City Council 2021 Retreat

Community Race and Policing
City Council Priorities

CITY OF Springfield

Today's Agenda

- Overview of Citizen Survey Responses
- Overview of Citizen Listening Session Input
- Recap of Community Inclusion Survey Results
- City Initiatives to Date
- Discussion About the Future

Overview of Citizen Survey Responses

Purpose of the Springfield Community & Police Race Relations Survey Report

"To shed light on perceptions and attitudes from the Springfield community about public safety, law enforcement, race relations, crime, policing/race relations. Opinions gathered are intended to help provide insight to City Council to help make decisions that affect the City."

Overview of Citizen Survey Responses

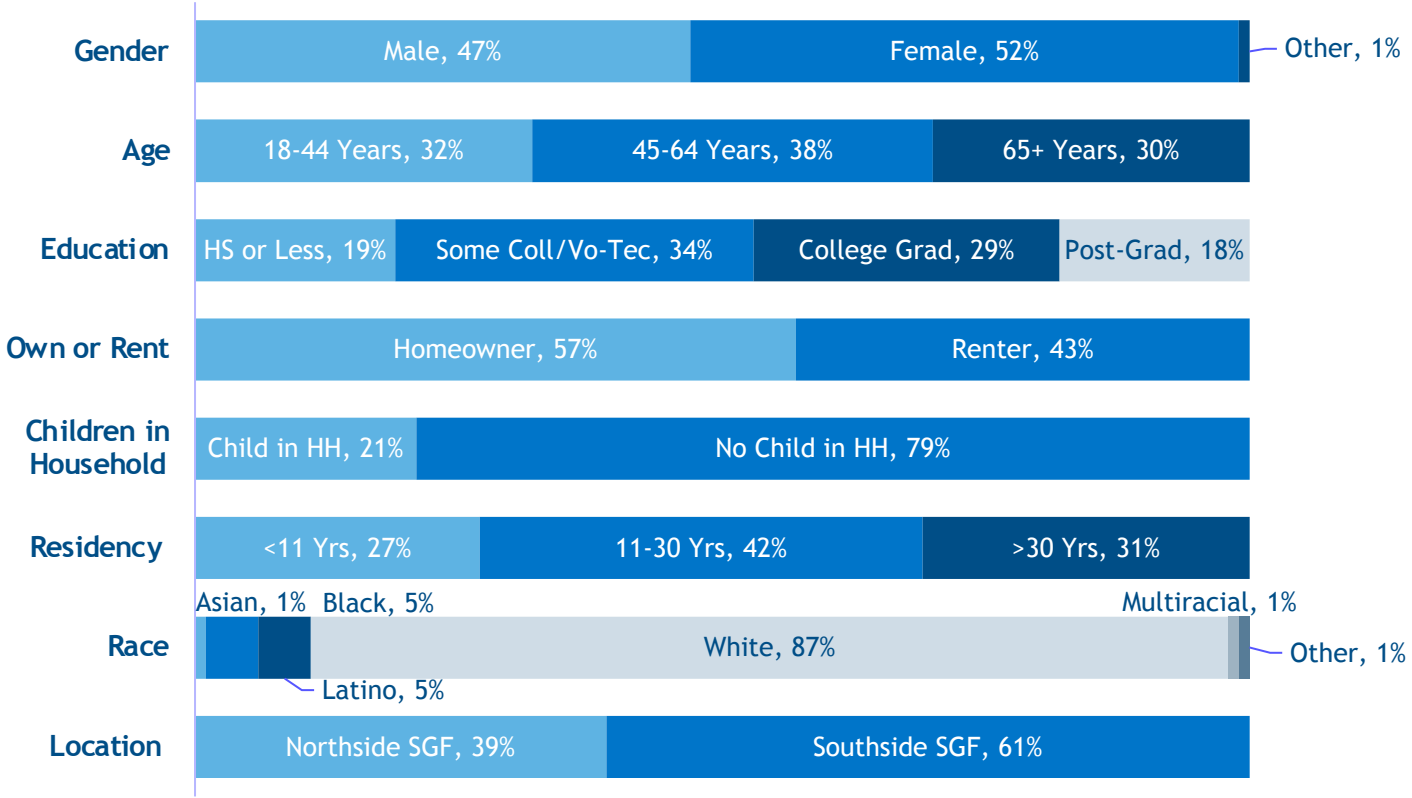
Survey Details

- The survey was designed, administered, and analyzed by Opinion Research Specialists, LLC of Springfield, Missouri.
- Questionnaire was mailed on November 11, to 4,000 randomly selected households living within Springfield city limits
- Completed questionnaires were to be returned by November 28
- Residents were given online survey option instead of mail-in
- **918** completed questionnaires were returned (855 by mail and 63 online)
- Assuming 95% mail delivery rate, the survey response rate was 24.2%

Overview of Citizen Survey Responses

The survey was designed, administered, and analyzed by Opinion Research Specialists, LLC of Springfield, Missouri. Survey findings are summarized below.

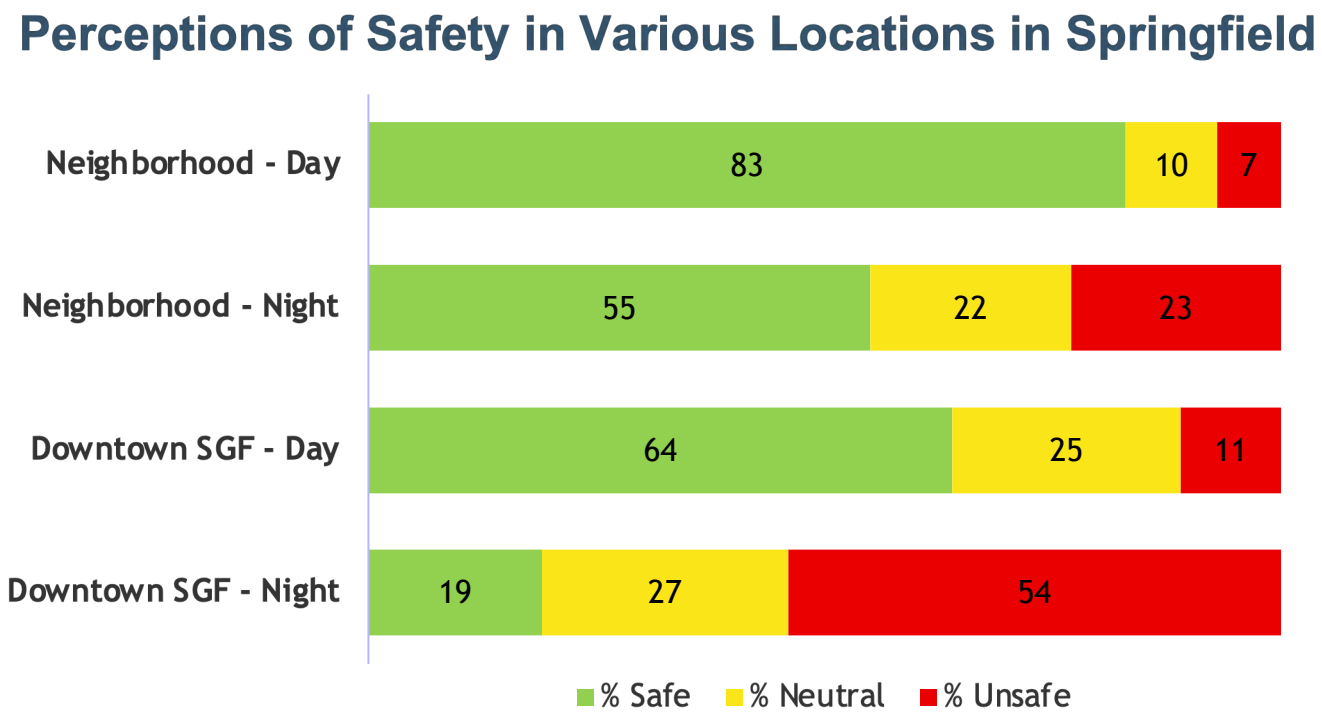
SURVEY RESPONDENT PROFILE



Survey Results:
Crime in the Community

Overview of Citizen Survey Responses

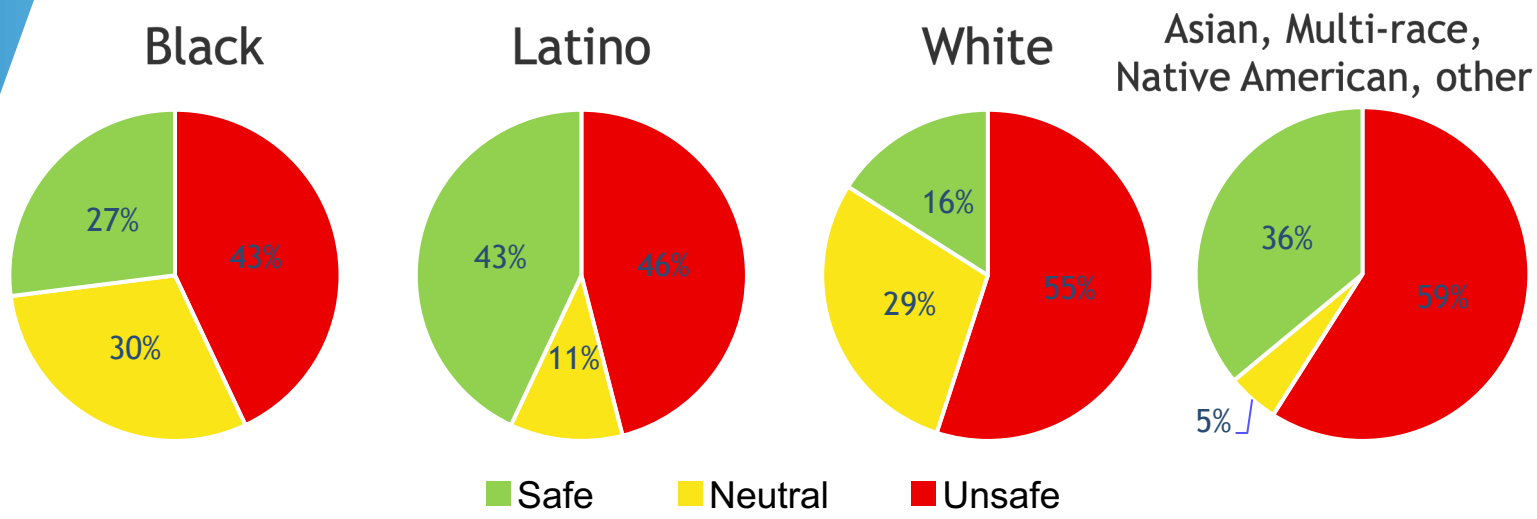
Crime in the Community



Overview of Citizen Survey Responses

Crime in the Community

Perceptions of Safety in DOWNTOWN SPRINGFIELD AFTER DARK (Broken Down by Race)

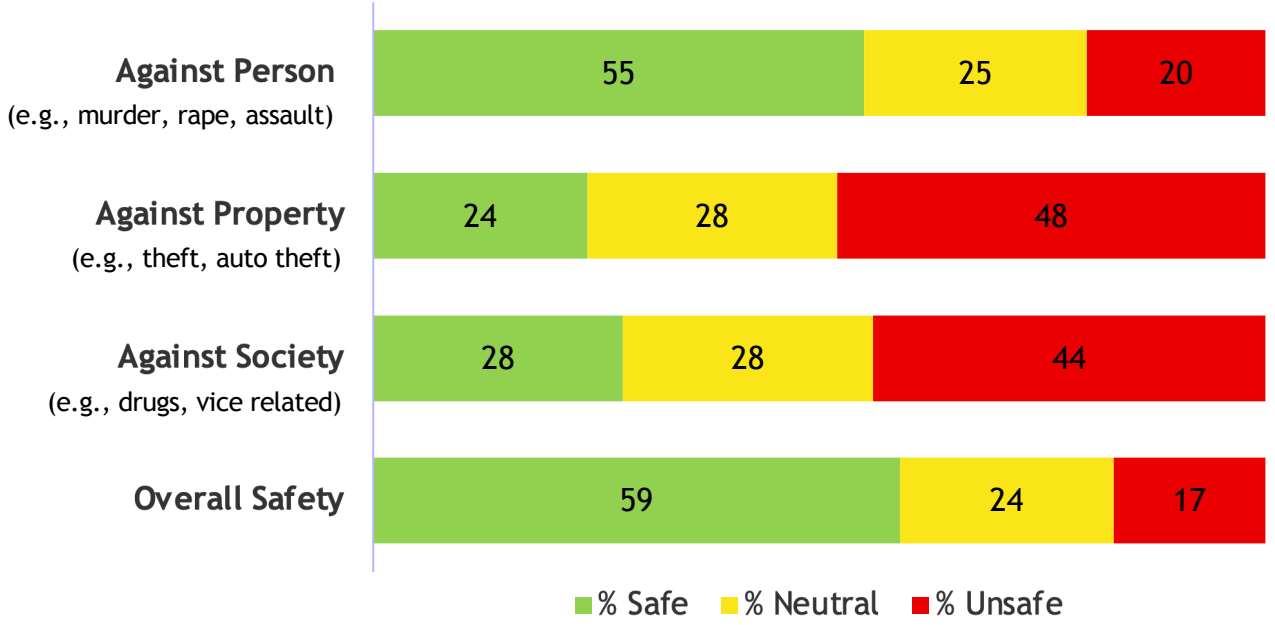


Survey Respondents: Black = 5% Latino = 5% White = 87% Asian, Multi-race, Native American and other = 3%

Overview of Citizen Survey Responses

Crime in the Community

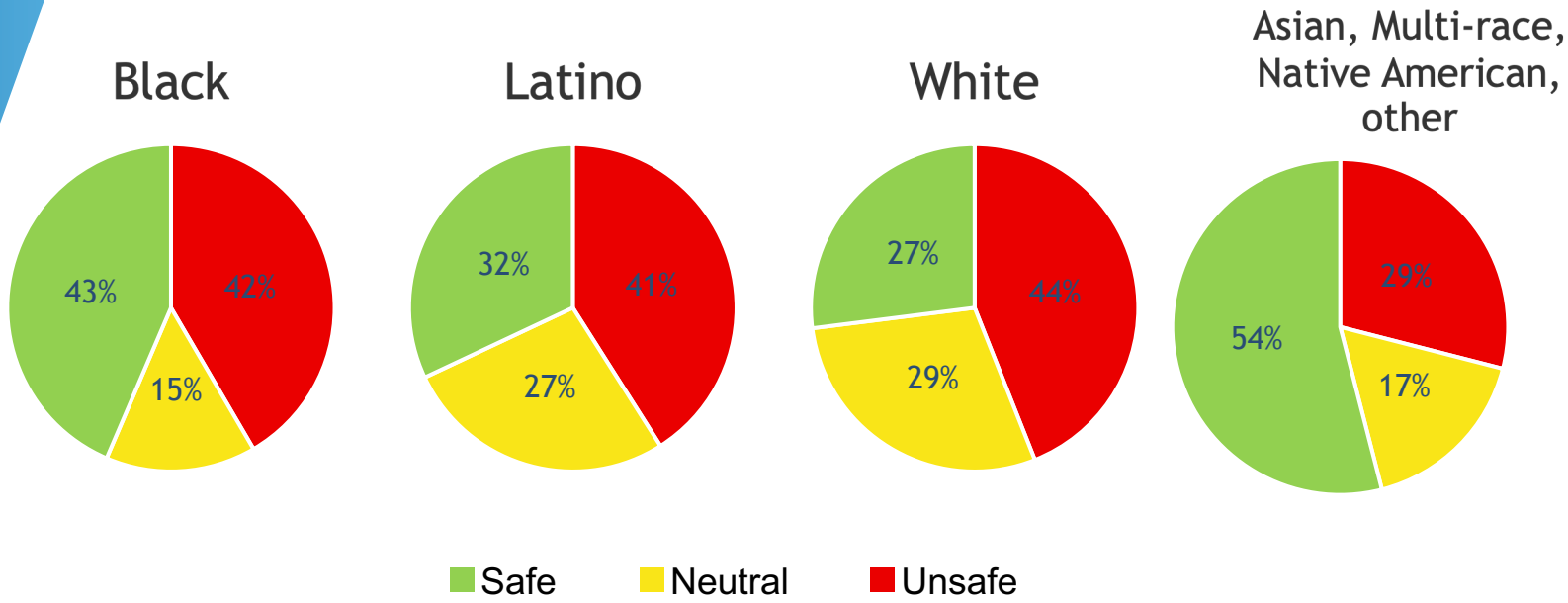
Perceptions of Safety from Various Crimes in Springfield



Overview of Citizen Survey Responses

Crime in the Community

Perceptions of Safety AGAINST SOCIETY Drugs, vice related, etc. (Broken Down by Race)



