ideas included new recruiting methods and revamped training policies.

Many saw a feasible framework in voter-initiated legislation in San Francisco and Minneapolis that led to community oversight of police procedures. Others pointed to the importance of tailoring reforms to Cincinnati's social and political dynamics.

"Get uniquely specific with your community about recurring problems," said Howard Saffold of Chicago, chief executive officer of Positive Anti-Crime Thrust, Inc.

"What Cincinnati comes up with that makes sense in addressing the issue may not be the same menu of strategies that another city applies," West said.

The kind of open conversation held at From Protest to Proposal is a good sign, according to Monique Dixon, a staff attorney with the Advancement Project in Washington, D.C.

"I think Cincinnati is really for change," Dixon said. "When you see the groundswell here among community members, you know they are ready for change. I don't think it's 'all talk.' "

But talking is a big step toward improved relations with police, according to Alan Jones, an instructor with the Tri-State Regional Community Policing Institute.

"I thought the dialogue was important," Jones said. "It was a beginning. I think there was recognition that there's accountability on behalf of both the police and the community."

From Protest to Proposal is one of a series of public discussions of police violence and racism underway in Cincinnati this summer. One day earlier, Christ Church Cathedral hosted a forum sponsored by the Aria Group, the mediation firm retained by the city to settle a lawsuit over racial profiling by police.

Later this month the International Association of Official Human Rights Agencies (IAOHRA) meets in Cincinnati. The theme of the 53rd annual conference, meeting July 20 through 26 at the Westin Hotel, is "Civil Rights in the New Millennium: A Call to Action."

Speakers will include U.S. District Judge Nathaniel Jones, Patria Jimenez of the Mexico House of Representatives, and Mary Woo-Sims, chief commissioner of the British Columbia Human Rights Commission.

Taking note of unrest that followed Officer Stephen Roach's killing of unarmed Timothy Thomas, IAOHRA conference organizers are calling Cincinnati "ground zero for racial relations." ©