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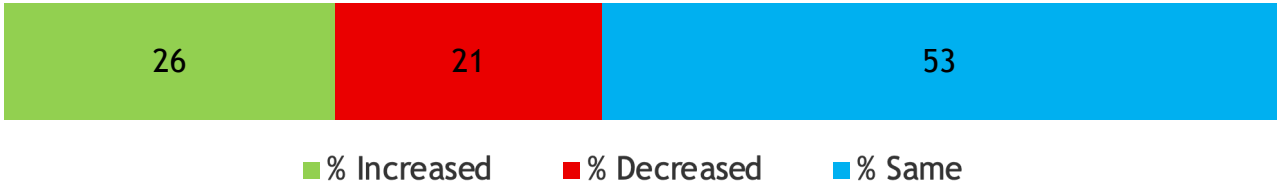
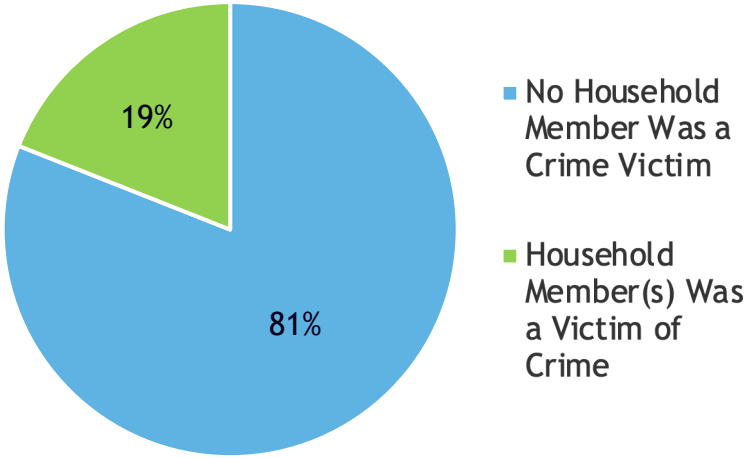
Crime in the Community

Changes in Perceptions of Safety from Crime in Springfield



Victims of a Crime in Springfield Over the Past 12 Months

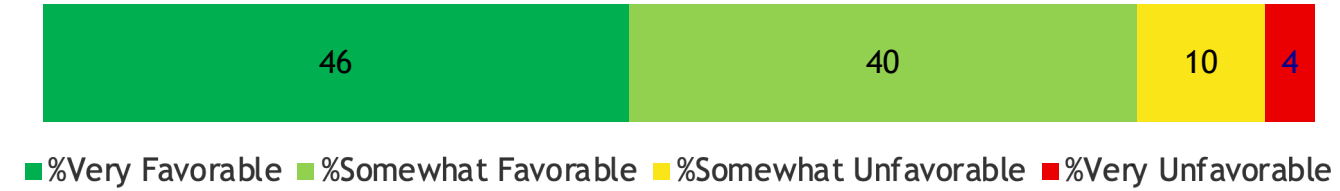


Survey Results:
Race Relations & Policing

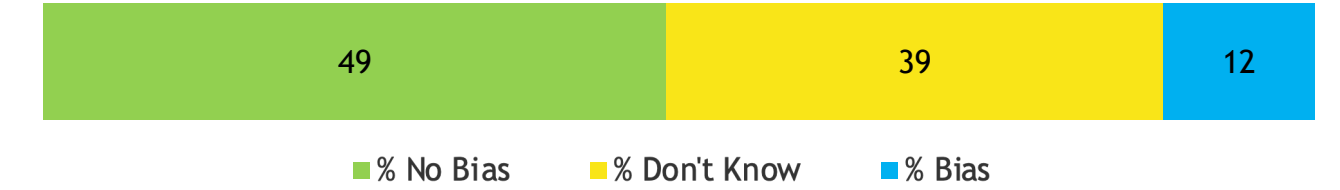
Overview of Citizen Survey Responses

Race Relations and Policing

Overall Impression of Springfield Police Officers

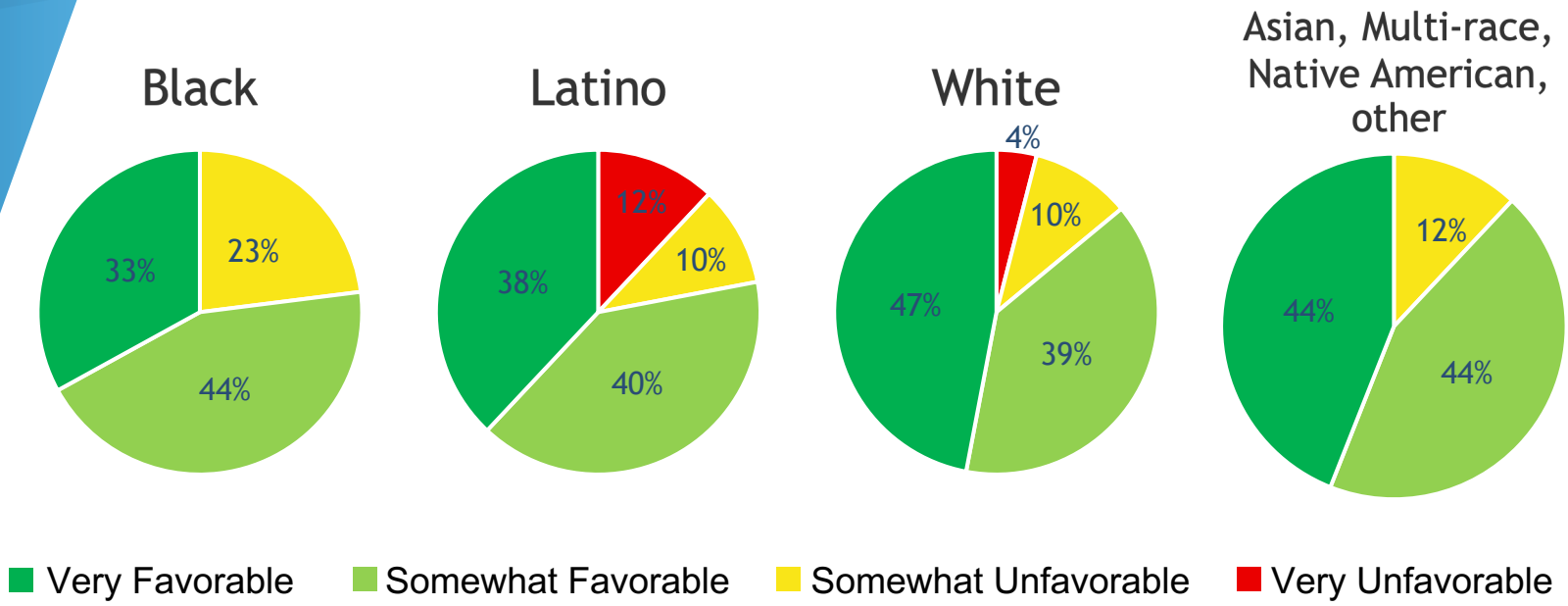


Perceptions of Springfield Police Bias Towards Racial Minorities



Race Relations and Policing

Overall Impression of Springfield Police Officers (Broken Down by Race)



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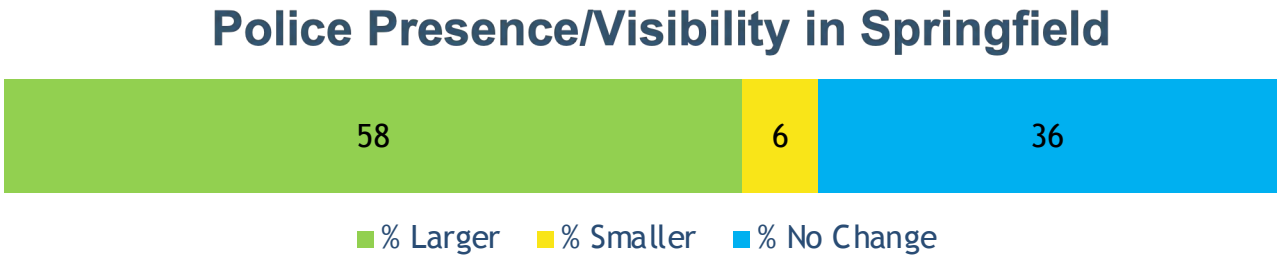
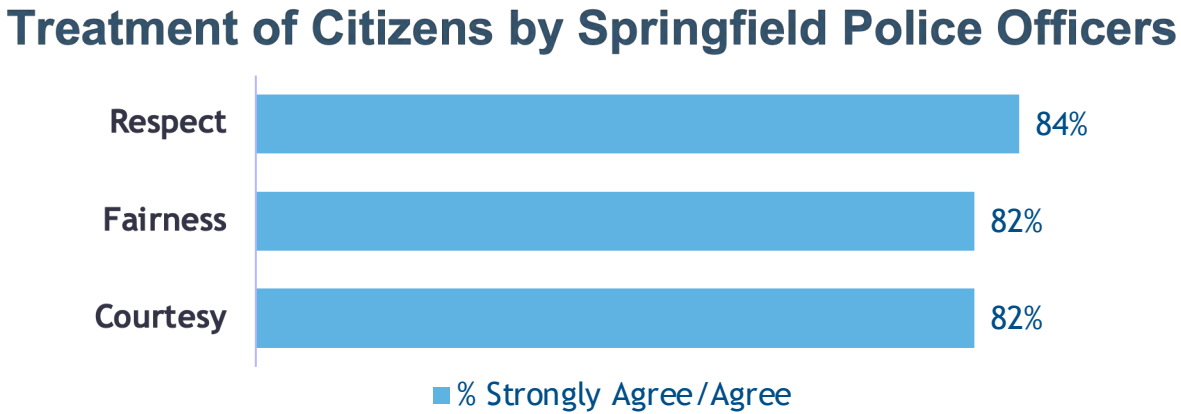
Overview of Citizen Survey Responses

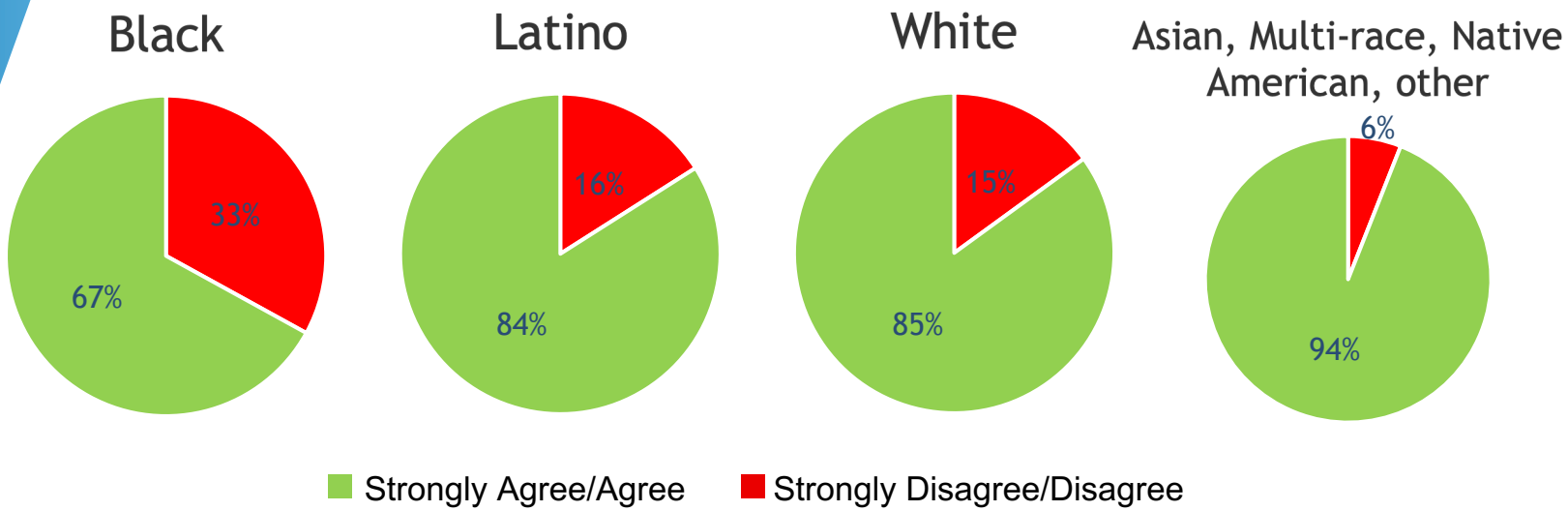
Race Relations and Policing





Race Relations and Policing

Springfield Police Officers Treat Citizens with Respect, Regardless of The Other Person's Race (Broken Down by Race)



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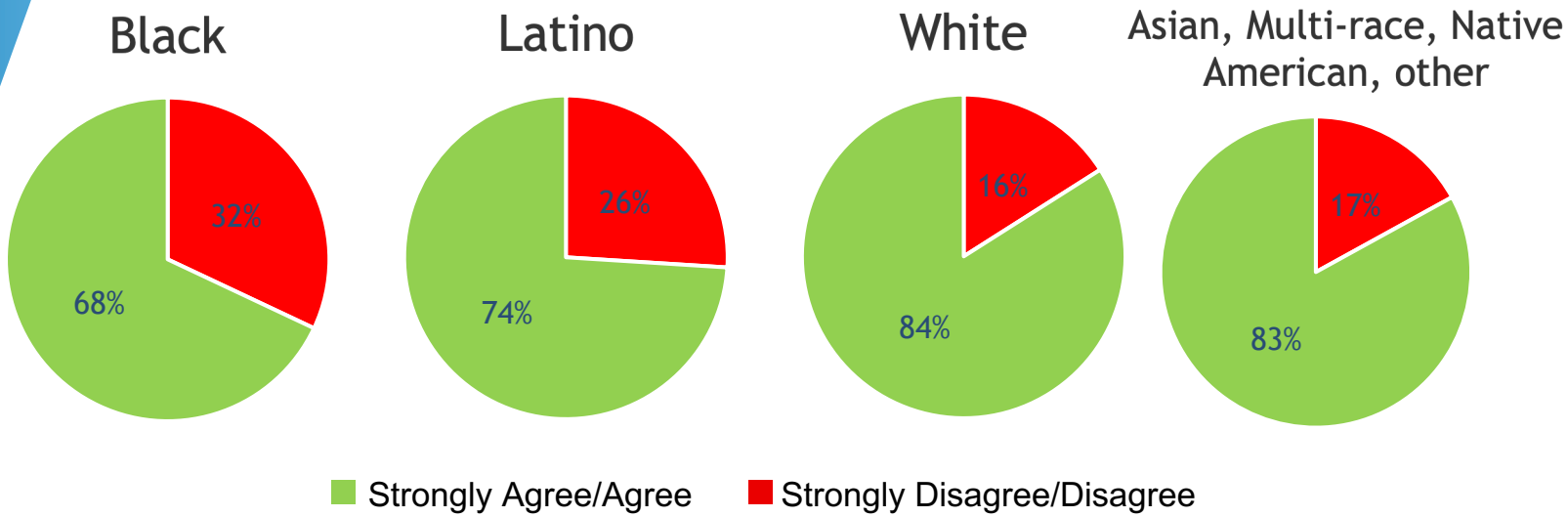
Race Relations and Policing

Springfield Police Officers Treat Citizens Fairly, Regardless of The Other Person's Race (Broken Down by Race)



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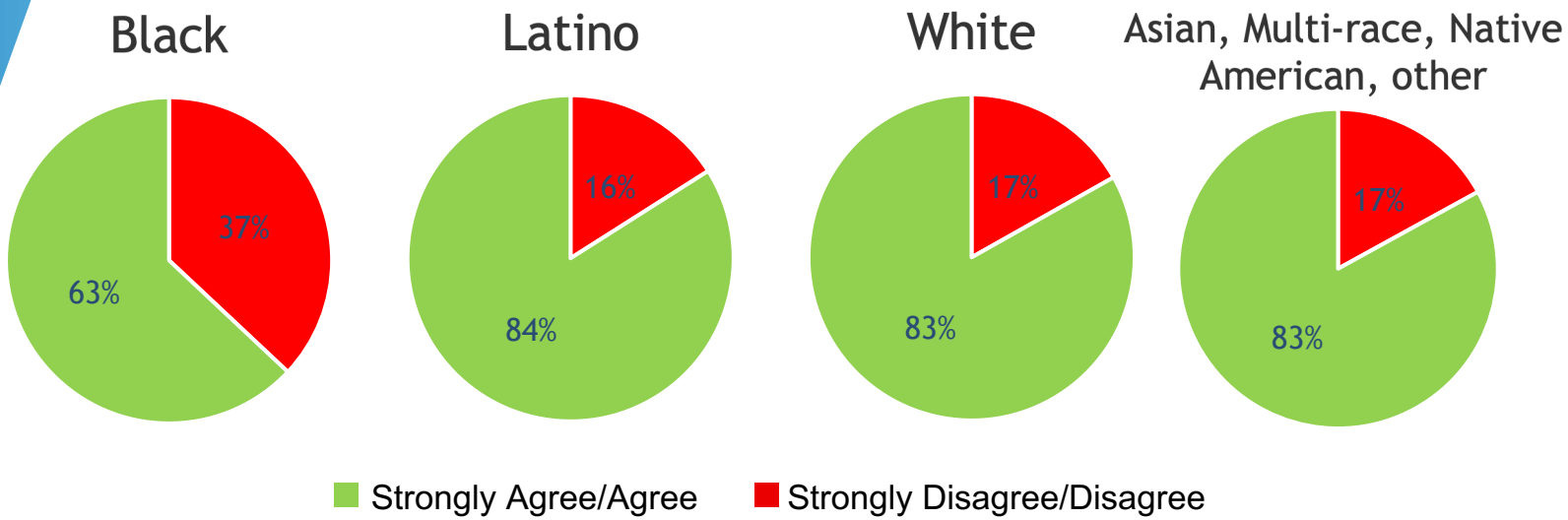
Race Relations and Policing

Springfield Police Officers Treat Citizens Courteously, Regardless of The Other Person's Race (Broken Down by Race)



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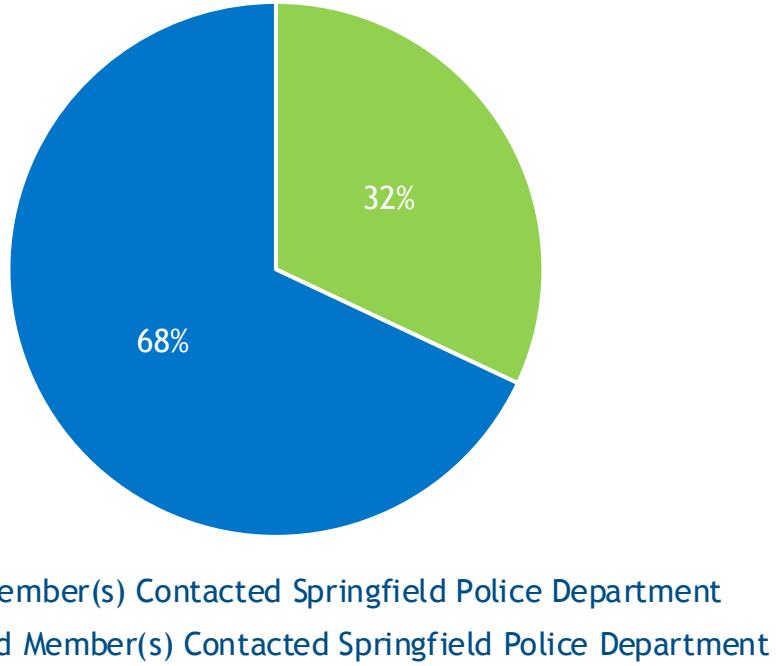
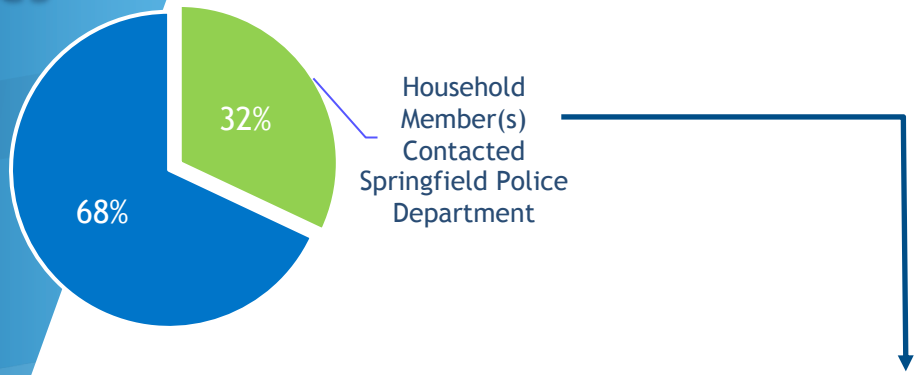
Race Relations and Policing

Those who Contacted the Springfield Police Department



Overview of Citizen Survey Responses

Race Relations and Policing

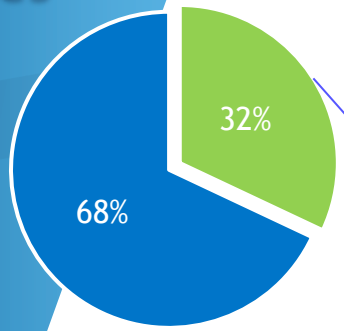


Household Members Who Contacted Springfield Police Department within the past 12 months

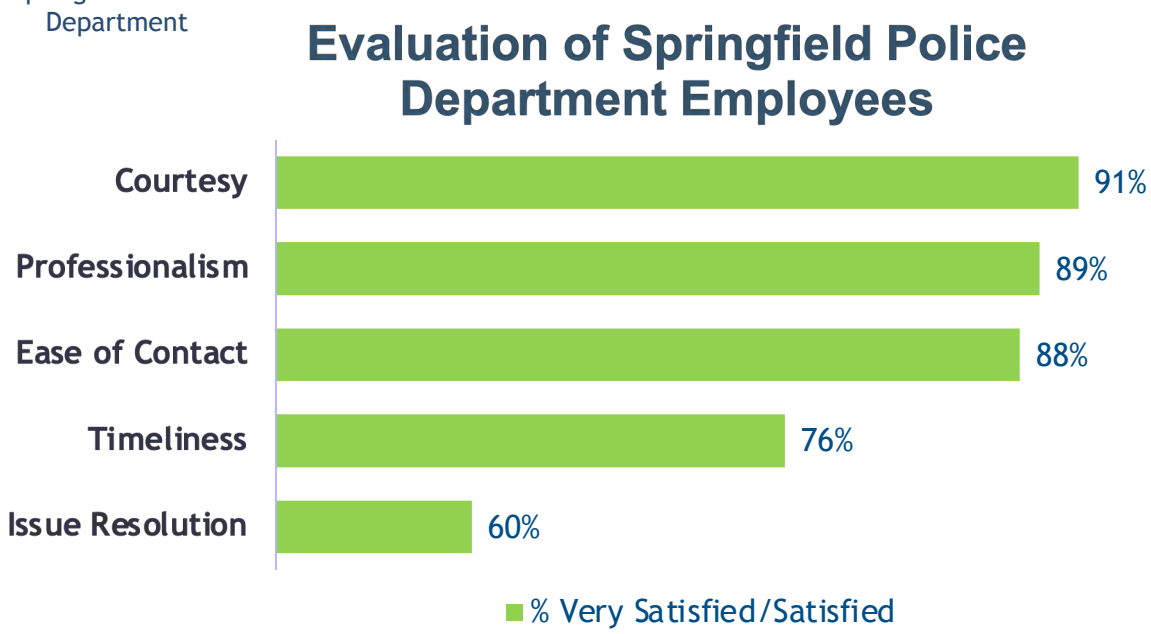
48% of black respondents	38% of Latino respondents	30% of white respondents	48% of Asian, Multi-Race, Native American, other

Overview of Citizen Survey Responses

Race Relations and Policing



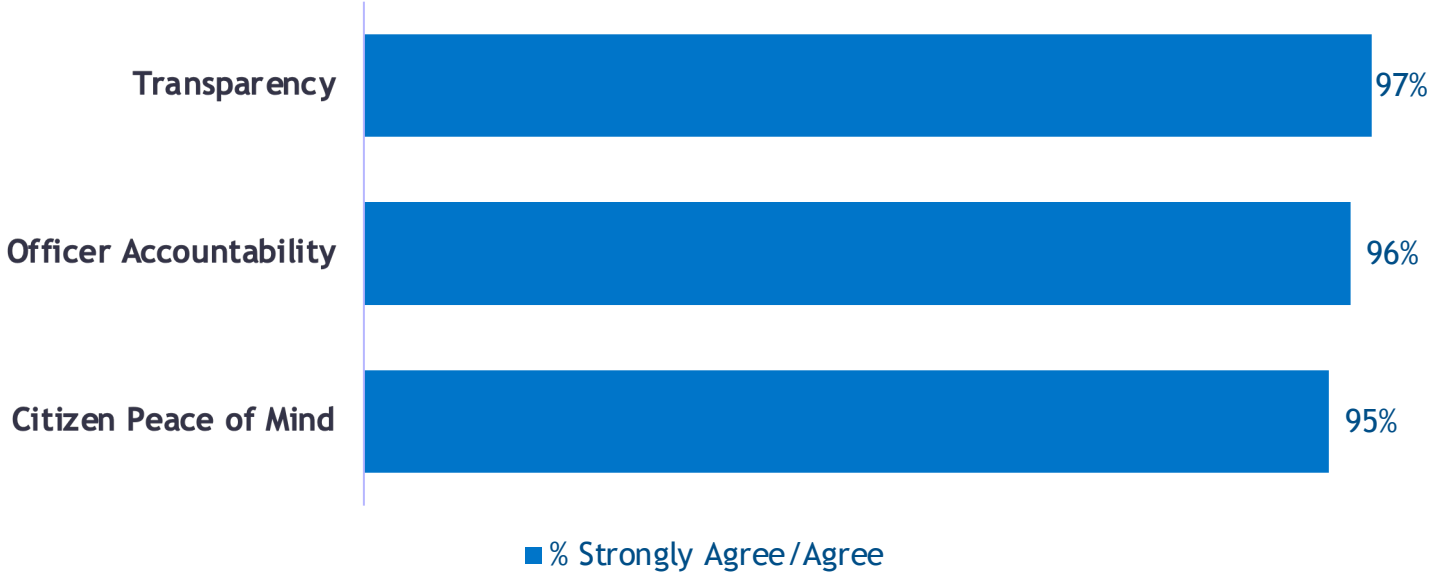
Household Member(s) Contacted Springfield Police Department



Race Relations and Policing

Springfield Police Patrol Officers Wearing Body Cameras

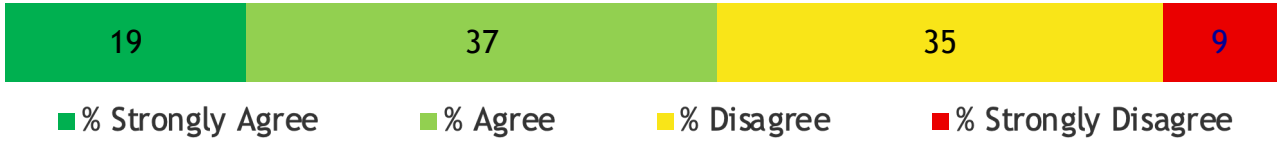
Body cameras will lead to greater:



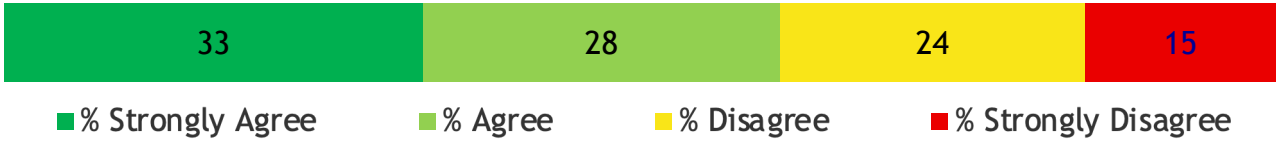
Overview of Citizen Survey Responses

Race Relations and Policing

Use of Technology as Crime Prevention/Investigation Tools



Using Social Workers, Counselors, or EMTs to Answer Social Issue Calls INSTEAD of Police Officers



Race Relations and Policing

Discriminatory Behaviors/Practices by Springfield Police Officers

Those who HAD NOT interacted with Police

Extent to Which Each of the Following are a Problem with Respect to Springfield Police Behavior/Practices	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Use of overly aggressive behaviors/tactics restraining/arresting racial minorities	4%	10%	9%	33%	(44%)
Racial bias and discrimination towards minorities when enforcing laws	5%	12%	10%	32%	(40%)
Pulling over a disproportionate # of racial minorities for traffic/vehicle violations	8%	9%	9%	25%	(50%)
Lack of cultural understanding/empathy when dealing with racial minorities	9%	14%	14%	33%	(29%)

Race Relations and Policing

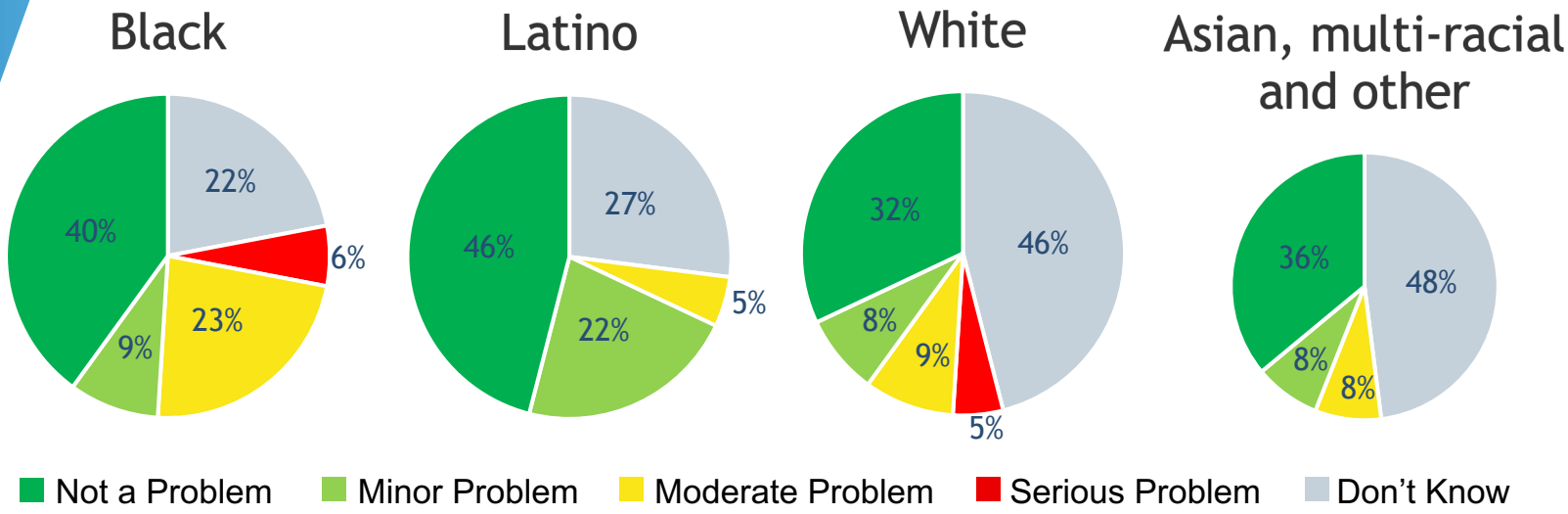
Discriminatory Behaviors/Practices by Springfield Police Officers

Those who HAD interacted with Police

Extent to Which Each of the Following are a Problem with Respect to Springfield Police Behavior/Practices	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Use of overly aggressive behaviors/tactics restraining/arresting racial minorities	7%	8%	10%	40%	(35%)
Racial bias and discrimination towards minorities when enforcing laws	7%	11%	11%	37%	(33%)
Pulling over a disproportionate # of racial minorities for traffic/vehicle violations	11%	7%	8%	30%	(44%)
Lack of cultural understanding/empathy when dealing with racial minorities	10%	11%	12%	29%	(38%)

Race Relations and Policing

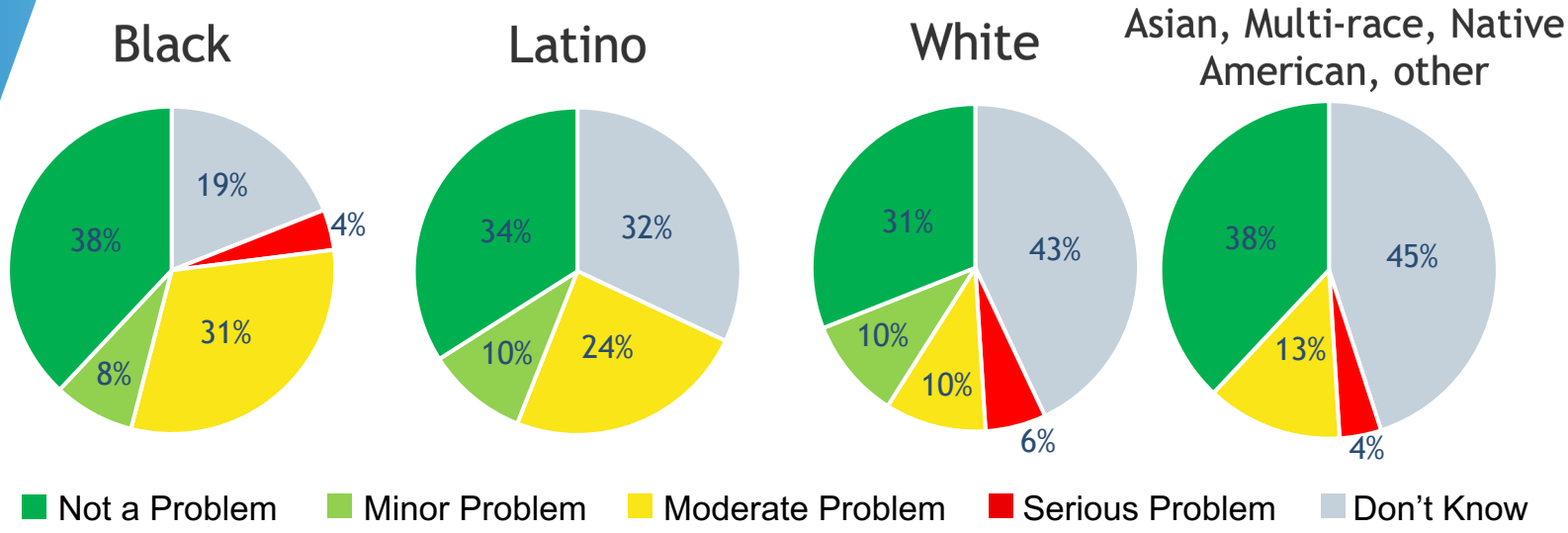
Extent to Which SPD Uses Overly Aggressive Behaviors/Tactics Restraining/Arresting Racial Minorities (Broken Down by Race)



Survey Respondents: Black = 5% Latino = 5% White = 87% Asian, Multi-race, Native American and other = 3%

Race Relations and Policing

Extent to Which SPD Exhibits Racial Bias and Discrimination Towards Minorities When Enforcing Laws (Broken Down by Race)



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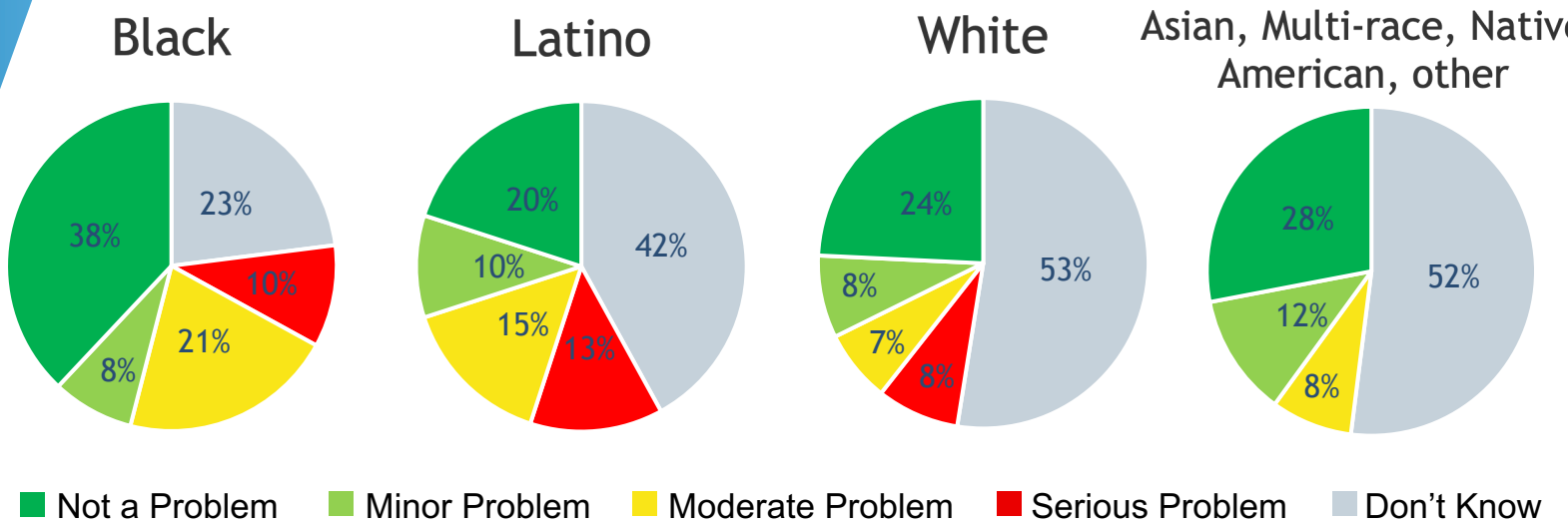
Race Relations and Policing

Extent to Which SPD Pulls Over a Disproportionate # of Racial Minorities for Traffic/Vehicle Violations (Broken Down by Race)



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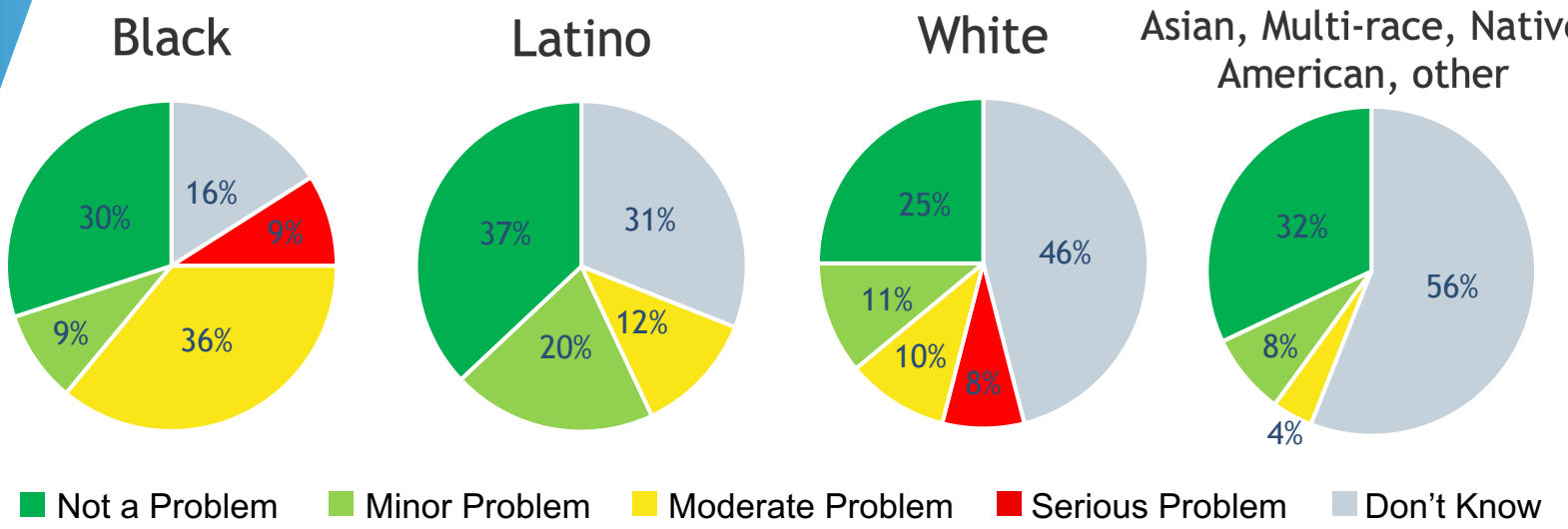
Race Relations and Policing

Extent to Which SPD Exhibits a Lack of Cultural Understanding/Empathy When Dealing With Racial Minorities (Broken Down by Race)



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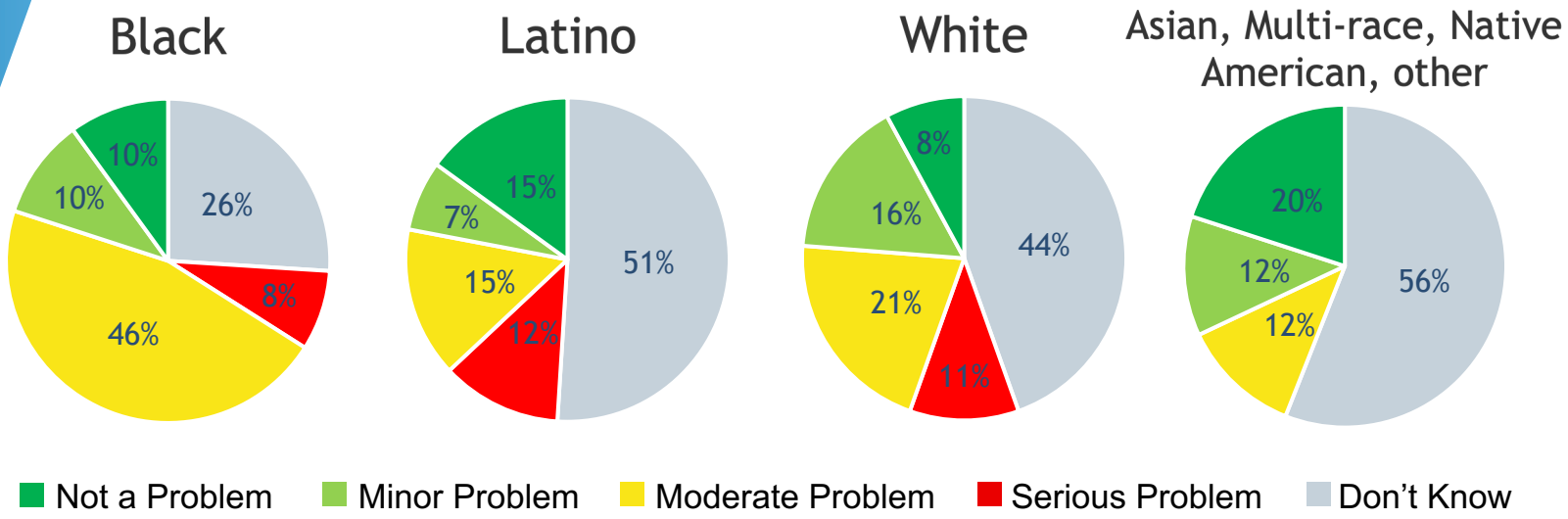
Race Relations and Policing

Citizens Behavior Toward Police Officers

Extent to Which Each of the Following are a Problem with Respect to Citizen Behaviors Toward Springfield Police	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Unwillingness of suspects to obey police orders when being questioned or arrested	11%	22%	15%	9%	(44%)
Lack of respect for Springfield police officers and law enforcement	15%	21%	20%	15%	(29%)
Safety concerns for Springfield police officers in the current political and social environment	27%	32%	13%	11%	(17%)

Race Relations and Policing

Extent to Which Citizens Are Unwilling to Obey Police Orders When Being Questioned or Arrested (Broken Down by Race)



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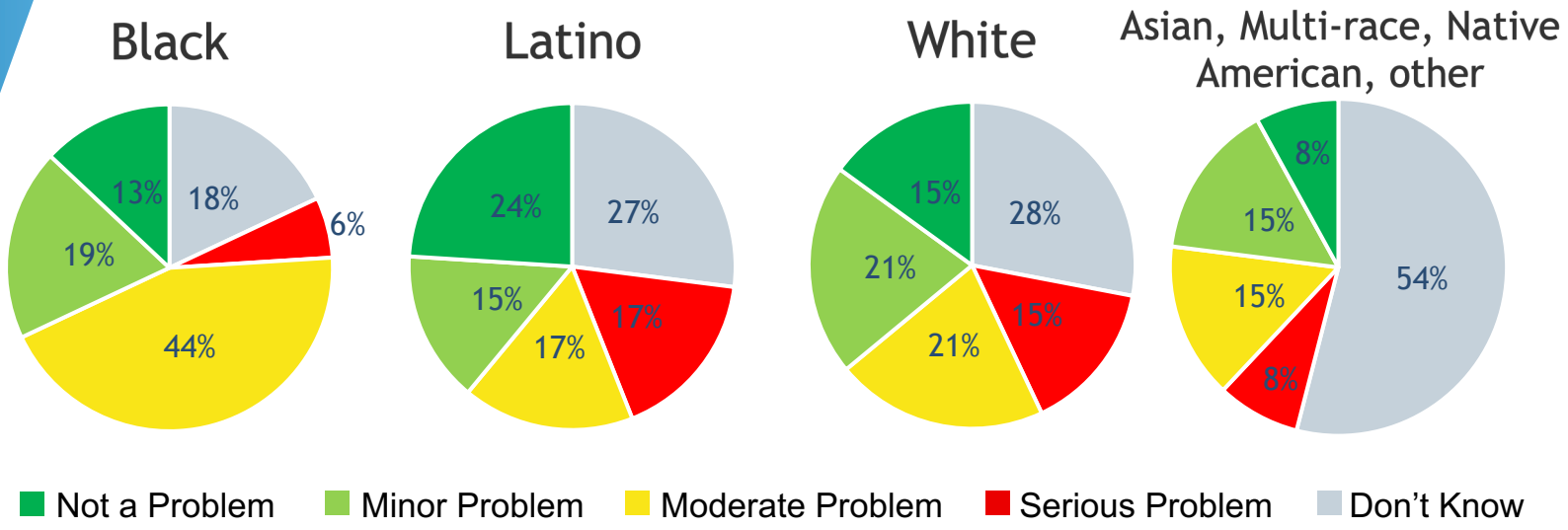
Race Relations and Policing

Extent to Which Citizens Have a Lack of Respect for Springfield Police Officers and Law Enforcement (Broken Down by Race)



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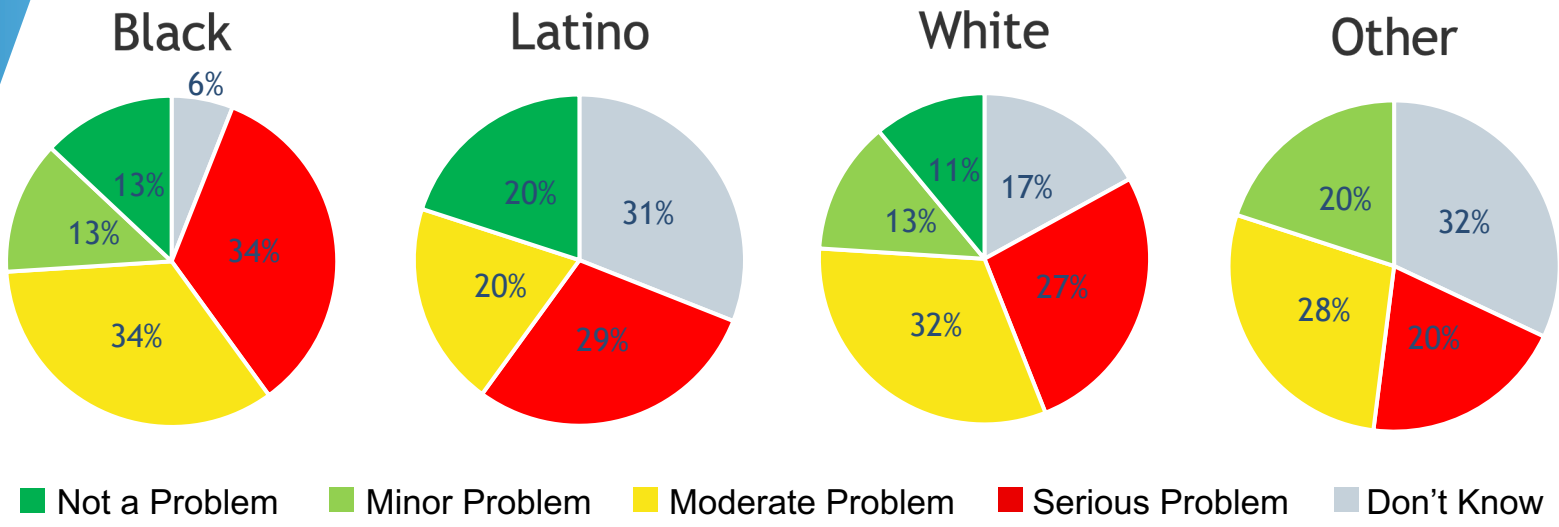
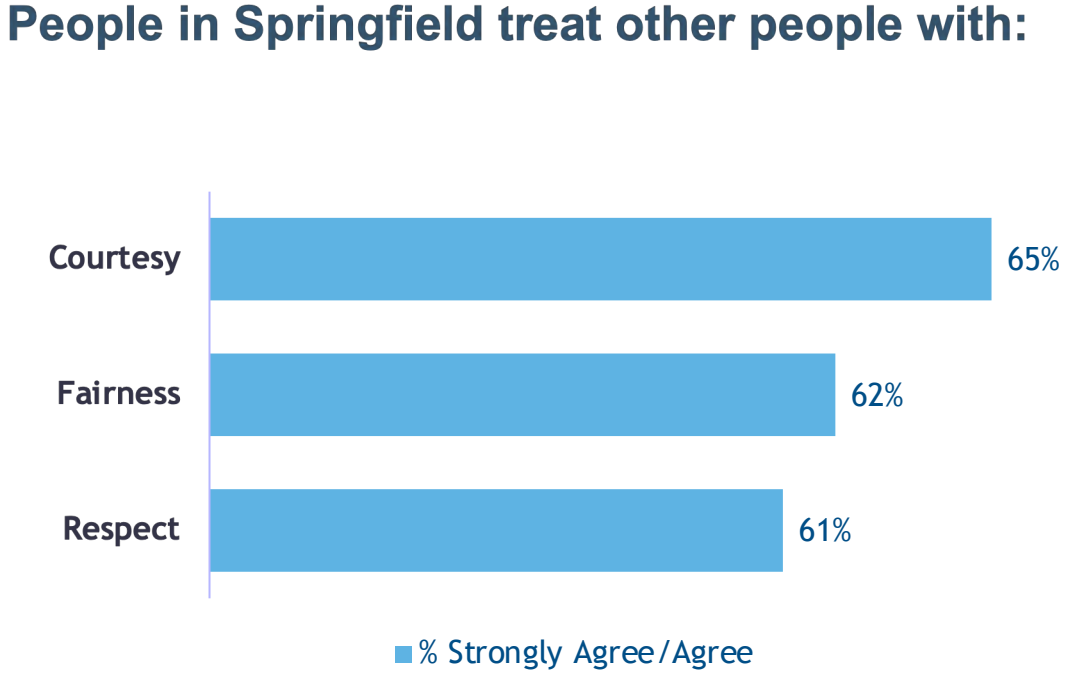
Race Relations and Policing

Extent to Which Citizens Have Safety Concerns for Springfield Police Officers in the Current Political and Social Environment (Broken Down by Race)



Survey Results:
Community Race Relations

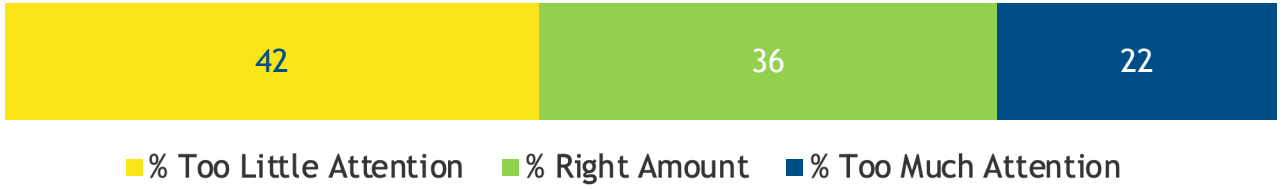
Community Race Relations



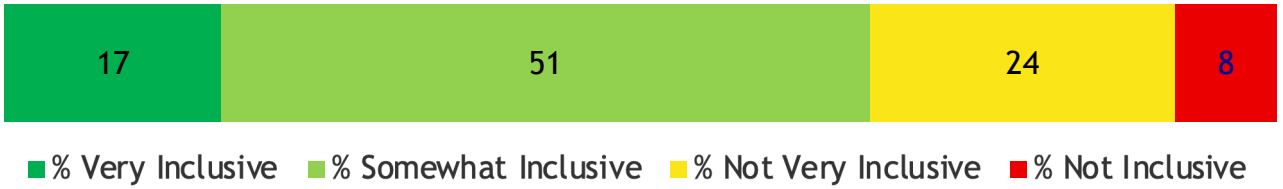
Overview of Citizen Survey Responses

Community Race Relations

Amount of Attention Paid to Race and Racial Issues in Springfield

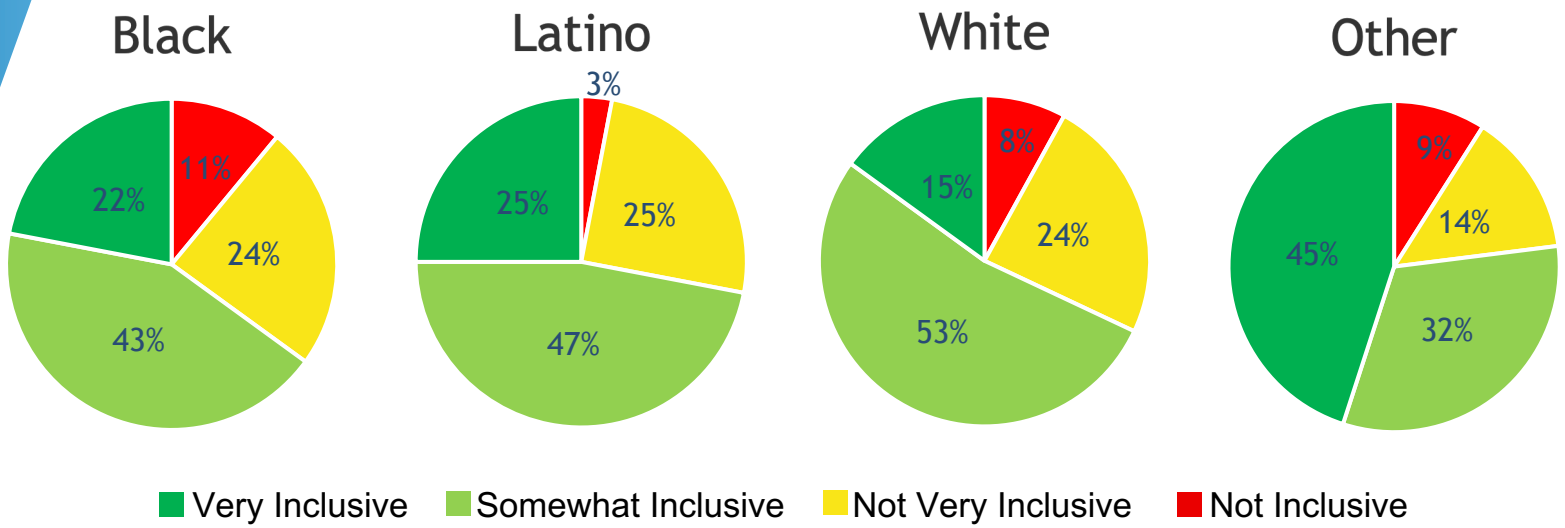


Inclusiveness of Springfield Community



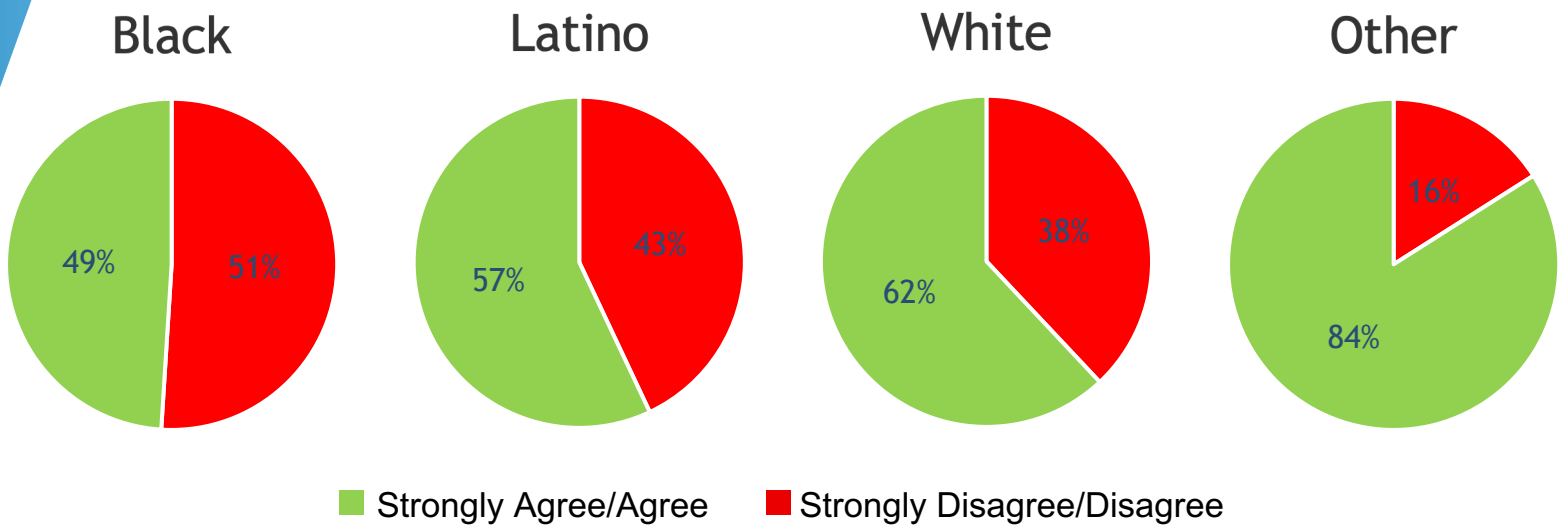
Community Race Relations

Inclusiveness of Springfield Community (Broken Down by Race)



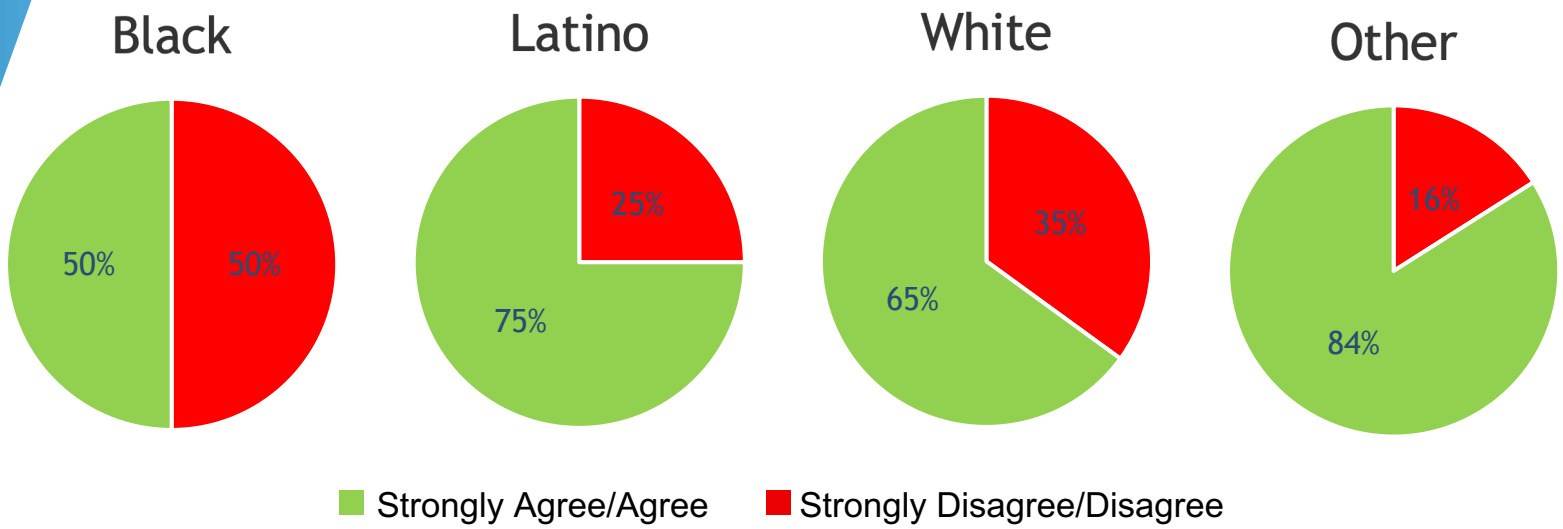
Community Race Relations

People in Springfield Treat Other People With Respect, Regardless of That Person's Race (Broken Down by Race)



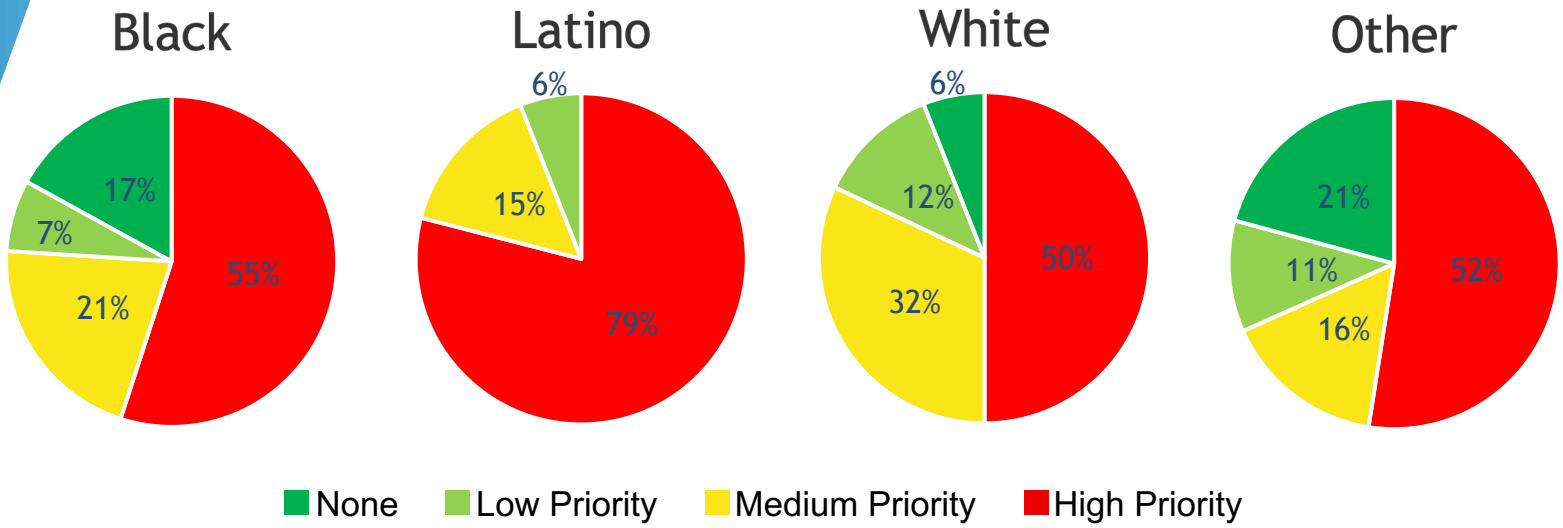
Community Race Relations

People in Springfield Treat Other People Courteously, Regardless of That Person's Race (Broken Down by Race)



Community Race Relations

How Much of a Priority Should The City of Springfield Place on Promoting/Encouraging Diversity & Racial Inclusion in Springfield (Broken Down by Race)



Community Race Relations

Promoting Diversity and Racial Inclusions: Area Organizations

Area Organizations	Excellent	Good	Only Fair	Poor	(Don't Know)
City of Springfield	15%	43%	20%	8%	(15%)
Greene County	13%	36%	19%	13%	(19%)
Educational Institutions	20%	45%	14%	4%	(15%)
Nonprofit Organizations	23%	41%	10%	5%	(22%)
Faith-Based Organizations	23%	32%	15%	13%	(17%)
For-Profit Organizations	13%	34%	18%	8%	(27%)

Overview of Citizen Listening Session Input

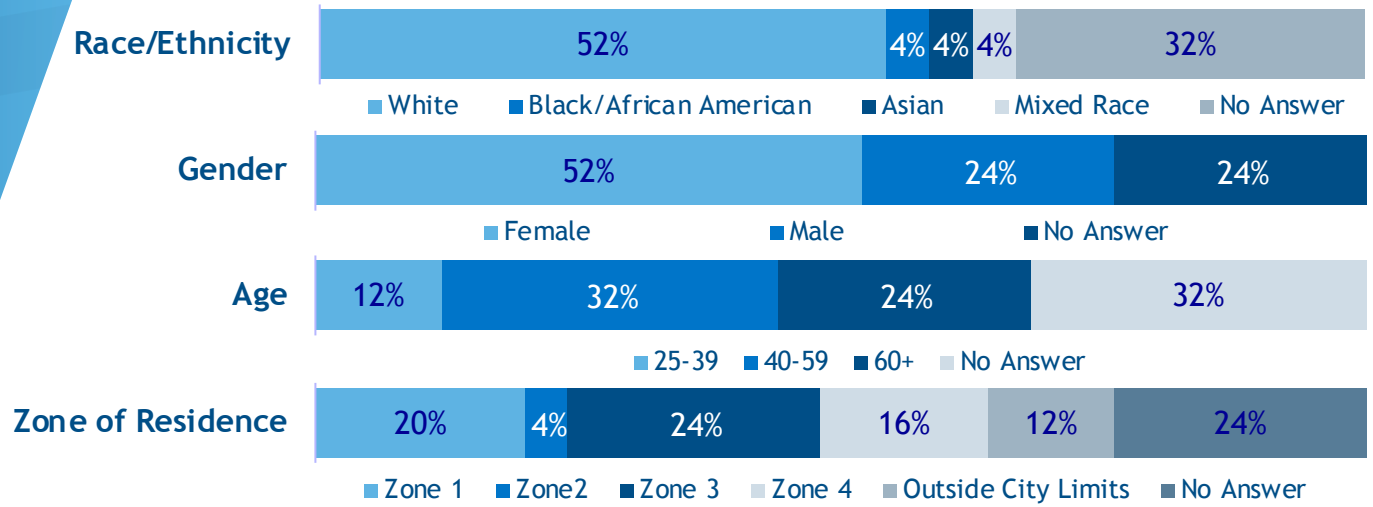
Listening Tour Summary of Submitted Written Comments

- Three in-person listening sessions were held Nov. 9 and 23, 2020 at Drury University Wilhoit Theatre
- Attendees were invited to share their thoughts via the online comment form;
  - 24 different individuals did so. (25 different sets of comments were provided, but one individual submitted two sets of comments.)
  - Some individuals commented about one issue while most commented about several.
  - In all, comments were given about 49 different issues.

Overview of Citizen Listening Session Input

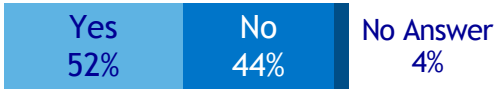
Demographic Summary

The following is a demographic summary of those individuals who provided comments.



Have you experienced barriers to fully participating in the Springfield community?

Have you or someone you know experienced unlawful hostility or discrimination by Springfield police?



Overview of Citizen Listening Session Input

Concern for Public Safety & Perceived Increase in Crime

- Five comments expressed concern for public safety in Springfield and noted they perceive crime in Springfield to be increasing.
- Six comments addressed the problems of perceived lack of enforcement of laws and ordinances.
- Two comments offered general support for the police
- Four comments specifically addressed perceived racial profiling by police
- Four comments addressed general complaints about police and police procedures
- Nine comments provided suggestions for SPD

Discrimination and Race Relations

- Two comments offered general support for the police
- Comments regarding discrimination and race relations ranged. Some suggested that there are no discrimination problems, others suggested that there are, and several offered solutions to racism.
- Two comments suggested that Springfield does not have a race or discrimination problem
- Three comments supported the idea that there is discrimination in the community
- Five comments addressed racism and race relations generally, some offering solutions to racism and others suggesting origins for racism:

Recap of Community Inclusion Survey Results

Mayor's Commission on Human Rights

Recap of Community Inclusion Survey Results

Crime in the Community

- In general, males and those with post-graduate degrees were more likely to feel safe from various types of crime in Springfield than females and less formally educated residents.
- Homeowners and southside residents were generally more likely to feel safe from various types of crime in Springfield than renters and northside residents.
- As years of Springfield residency increased, so did preference for a larger/more visible police presence.

Recap of Community Inclusion Survey Results

Race Relations and Policing in Springfield

- Older respondents were considerably more likely than younger respondents to have a favorable overall impression of Springfield police officers and to believe that Springfield police officers are not biased towards racial minorities.
- Younger respondents were much more likely than older respondents to believe that the Springfield Police Department should consider technology as a crime prevention tool and to support sending social workers, counselors, or EMTs to deal with social issue calls instead of police officers.

Recap of Community Inclusion Survey Results

Race Relations in Springfield

- Younger respondents and Blacks are less likely than older respondents and non-Blacks to say people in Springfield treat other people with respect, courtesy, and fairness.
- Females and younger respondents gave lower ratings to area organizations for their efforts to promote diversity and racial inclusion in the Springfield community than males and older respondents.
- Younger respondents were significantly more likely than older respondents to believe more attention should be given to racial issues in Springfield.

City Initiatives to Date

City Initiatives to Date

Community Policing/Crime Prevention Efforts

Ensure community engagement before implementing new enforcement initiatives

Chief's Citizen Advisory Group (CCAG)

- Regularly review membership to ensure community wide representation

"Where We Stand"

- Created/keep updated on website

Body Worn Cameras

1. Policy Implemented
2. Equipment ordered-began to arrive Dec. 1
3. On track for full implementation by Jan. 31

City Initiatives to Date

Traffic Stop Data-Reducing the Disparity

1. Include location and time of day data in annual review of “red flagged” officers
2. Conduct mid-year reviews on the officers that are “red flagged
3. Investigative Stops-Require officers to provide written documentation to justify their reason for the stop
4. Connecting people to the stops-implemented Jan 1, 2021
5. Create community/police initiative to address equipment violations (cooperative effort with SGF BAR, NAACP, and Groupo Latinamericano)
6. Reaffirming to officers that citations should be issued for traffic violations—the default should not be a verbal warning
7. Require written documentation of stops with “No Action” noted
8. Ensure BWC are used to record requests and consent to search

City Initiatives to Date

Review of Warrant arrests

1. Resulting from traffic stops
2. All Others
3. Broken down by race/ethnicity

Diversity Recruiting/Hiring Efforts

1. Annual report/review
2. Engage with minority groups
3. Implicit bias training ongoing since 2013

City Initiatives to Date

Use of Force

1. Regular reporting of data
2. Broken down by race/ethnicity
3. Compare to arrest data
4. Complaints received/results
5. Eliminated use of lateral vascular neck restraint (LVNR)
    1. Reaffirm prohibition on choke holds

Police Civilian Review Board*

- Requirements, selection modified by Council Ordinance

*Not police initiative but affects PD

City Initiatives to Date

City of Springfield Diversity Initiatives

Attract and Retain Diverse Talent

- City Manager Jason Gage created leadership position of Director of Diversity & Inclusion
  - Build on existing efforts to build a better workplace that represents the community it serves
  - Develop and implement strategies and education programs throughout the organization
  - Build effective relationships in the community
  - **Focusing on outreach to expand pool of applicants**
- Co-hosted Springfield Diversity Talent Hubs with MOCan and Prosper Springfield
- Launched You Belong in SGF website and campaign
- Participated in multi-cultural events and job fairs across the region

City Initiatives to Date

- Continued Diversity Internship Program since 2013
- Participated in community-wide assessment and application for Talent Hub designation consideration
- Marketing job opportunities to broad and diverse audiences, including through Unite of Southwest Missouri's publication, diverse community groups, the MO Job Center, and use of social media channels which are updated frequently with intentional content.Interview questions and job descriptions incorporate diversity and inclusion elements.
- HR convenes a City of Springfield Employee Diversity Focus Group

City Initiatives to Date

Conduct Ongoing Diversity and Inclusive Excellence Training

- HR includes a diversity education component in its Welcome to the City employee orientation program and in its customer service training.
- External diversity training is funded and supported for programs such as the Facing Racism program
- Participation in Society for Human Resource Management diversity conferences
- Presentations and participation in MSU's Statewide Collaborative Diversity Conference

City Initiatives to Date

Contracting and procurement guidelines developed to ensure level playing field, emphasizing outreach to vendors

- The intent of the guidelines is to:
  - Create a “level playing field” that will provide certified DBE, MBE, and WBE businesses with equal opportunity to participate in all aspects of the City’s contracting and procurement programs, including, but not limited to, participation in procurement contracts for equipment, materials, services, supplies, and the construction, renovation, or repair of facilities and equipment.
  - Widen opportunities for vendor participation, to increase competition, and to reduce costs to the City and its citizens.
  - Provide information or other opportunities to certified DBE, MBE, and WBE that may also be available to all other business enterprises.
- The guidelines include:
  - Availability in the Purchasing Division for review.
  - Availability of Purchasing staff to provide individual assistance to disadvantaged businesses and was successful in holding a “How to Do Business" workshop in 2013.
  - Tracking minority expenditures for benchmarking progress

City Initiatives to Date

Community Outreach: foster activities and create services that promote diversity and inclusion

- The Partner in the African-American Heritage Trail creation and promotion, including logo design, website creation and maintenance, hosting dedication ceremonies for new markers and other community remembrance activities.
- The Springfield-Greene County Park Board also partners with the NAACP for the Juneteenth celebration; with the Springfield Reunion Club for the Park Day Reunion; with Springfield Sister Cities Association for the Cherry Blossom Kite Festival, Sister Cities Fiesta and Japanese Fall Festival. All these celebrations take place in and are staffed by Parks. There are some Native American elements of Bass Pro's annual Outdoor Days at Lake Springfield Park.

City Initiatives to Date

- Culturally and historically significant parks and greenways include Mizumoto Japanese Stroll Garden is an extension of the Sister Cities mission. Silver Springs Park is a historically significant park for the Springfield African American community. Ozark Greenways has worked with the Trail of Tears group to map and install portions of greenways on the Trail of Tears route.
- Accessible and age-inclusive parks programs include the Accessible Recreation Program, including Miracle League. Parks also partners with Southwest Missouri Office on Aging to offer robust senior citizen programs at Northview Center. SWMOA also operates the Ray Kelly Southside Senior Center.

City Initiatives to Date

Complementary Efforts:
Invest time and resources in projects that improve access, success and equity for all

- City Leadership involvement on the Public Entities Diversity Committee
- Cora Scott and Sally Payne currently serve on MSU President Clif Smart's Community Diversity Advisory Council
- Cora Scott and SPD Major Tad Peters serve on the International Institute of Southwest Missouri (refugee assistance)
- Mayor McClure, Jason Gage and Cora Scott serve on Prosper Springfield Cabinet
- Cora Scott serves on Equity and Prosperity Commission

Discussion About the Future

City Council Priorities

- Quality of Place
- Legislative Engagement
- Fiscal Sustainability and Accountability
- Economic Vitality
- Public Safety

Quality of Place

Those features of physical environment and qualities of life that make a location a desirable, competitive and economically vibrant place to live

Quality of Place

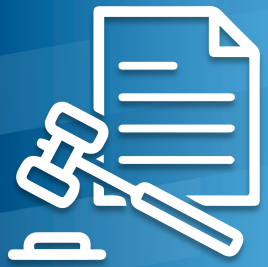
Objectives

- Create an image campaign that communicates to & empowers citizens to get engaged with Quality of Place efforts
- Invest in projects that improve livability for Springfieldians; including the beautification of City property, roadways and entryways
- Revitalize Springfield's neighborhoods
- Invest in quality multi-modal transportation infrastructure
- Attract and retain Springfield's talent
- Review work of business community visioning group related to quality of place
- Proactively promote activities that instill community pride
- Foster activities that promote a clean, safe and friendly neighborhood

Legislative Engagement

The deliberate formation of a positive relationship with local and regional legislative delegates to affect positive outcomes in legislative policy.

Legislative Engagement



Objectives

- Partner further with our region's cities and organizations to create a unified legislative voice
- Serve as a subject matter trusted source for municipal issues
- Work closely with the Missouri Legislature's newly-formed Local Government Caucus
- More formally recognize the efforts of Springfield's legislative delegation
- Focus annually on the City's top and most impactful priorities to ensure a clear legislative priority message

Fiscal Sustainability & Accountability

The ability of a municipal organization to adequately meet its primary service delivery needs and financial commitments over the long-term, while also preserving a healthy financial condition based on municipal association best practices including accountability and transparency.

Fiscal Sustainability & Accountability

Objectives

- Review new revenue opportunities to meet future capital and operational needs
- Determine the most reasonable means to grow existing revenue sources
- Encourage ideas for improving operational efficiencies
- Fully project and address deferred maintenance needs
- Examine enhanced cooperation opportunities with Greene County and other government entities
- Develop performance and financial accountability measures
- Prudently maximize idle funds investment options
- Enhance fiscal transparency through website functionality

Economic Vitality

A sustainable economic climate that fosters low poverty, affordable options for quality housing and wage levels that allow the opportunity for people to participate in quality of life endeavors.

Economic Vitality

Objectives

- Enhance Springfield's potential as a regional tourism hub for both traditional and sports tourism
- Improve the efficiency and value of the development process
- Review and refine the City's annexation strategy
- Enhance efforts to revitalize Springfield's neighborhoods
- Strategically market and apply a targeted use of economic development incentives for big impact projects
- Leverage the benefit of private, public, educational and medical partnerships
- Make proactive investments in public infrastructure for those areas with the highest potential for development and redevelopment

Economic Vitality

Objectives

- Be a partner to help close the skills gap within our community
- Improve the community's attractiveness to business site selectors
- Align development interests with the priorities of place, design and safety
- Successfully complete the review of the City's land use plan and effectively implement the outcomes

Public Safety

The effective delivery of police, fire, 911 and emergency management service, including prevention efforts and protection from events that could endanger the safety of the general public from significant injury/harm or damage, such as crimes or disasters.

Public Safety

Objectives

- Actively review the application and benefit of new public safety technology
- Address quality of life issues, with special emphasis on reducing chronic nuisance properties to ensure clean, safe neighborhoods
- Strongly encourage the empowerment of neighborhoods to identify and community needs and concerns
- Increase crime prevention and public education efforts
- Make efforts to reduce traffic accidents by emphasizing the Education, Engineering and Enforcement approach
- Continue to utilize, promote and recommend alternative sentencing approaches where relevant to reduce warrant-related activities

Public Safety

Objectives

- Place additional emphasis on the diversity of staff
- Work with community partners to determine the root causes of mental health issues
- Continue to focus on reducing public safety response times
- Review alternative approaches to enhance compliance with municipal court orders
- Transition from a complaint-based code enforcement approach to a City-initiated approach

S.M.A.R.T Goals

- Specific
- Measurable
- Attainable
- Relevant
- Time-based

The United States Conference of Mayors

Report on Police Reform and Racial Justice

August 2020

THE UNITED STATES
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Greg Fischer
Mayor of Louisville
President

Nan Whaley
Mayor of Dayton
Vice President

Francis X. Suarez
Mayor of Miami
Second Vice President

Tom Cochran
CEO and Executive Director

The United States Conference of Mayors is the official non-partisan organization of cities with each city represented in the Conference by its chief elected official, the mayor.

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Members, Advisors, and Counsel

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Introduction

The United States Conference of Mayors is the official non-partisan organization representing the 1,400 cities with a population of 30,000 or more. Acknowledging the urgent need to reset the relationship between our police and our residents, the Conference formed a Working Group on Police Reform and Racial Justice to focus on real, workable, sustainable recommendations for reforming policing. As leaders of a diverse array of the nation's cities, we want to seize the moment and bring about lasting change to improve public safety and foster a sense of security in our communities.

We mayors are—justifiably—held accountable for what happens in our cities. Our residents experience directly the pain of both violent crime and unconstitutional policing. In the wake of the recent killing of George Floyd and long-standing concerns about the nature and effects of policing involving Black Americans and other minority residents, we have heard the calls for reform.

Reform and public safety are not mutually exclusive. The two goals can and should complement each other, and we must take steps to further that alignment, achieving better public safety outcomes through cooperation and respect between the police and the community.

We must acknowledge the failures of our current system as well as our country's history of racism in policing and its impacts on communities of color. An important step is understanding that the challenges in policing we are experiencing now are borne of decades of our encouragement and support for a "law enforcement first and only" approach to public safety that devolved into a militarized and aggressive policing model. This, in turn, resulted in deepening historic divides, particularly between police and communities of color and other marginalized individuals and populations. By acknowledging this past, we can be effective in addressing inequalities in how we police and ensuring that police treat those they serve with fairness and respect.

Another important step in this journey is reckoning with our de facto public policy choices that have compelled police to take on some roles that are better played by community-based social services providers. This moment compels us to ask, "who should respond," instead of reflexively sending the police when our residents are in need. These are serious questions that require thoughtful engagement.

We also need to both support our police through better training and supervision and hold accountable those who cross the line, delegitimizing policing. The job of a police officer is often dangerous and difficult, and the vast majority perform to the best of their ability and in good faith. But the improper use of force can affect the perceptions of police everywhere. The wrongful actions of individual officers should not blight the entire profession. However, we cannot ignore that there are police departments with systemic problems and that reform, transparency, and accountability have too often been elusive.

We demand a great deal from the leadership of our police departments, but we do not give those leaders the authority to act commensurate with that responsibility. We have, through collective bargaining agreements and various state laws, divested our chiefs of the ability to enforce the policies they and we announce. If we want action, we need to empower the leadership of our police departments and hold those leaders accountable for delivering the results that our communities want and deserve.

We do not have the luxury of inaction, and we must act now. Our residents rightly demand concrete solutions. Working together, we—mayors, residents, police chiefs, officers, police unions, and community leaders—can meet this urgent challenge and make this agenda a reality.

Executive Summary

The Principles of Policing and Recommendations to Achieve Them

On June 30, 2020, we issued a Statement of Principles for reform. The Principles we adopted build upon the core modern policing principles first articulated in 1829 by Sir Robert Peel to address the concerns that the people of London had about standing up a police force in their community.[1] Peel's Principles stand for the ideas that the police exist to prevent crime and that the legitimacy of the police to keep the public safe derives from public consent and trust. We have refreshed Peel's Principles here and used them to frame our recommendations so that our American cities can meet this moment.

There is widespread consensus about what needs to be done to reform policing in America. In issuing this Report, we build on previous efforts to address police reform, including the May 2015 report of the President's Task Force on 21st Century Policing,[2] our own reports on police-community relations in 2015 and 2016,[3] and years of research and reports from the Police Executive Research Forum, including the *Guiding Principles on Use of Force*.[4]

What follows is a summary of our recommendations—organized around the Principles of policing that the Conference has already adopted—to give our cities a blueprint for the implementation of real and lasting change. These recommendations are discussed in greater detail in the sections that follow.

Trust and Legitimacy

Animating all of our recommendations is the fundamental principle of Trust and Legitimacy: that the public must have a reason to trust the police, as public approval and acceptance are the basis of effective policing. The police serve the public interest and must earn public trust and legitimacy by acting as faithful guardians of the community who work to prevent crime and promote safety.

Redefining the Role of Local Police and Public Safety

We ask police officers to protect our communities from crime and violence and to promote public safety. They play an essential role in our cities. But we are often asking police to be first responders on *every* scene. Although our police play a vital role, they are not always the best response. They should not be the only public response to every need in our communities. Mental health, homelessness, and domestic violence are just a few examples of challenges for which we need to rethink our response.

1 Peel's Principles of Policing are available at https://lawenforcementactionpartnership.org/peel-policing-principles/.

2 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

3 U.S. Conference of Mayors, *Strengthening Police-Community Relations in America's Cities* (2015); U.S. Conference of Mayors, *Community Conversations and Other Efforts to Strengthen Police-Community Relations in 49 Cities* (2016), http://www.usmayors.org/wp-content/uploads/2017/02/0810-policecommunity-report.pdf.

4 Police Executive Research Forum, *Guiding Principles on Use of Force* (2016), https://www.policeforum.org/assets/guidingprinciples1.pdf.

We make the following recommendations:

1. We must continue to fund policing. But we must do so strategically, providing funding in the areas of core policing, and consider our allocations to other social services that complement the police's public safety mission.
2. Cities should analyze all of the available data, including their residents' requests for help, to determine what their needs are and which resources should be deployed to best respond.
3. Understanding the social services that communities need most, mayors should assess their city budgets, including those for the police department, and determine how to best allocate funding to build the requisite resources.
4. Cities should advocate at the state and national levels, as well, for adequate funding for personnel trained and equipped to handle social services that are currently police officers' responsibility.

Sanctity of Life

At the core of a police officer's responsibilities is the duty to protect human life and physical safety. Department policies, training, operations, and priorities must start from that premise.

To ground that principle in our approach to policing, we recommend:

1. Departments should have a use-of-force policy that provides officers will:
    - Use only the minimal amount of force necessary to respond, if any force is necessary at all;
    - Continually reassess the situation to calibrate the appropriate response;
    - Not use chokeholds, strangleholds, or any other carotid restraints, unless deadly force is necessary;
    - Not shoot at or from moving vehicles, except when under extreme, life-threatening circumstances that are not avoidable; and
    - Not use deadly force against a fleeing individual, unless the individual poses an immediate threat of death or serious physical injury to another person.
2. Departments should have a clearly stated de-escalation policy.
3. Departments should establish a duty to intervene when a fellow officer is using excessive force or otherwise contravening law or department policy. Departments should train on peer intervention, recognize officers who do intervene, and protect them from retaliation.
4. Departments should offer first aid training to officers and require officers to provide first aid, commensurate with that training, following the use of force, as appropriate.
5. Departments should require officers to report all uses of force.
6. Departments should train officers on crisis intervention.

Equality and Due Process

Every person is entitled to equal treatment, respect for his or her constitutional rights, and due process of law, regardless of race, religion, national origin, immigration status, age, sexual orientation, gender, gender identity, or other status. The Conference recognizes that this has not always been the case. The history of racism in America, in many places and especially our communities of color, has been a barrier to effective and long-lasting police-community relations. This has negatively affected public perceptions of the fairness and legitimacy of law enforcement and undermined the crime-fighting mission of police by sowing distrust and discouraging members of the community from engaging and cooperating with the police.

To address actual or potential bias in policing and ensure that all people are treated fairly and equally, we recommend:

1. Departments should have policies and training curricula for recruits, veteran officers, and supervisors that make clear that police interactions with individuals should be impartial and free from bias.
2. Departments should assess their records of stops, searches, and arrests to determine whether there are disparities in enforcement.
3. Departments should consider assigning liaison officers to communities to provide a dedicated channel for communications between police and residents.
4. Departments should have policies and infrastructure to investigate all allegations of bias; prohibit retaliation for filing a bias compliant; and hold officers and supervisors accountable, as appropriate.
5. Departments should consider whether, based on the size of the departments and makeup of their community, it would be beneficial to assign a chief diversity officer to focus on advancing the department's diversity and inclusion efforts.
6. Departments should have recruitment and outreach plans and goals so that departments have officers who are part of the community and reflect the diversity of the community they are sworn to protect.
7. Departments should consider leadership in promoting diversity as a factor in promotion decisions.

Community

Respectful engagement with the community is critical both in everyday policing and in responding to mass gatherings.

Relationships Between Law Enforcement and Members of the Community

Fostering community trust begins with the individual officer on the street. Police officers should create ties with residents in the communities they serve and treat them with respect. This relationship-building should begin as soon as officers are assigned to a new district with an orientation period allowing officers to introduce themselves to community members. Building positive relationships with residents helps build a community's trust which, in turn, helps to improve public safety.

With an eye toward building lasting, positive relationships between the police and the communities they serve, we recommend:

1. Departments should work with community leaders, including leaders of schools, unions, community centers, and religious groups, to identify common goals and the challenges their communities are facing.
2. Departments should consider Resident Officer Programs or other incentives for officers to live in the communities they serve.
3. Departments should have community policing programs, appropriate to the particular circumstances of the community, such as youth engagement, immigration and refugee outreach, and homelessness programs.
4. Departments should train officers on community-specific cultural literacy, the history of policing, and procedural justice.
5. Departments should consider requiring officers and supervisors to regularly participate in community service efforts.

Addressing Protests

When members of a community exercise their right to be heard on important social and political issues, the police should protect their constitutional right to do so and ensure those exercising their rights remain safe from harm. It is imperative that officers understand, value, and defend our constitutional rights to freedom of speech and freedom of assembly, and that they are trained to recognize the difference between peaceful protest and civil unrest. Public and officer safety are important concerns that must also be addressed in these situations.

We make the following recommendations for protecting First Amendment rights and policing mass gatherings:

1. Departments should provide training on the First Amendment to officers and supervisors, explaining the broad parameters of protected speech and providing scenario-based training.
2. Departments should, ahead of any mass gatherings, emphasize the importance of de-escalation and open communication, including developing relationships with advocacy groups and protest leaders where possible.
3. Departments should have designated command staff and officers who are trained to respond to mass gatherings, including incident command training.
4. Departments should have policies to minimize the use of provocative and unnecessarily aggressive tactics and equipment, such as riot gear and armored vehicles.
5. Departments should plan for the possibility that peaceful protests may turn into unlawful assemblies, including by having crowd management plans for increasing the level of response if necessary; instructing officers to remove individuals who are committing wrongful acts, contemporaneously documenting their alleged conduct, and when possible, allowing others to continue to peacefully demonstrate; and planning for the possibility of mass arrests.
6. A department that enters into a mutual aid agreement to manage a particularly large or complex gathering should have guidelines for those assisting and should never relinquish primary control of an incident. A department should set the policies that will be followed, including as to incident response and when force may be used.

Transparency and Accountability

Superb policies are of little use if they are not enforced. Public trust rests, in large part, on whether the public sees that their public servants are acting in accordance with those policies and are held accountable when they do not.

Through elections, the public holds mayors, and by extension police chiefs they select, accountable for the conduct of those who serve in police departments. But the chiefs' authority to hold officers accountable is frequently undermined by unnecessary procedural obstacles imposed by collective bargaining agreements and state statutes. We should not complain when a reform-minded chief is unable to produce the results that we want if we do not remove these obstacles and provide that chief with authority to carry out that mission. Cities and police departments must adopt policies that strengthen transparency and accountability to better achieve the appropriate balance between the public's interests and legitimate officer due process concerns.

Addressing these issues requires a comprehensive approach with attention to departmental policies, collective bargaining agreements, and state law.

Department Policies

Police departments should have policies that increase transparency and standards of accountability. Departments should also put their policies online and make them available to the public. With regard to specific policies and procedures to help departments achieve robust transparency and accountability, we recommend the following:

1. Departments should assign final disciplinary authority to the police chief.
2. Departments should have public complaint processes that make filing a complaint open to all.
3. Departments should have policies on officer investigations that clearly define the procedures for carrying out the investigations and seeing them through to completion, even if an officer separates from the department.
4. Departments should regularly release to the public, in accordance with relevant state laws, data on disciplinary actions and decisions, including those made by arbitrators.
5. Departments should have policies that require supervisors to conduct ongoing reviews of stops, searches, arrests, and uses of force.
6. Departments should require body-worn cameras and develop policies for the review, release, and preservation of footage.
7. Departments should implement an early-intervention system to identify at-risk officers to help support their wellbeing.

Collective Bargaining and State Law

Collective bargaining agreements (CBAs) with police unions often set the ground rules for officer investigations and disciplinary proceedings. Officers must have due process, but CBAs often contain provisions that go far beyond necessary protections and impede a department's ability to investigate misconduct allegations and, in a timely fashion, hold officers accountable. So too, some state law provisions hinder accountability by mandating procedures, similar to those in the CBAs, that impede investigations.

Cities should stop the practice of bargaining away management rights as a trade-off for raises sought by police unions. At the very least, CBAs must vest in the chiefs authority to hold officers accountable for following applicable law and policy.

To improve that alignment of responsibility and authority, we recommend:

1. Cities should negotiate CBAs that have fair and efficient procedures for officer investigation and discipline.
2. Cities should negotiate CBAs that require officer cooperation in investigations.
3. Cities should vest authority for final disciplinary decisions in the leadership of the department.
4. Cities should advocate for the reform of state laws that are inconsistent with these recommendations.

State Certification Boards

State-level officer certification provides a mechanism for ensuring that police officers meet appropriate standards of background qualification and conduct. The sanction of decertification can complement departmental discipline. To ensure effective state-level certification systems, we recommend:

1. Establishing such systems in the few places where they do not exist;
2. Requiring officer background checks to include checks for prior decertification;
3. Authorizing decertification when an officer is terminated or receives serious discipline for acts that show a reckless disregard for public safety or involve dishonesty;
4. Establishing state decertification databases and requiring reporting to national officer decertification databases; and
5. Including civilians on certification boards.

The Path Forward

The release of this Report is not the last step in this process. The Conference commits to providing ongoing support and resources to mayors across the country. It will maintain a resource center of sample policies and best practices and will offer continuing advice and counsel to our members so they can implement these Recommendations.

Our Recommendations

- Trust and Legitimacy
- Redefining the Role of Local Police and Public Safety
- Sanctity of Life
- Equality and Due Process
- Community
- Transparency and Accountability to Reinforce Constitutional Policing

Trust and Legitimacy

Public approval and acceptance are the basis of effective policing. The public and police must find common ground on which to trust each other. Police must earn their community's trust and cooperation, and, in turn, the public must respect officers as faithful guardians of the community who both follow and enforce the law.

This requires those who enforce the law to be accountable for adhering to it. Unintentional mistakes are not the same as intentional misconduct, but when police cross the line of established policy or legally permissible conduct, they must be held accountable in order to have legitimacy in the eyes of the public.

Effective policing requires the police and members of the community to develop constructive and respectful ways of interacting with each other. The principles of community policing are critical to this process. The well of good will must be built and filled daily and long before a crisis hits.

These principles of trust and legitimacy must also permeate the decisions about supervisor selection, especially the front-line supervisors who are in most frequent contact with officers on a daily basis. Thus, the criteria for supervisor selection, training, and accountability are essential elements of defining the culture of a department. Supervisors must be held accountable for reinforcing the core values of the department in the discharge of their daily responsibilities.

Our Principles and all of our recommendations flow from this concept.

Redefining the Role of Local Police and Public Safety

The current moment calls into question, but also provides a unique opportunity to discuss, the first principles of policing and requires a community conversation on the proper role of police in addressing the needs of residents. Building healthy, safe, and vibrant communities requires many other tools than law enforcement alone. We must reset the compact between police and communities they are sworn to protect. This should begin with a hard but essential dialogue defining the proper role of the police.

We need to ask, "Who is best equipped to be the first responder in addressing a long list of calls for service?" The reflexive answer cannot be "the police." When the government has no presence in communities in a healthy and supportive way, the primary governmental actor that people see and identify are the police. In the absence of appropriate levels of funding for things like mental health care; affordable, high quality health care; accessible housing; healthy food options; good paying jobs; quality and safe education options; and other social services, the police are consistently thrust into a role of addressing these various social issues—a role for which they were not created and for which they will never be properly equipped.

We must meet community needs with proper funding and investments and avoid inserting the police into roles in which they must be the primary or only public response. If we ask too much of the police, and not enough of ourselves, our residents will always get too little.

Don't Defund, Reassess Needs, and Strategically Deploy Resources

We recognize and value the essential role of our police officers who faithfully fulfill their duty to keep us safe. We have asked these officers to protect our communities from crime and violence, and we rely on them to ensure public safety, as to which they only responders: we are asking them to be first and sometimes the only responder on *every* scene, even when others may be better trained to respond. Mental health, substance abuse, homelessness, and domestic violence are just a few examples of challenges as to which we, as city leaders, must ensure that we are responding to our residents' needs in the best way possible.

Our police are vital to crime fighting and public safety, and we need them. Many of our cities are challenged by spikes in criminal activity. We need to keep our communities safe, and we cannot do this if we defund or materially cut the budgets of police departments.

The phrase "defund the police" means different things to different people, but actual defunding is not the path to better public safety and enhanced public trust. But we should be thoughtful about whether to use the police, as opposed to other resources, in a given circumstance. We believe that these are good questions to ask: Are the police the right responders on certain types of calls? Should they be augmented with other responders? How can we reinvest in the social services our residents need?

In order to assess the community's needs, cities and police departments should regularly analyze calls for service to determine who should be the responder in different circumstances. Piloting co-responder models where, for example, the police are partnered with mental health providers on appropriate calls or other social service providers would be an important step.

Cities should assess community needs and allocate resources to the public safety ecosystem in proportion to the elements that are most effective in addressing particular needs. This discussion should not be about "funding" or "defunding" the police but more about what tools are necessary to build healthy, safe, and vibrant communities, and allocating scarce resources accordingly. Local police will always be an important part of the public safety ecosystem, but what this moment has shown is that there are other important elements as well. Thoughtful public safety policy recognizes this reality and provides sufficient funding for all of the elements to be successful in their respective missions.

These reforms should not come at the cost of smart investments in our police departments to provide the staffing, equipment, and training they need to keep our communities safe.

Funding Social Services

We—our city, state, and federal governments—need to bring our spending back in line with our communities' needs, addressing mental health, housing, health care, education, workforce development, and more. This cannot be solved with city budgets alone, as they are already stretched and may be subject to mandatory balanced budget laws. Sustainable state and federal investment along with corporate and philanthropic support are required if we are to meet these needs.

Assessment of Calls for Service

Allocation of policing resources is an important and continuous exercise. Depending on the size and nature of the city, resource allocation must be driven by many inputs, including historical crime patterns, emerging trends, and long-term investigations, among other factors. One significant driver of how police spend their time is the nature of resident-initiated calls for service. To decide on the appropriate allocation of funds, cities need to assess the facts on the ground. Policing is truly a local endeavor, and there is no one-size-fits-all approach to ensuring that our communities are effectively served.

An important part of the calculus should be an assessment of 911, 311, and other calls for service.[5] What percentage of calls are for police to respond to violent crimes? How often are police called for offenses against property? How often are police asked to assist those experiencing a mental health crisis or in a domestic dispute? According to a recent analysis of Baltimore, Cincinnati, and San Diego, the amount of time spent on calls for service (as opposed to police-initiated operational missions) for serious violent crime is very small—only about 1%.[6] Less serious incidents and traffic offenses account for a much larger share of resident-initiated calls for service. In Seattle, 15% of the calls this year have been for officers to respond to traffic accidents and enforcement.[7] While these numbers likely do not reflect with precision how police officers are spending their time, they are an important data source, and suggest the need for cities to start with a robust assessment of their calls for service along with other data inputs such as crime data to more strategically allocate their public safety resources.

5 Jeff Asher and Ben Horowitz, "How Do the Police Actually Spend Their Time?" *N.Y. Times* (June 19, 2020), https://www.nytimes.com/2020/06/19/upshot/unrest-police-time-violent-crime.html.

6 *Id.*

7 *Id.*

Adopting Co-Responder Models

With all that information in hand, cities can then optimize how best to respond to calls for service. Are there circumstances where the police are not needed, or where they are better suited to be *co*-responders or *secondary* responders?

A prime example of how we may re-think the first responder model is found in calls for officers to help those experiencing a mental health crisis.[8] To be sure, these encounters may involve threats of or actual violence, and we may need police on the scene, but we also need mental health professionals to respond.[9] Police departments should train their officers in crisis intervention, but we should also consider pairing police with behavioral health professionals to act as co-responders on such calls, although that could cost more in the short term.[10]

Recognizing that domestic violence calls for service can be extremely volatile and sometimes violent, co-responder models may also be appropriate for those calls. In addition to considering whether resources can be allocated within the department to create domestic violence units, departments should consider whether there are other service providers that can provide a better integrated response, supporting victims both in the immediate on-scene response and following-up with victims to ensure that they have been removed from dangerous situations and are getting the support they need.[11] In some cities, the local YMCA provides advocates who follow up with victims of domestic violence and provide to them counseling and transitional housing.[12]

In addition, our call-takers and dispatchers must be trained to recognize the differences among calls—and what service is really needed. We should provide them with guidance to help identify who is best positioned to respond.[13] If possible, call-takers and dispatchers should be included in departmental trainings on crisis response.[14] Not only will these callers get the help they need, but our officers will then be available to respond to pressing law enforcement and public safety needs.

These issues are particularly salient when it comes to crisis intervention and ensuring sanctity of life is the top priority, and we discuss co-responder models in that particular context in the next section dedicated to that principle.

8 *See, e.g.*, Shayla Love, "Police Are the First to Respond to Mental Health Crises. They Shouldn't Be," *Vice News* (June 23, 2020), https://www.vice.com/en_us/article/3azkeb/police-are-the-first-to-respond-to-mental-health-crises-they-shouldnt-be; Hannah Dreier, "The Worst-Case Scenario," *Washington Post* (July 24, 2020), https://www.washingtonpost.com/nation/2020/07/24/police-huntsville-alabama-mental-health-call/?arc404=true.

9 Shayla Love, "Police Are the First to Respond to Mental Health Crises. They Shouldn't Be," *Vice News* (June 23, 2020), https://www.vice.com/en_us/article/3azkeb/police-are-the-first-to-respond-to-mental-health-crises-they-shouldnt-be.

10 *See, e.g.*, Colorado Department of Human Services, "Co-Responder Programs," https://www.colorado.gov/pacific/cdhs/co-responder-programs. Avoiding injury or death in response to these calls will ultimately save cities from the burden of costly litigation that not only affects finances but also further erodes the legitimacy of the police.

11 Melissa Reuland et al., *Police-Community Partnerships to Address Domestic Violence*, Office of Community Oriented Policing Services, https://cops.usdoj.gov/RIC/Publications/cops-p091-pub.pdf.

12 *Id.*; YWCA Nashville & Middle Tennessee, "Domestic Violence Services," https://www.ywcanashville.com/what-we-do/dv-services/.

13 Police Executive Research Forum, *Guiding Principles on Use of Force* (2016), https://www.policeforum.org/assets/guidingprinciples1.pdf.

14 *Id.*

Sanctity of Life

At the core of a police officer's responsibilities is the duty to protect all human life and physical safety. To ingrain this fundamental principle, use of force policies must clearly state this requirement, with specificity, and require officers to intervene when a fellow officer is using disproportionate or unnecessary force.

As is often stated, just because one can use force, does not mean that it should be used. It is critical that we ensure that officers are properly trained to value the sanctity of life and only use the minimum amount of force necessary, if any, to accomplish lawful objectives.

Officers must have the tools and judgment to differentiate circumstances that do not warrant the use of force. Use of force policies and training must also include, but not be limited to: bans on chokeholds or any other carotid restraints; de-escalation and critical incident training; peer intervention to prevent misconduct; bans on shooting at moving vehicles except under extreme circumstances where a life is at risk; limitations on car pursuits to avoid death or great bodily harm; and defined parameters for foot pursuits, among other things.

Emphasizing the Sanctity of Life

Police departments' policies should consistently emphasize that the sanctity of life is a central principle of policing. A commitment to using the least force necessary to achieve lawful objectives is a fundamental use of force restraint principle which departments should embrace as a best practice. Policies, reinforced by training for officers and supervisors, should both guide officers on what to do—including using alternatives to force when possible, exerting the minimum amount of force when force is needed, and continually seeking to de-escalate—as well as set out specific prohibitions consistent with the duty to protect all human life.

Policies and training practices should also emphasize that officers should resolve conflicts in a safe and humane manner and, where possible, redirect people facing mental illness, intense personal distress, or substance abuse to appropriate mental and behavioral health services instead of pushing them into the criminal justice system.[15]

Use of Force

Department policies and training programs should specify that officers use only the minimal amount of force necessary to safely resolve an incident and that they should exhaust all alternatives, including providing a verbal warning when possible, before using deadly force.[16] Officers should continually reassess the situation, recognizing that force may be appropriate at one moment but not seconds later due to changed dynamics.

Police departments should provide their officers with specific guidance as to the appropriate level of force based on the resistance encountered. Some departments have adopted a use of force continuum or matrix to help their training programs; these may be helpful, so long as they are used as training tools and instruct officers that these are critical decision-making guides, not rigid response requirements.[17] Departments should emphasize scenario-based training.

Using chokeholds, strangleholds, or any other carotid restraints should be banned, unless deadly force is necessary.[18] Certain other practices should be curtailed to ensure the sanctity of life. For example, policies should instruct officers not to shoot at or from moving vehicles except under extreme, life-threatening circumstances that are not avoidable.[19] And unless a fleeing individual poses an immediate threat of death or serious physical injury to another person, deadly force should not be used.[20]

Departments should require officers to report all uses of force[21] and then analyze this information to determine whether there are patterns of excessive force or disparate uses of force against protected populations. Departments should incorporate that learning into their training programs and revise enforcement initiatives appropriately.

Duties to Intervene and Provide First Aid

As part of their duty to protect civilians, police officers should be required to intervene when they see a fellow officer using excessive force and attempt to prevent it. Clear policies and good training are essential, but officers can also play a vital role in ensuring that their fellow officers adhere to policies and show appropriate restraint. Departments should actively encourage such intervention, train officers on peer intervention, recognize officers who do intervene, and protect them from retaliation.[22] Officers who intervene to stop misconduct are upholding the highest standards of policing.

Departments should also provide first aid training to their officers and require officers to provide first aid following uses of force, commensurate with their training and protecting the safety of the subject and their own safety. The duty to provide first aid should include requesting medical assistance without delay when there are visible injuries or complaints of injury.[23]

De-Escalation

Police officers should avoid uses of force in the first instance wherever possible. Thus, they should be required to employ de-escalation techniques, such as using verbal persuasion and warnings, tactical repositioning, time, distance, and requesting additional personnel.[24] Departments should consider having policies on de-escalation, separate and apart from their use of force policies to further underscore that a use of force is not always necessary.

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15 *See also* Section III, *infra.*

16 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 1 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force.

17 *See, e.g.*, Seattle Police Department, Manual, Section 8.200: Use of Force (June 19, 2020), https://www.seattle.gov/police-manual/title-8---use-of-force/8200---using-force; *id.* Section 8.300: Use of Force Tools (June 19, 2020), https://www.seattle.gov/police-manual/title-8---use-of-force/8300---use-of-force-tools; New Orleans Police Department, Operations Manual, Chapter 1.3, at 10.

18 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 2 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Chicago Police Department, General Order G03-02: Use of Force, at Section III.C.1.d (Feb. 29, 2020), http://directives.chicagopolice.org/directives/data/a7a57be2-128ff3f0-ae912-8fff-44306f3da7b28a19.html.

19 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 9 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Philadelphia Police Department, Directive 10.1: Use of Force –Involving the Discharge of a Firearm, at 6 (updated Jan. 30, 2017), https://www.phillypolice.com/assets/directives/D10.1.pdf.

20 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 8 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Philadelphia Police Department, Directive 10.1: Use of Force – Involving the Discharge of a Firearm, at 6 (updated Jan. 30, 2017), https://www.phillypolice.com/assets/directives/D10.1.pdf.

21 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 1 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Baltimore Police Department, Policy 725: Use of Force Reporting, Review, and Assessment (Nov. 24, 2019), https://www.baltimorepolice.org/725-use-force-review-and-assessment.

22 Baltimore Police Department, Policy 1115: Use of Force, at 2 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Chicago Police Department, General Order G03-02: Use of Force, at Section V (Feb. 29, 2020), http://directives.chicagopolice.org/directives/data/a7a57be2-128ff3f0-ae912-8fff-44306f3da7b28a19.html; New Orleans Police Department, Operations Manual, Chapter 1.3: Use of Force, at 10.

23 *See, e.g.*, New Orleans Police Department, Operations Manual, Chapter 1.3: Use of Force, at 6; Baltimore Police Department, Policy 1115: Use of Force, at 2 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force.

24 *See, e.g.*, Baltimore Police Department, Policy 1115: Use of Force, at 2 (Nov. 24, 2019), https://www.baltimorepolice.org/1115-use-force; Chicago Police Department, General Order G03-02: Use of Force (Feb. 29, 2020), http://directives.chicagopolice.org/directives/data/a7a57be2-128ff3f0-ae912-8fff-44306f3da7b28a19.html; Seattle Police Department, Manual, Section 8.100: De-Escalation (Sept. 15, 2019), https://www.seattle.gov/police-manual/title-8---use-of-force/8100---de-escalation; *see also* Baltimore Police Department, Policy 1107: De-Escalation (Nov. 24, 2019), https://www.baltimorepolice.org/1107-de-escalation.

To help officers learn de-escalation techniques, departments should provide realistic, scenario-based training on how to apply de-escalation techniques to real-life encounters. For example, the Baltimore Police Department uses the Police Executive Research Forum's *Integrating Communications, Assessment, and Tactics* training materials.[25] These techniques can be critical for responding successfully to calls involving people in mental distress.

We cannot emphasize enough how important it is for cities to invest in de-escalation training. Training is often the first thing to go when budgets are cut, but it can reduce costs, judgments, and settlements down the road when done correctly.

Crisis Intervention

Law enforcement remains the *de facto* system for responding to crisis situations, placing police departments under immense pressure to address some of society's most daunting challenges,[26] including responding to persons suffering from mental illness, behavioral health issues, disabilities, substance abuse, domestic abuse, and intense personal distress.

As we identified in our discussion of Redefining the Role of the Police above, law enforcement officers are often not the best first responders for individuals in emotional distress. In cities that have mental health specialists or medics, emergency dispatchers should, where appropriate, call upon them to respond first—or to help police respond—to crisis situations.[27] Departments should also work collaboratively with community-based crisis intervention programs that do not involve police.[28]

Police training should include crisis intervention training both as part of basic training for new recruits and regular refresher courses for all officers. Importantly, such training should incorporate the input of mental health professionals and advocates as well as interactions with persons with mental illness and other disabilities, and active participation in mental health response scenarios. Crisis intervention training can help cultivate officers' knowledge, empathy, and practical experience with respect to individuals facing mental health and other challenges.[29] By integrating techniques for crisis response with tactical training, departments can improve officer and citizen safety, ensuring that officer interactions with individuals in crisis are conducted humanely and consistent with best practices.[30]

Many police departments look to Memphis's nationally recognized Crisis Intervention Team (CIT) Model for best practices on crisis intervention training. Under the Memphis CIT Model, departments offer in-depth, 40 hour, CIT certification courses to officers on a voluntary basis.[31] Short of providing a full 40-hour training to all officers, departments should consider how to include key aspects of CIT training in the regular training curriculum for new recruits, veteran officers, and supervisors alike.

CIT courses should also be made available to 911 call-takers and dispatchers, ensuring that 911 personnel receive thorough, hands-on training to support the police response to crisis incidents. Where possible, dispatchers should direct calls for assistance to the CIT-trained officers, and other officers should be trained to defer to their colleagues on the scene with CIT training.

Mayors should ensure that there is coordination among police departments and other government and private sector organizations on assessments of the mental health systems in place to identify strengths and gaps in community resources or support. These assessments should include collecting and publishing data on the number and types of incidents involving individuals in crisis. Through substantive training, data collection, and partnerships with local organizations and mental health advocates, departments can help implement community-based responses to individuals in crisis that are both compassionate and safe and reduce the burden on departments that often, right now, are the first and only call in responding to crises in which others should be among the first responders.

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25 Police Executive Research Forum, *Integrating Communications, Assessment, and Tactics: A Training Guide for Defusing Critical Incidents* (Oct. 2016), https://www.policeforum.org/assets/icattrainingguide.pdf.

26 *See, e.g.*, National Association of Counties, "Blueprint for Success: The Bexar County Model," at 4 ("The American Jail Association estimates that more than 650,000 bookings each year involve persons with mental illness. This translates into at least 16-25% of the national jail population. A vast majority of these mentally ill inmates are arrested for simple bizarre behavior or non violent minor crimes, and yet they spend an average of 15 months longer in jail for the same charges as non mentally ill prisoners."), https://www.naco.org/sites/default/files/documents/Bexar-County-Model-report.pdf.

27 *See, e.g.*, White Bird Clinic, "CAHOOTS," https://whitebirdclinic.org/cahoots/; Substance Abuse and Mental Health Services Administration, *National Guidelines for Behavioral Health Crisis Care: Best Practice Toolkit*, at 18–21 (2020) ("Community-based mobile crisis services use face-to-face professional and peer intervention, deployed in real time to the location of the person in crisis in order to achieve the needed and best outcomes for that individual."), https://www.samhsa.gov/sites/default/files/national-guidelines-for-behavioral-health-crisis-care-02242020.pdf.

28 *See, e.g.*, CIT International, *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crises*, at 3 (Aug. 2019) ("A CIT program should help people get connected to treatment and services and offer hope for recovery. That can only be accomplished when law enforcement agencies build relationships with mental health professionals and agencies and work with advocates to fight for a better mental health system."), http://www.citinternational.org/resources/Best%20Practice%20Guide/CIT%20guide%20desktop%20printing%202019_08_16%20(1).pdf.

29 *See, e.g.*, *id.* at 121–150.

30 *See, e.g.*, Police Executive Research Forum, *Guiding Principles on Use of Force*, at 9–10, 57–61 (2016), https://www.policeforum.org/assets/guidingprinciples1.pdf; *id.* at 9 ("Often, police academies begin with training officers on the mechanics of using firearms, and the legal issues governing use of force, de-escalation and crisis intervention strategies, and other related topics are not covered until weeks later, usually in separate sessions. PERF has called for integrated training that combines these related topics in scenario-based sessions. Officers should be trained to consider all of their options in realistic exercises that mirror the types of incidents they will encounter, such as persons with a mental illness behaving erratically or dangerously on the street.").

31 *See, e.g.*, CIT International, *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crises*, at 163 (Aug. 2019) ("The train-all approach, while driven by an admiration for CIT, can be quite damaging to your CIT program. Here's why: research shows that officers who volunteer for the training learn and perform better. Researchers looked at officers' knowledge, skills, attitudes, self-confidence in dealing with crisis situations, use of de-escalation, and use of force—and found that volunteers performed better across the board."), http://www.citinternational.org/resources/Best%20Practice%20Guide/CIT%20guide%20desktop%20printing%202019_08_16%20(1).pdf.

Equality and Due Process

Police conduct must not vary on account of race, religion, national origin, immigration status, age, sexual orientation, gender, gender identity, or other status. Every person is entitled to equal treatment, respect for his or her constitutional rights, and due process of law. Fairness, respect, and professionalism enhance public safety as they enhance public support and cooperation. We are mindful that the history of policing in many places has been interwoven with the nation's history of racial discrimination, including efforts to use police forces to ratify and maintain segregation and other forms of racism. To ensure equal and just treatment of all persons, departments must provide consistent training on impartial policing, anti-discrimination principles, and cultural literacy. Members of the community must be included as teachers in the training process and given an opportunity to assist in curriculum development so that a community perspective is part of the mandatory training for all recruits and veteran officers. Departments must also do more to ensure that in recruitment, promotion and retention decisions, diversity matters.

Police departments' policies and practices should emphasize equity and fairness in how officers relate to community members and each other. The Conference recognizes the well-documented role that discrimination has played in policing in America.[32] That history affects police-community relations and public perceptions of the fairness and legitimacy of law enforcement. It also undermines the crime-fighting mission of police by sowing distrust and discouraging members of the community from supporting and cooperating with the police. Bias-free policing and ensuring public safety go hand-in-hand.

Impartial Policing

Eliminating bias from policing begins with the leadership of the police chiefs. What they say in their policies and what they emphasize in speaking with their officers can have a significant impact on their departments.

Policies and best practices should be taught in the academy and regularly reinforced through ongoing training on anti-discrimination, implicit bias, and cultural literacy (as discussed further in the section on Community). Trainings should be mandatory, adequate, and regular to teach officers and supervisors how to detect and protect against biased policing and to remind officers that those who act in a discriminatory way will be held accountable. In addition, departments should consider the role that encouraging peer interventions can have in advancing the culture and practice of impartial policing.

Departments should consider the diverse communities they serve in determining whether additional policies focused on certain groups of residents would help remove bias in policing and add to officers' understanding of the diverse populations that they serve. Asking for input on trainings is one way in which departments may foster relationships between officers and residents.

Larger departments may also consider hiring a chief diversity officer to monitor the department's ongoing commitment to diversity and inclusion within the department itself. The chief diversity officer should be charged with ensuring impartiality and equality in hiring and promotion decisions.

They should also consider hiring training liaison officers to work with particular communities (*e.g.*, immigrant communities) to help ensure that police-community relationships are cultivated consistently and positively. Rather than waiting for a conflict to arise, these proactive and ongoing conversations between police and various constituencies can help develop a rapport and understanding among the groups that promote public safety and forge better relations both before and after a crisis.

Complaints

Departments should take seriously, document, and investigate all complaints of biased policing. As part of this effort, departments should make it easy and efficient for both members of the public and officers to make complaints, including by providing a channel for anonymous complaints.[33]

Any officer who has knowledge of or information about conduct that qualifies as biased policing must report that information to a supervisor.[34] Taking complaints seriously also means conducting a regular review and analysis of public and officer complaints to address any patterns that raise concerns.[35] In an effort to promote transparency, departments should also publicly report data related to biased policing.

No officer or member of the public should be discouraged or intimidated from, or coerced into, filing a complaint alleging a violation of a department's impartial policing policy.[36] And departments should forbid any retaliation against those who file complaints and address such action should it occur.

Supervision, Review, and Accountability

Of course, training and systems for reinforcing bias-free policing are only the first steps in ensuring officers are fulfilling their duties to all whom they serve. Supervisors are responsible for monitoring law enforcement activities under their supervision to ensure that bias-free policing is practiced. And supervisors have an obligation to ensure the timely and complete review and documentation of all allegations of such violations.[37]

Police chiefs and other supervisors must be empowered to hold accountable any officers who are found to have violated any anti-discrimination or bias-free policing policies. Those policies should make clear how officers will be held accountable for policy violations, which may include counseling, training, suspension, and/or termination.[38]

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32 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, at 12 (2015) ("1.2 Recommendation: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust."), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

33 See also Transparency and Accountability to Reinforce Constitutional Policing, Section I.A.1, *infra*.

34 *See, e.g.*, Sacramento Police Department, General Order 210.05: Bias-Based Policing (June 5, 2017), https://www.cityofsacramento.org/-/media/Corporate/Files/Police/Transparency/GO/Section-200/GO-21005-Bias-Based-Policing.pdf?la=en; *see also* Seattle Police Department, Manual, Section 5.140: Bias-Free Policing (Aug. 1, 2019), https://www.seattle.gov/police-manual/title-5---employee-conduct/5140---bias-free-policing.

35 *See, e.g.*, Newark Police Division, General Order 17-06: Bias-Free Policing (Sept. 19, 2017), https://npd.newarkpublicsafety.org/assets/docs/consent_decree/approved_policies/bias-free-policing-1706.pdf.

36 *See, e.g.*, New Orleans Police Department, Operations Manual, Chapter 41.13: Bias-Free Policing (July 10, 2016), https://www.nola.gov/getattachment/NOPD/Policies/Bias-Free.pdf/.

37 *See, e.g.*, Baltimore Police Department, Policy 317: Fair and Impartial Policing (Aug. 24, 2018), https://www.baltimorepolice.org/317-draft-fair-and-impartial-policing.

38 *See, e.g.*, Newark Police Division, General Order 17-06: Bias-Free Policing (Sept. 19, 2017), https://npd.newarkpublicsafety.org/assets/docs/consent_decree/approved_policies/bias-free-policing-1706.pdf.

Stops, Searches, and Arrests

Stops, searches, and arrests have been areas of continuing concern regarding unbiased policing. Assessing stop, search, and arrest practices can help departments ensure that their enforcement strategies are not producing unjustified disparities as to particular groups.

Departments should assess these practices as a whole to determine whether there are disparities in enforcement based on race, ethnicity, national origin, immigration status, gender, gender identity, sexual orientation, or other status. This assessment should also compare enforcement from precinct to precinct to ensure that police are treating all persons in the same manner within each police department. As part of this assessment, formal and informal quotas for stops, searches, and arrests should be eliminated. Policies and trainings on constitutional policing should include best practices on how to conduct interactions in a fair, transparent, and impartial manner.

Hiring, Promotion, and Retention

To the extent possible, police officers should be a part of the community they are sworn to protect, in some way. Departments should develop recruitment and outreach plans and goals that reflect the mission of serving the public with a police force that encompasses the diversity of the residents it serves.[39] Departments' outreach strategies need to reach the target populations in order to achieve greater diversity.

Additionally, recruiting men and women of all backgrounds who show a facility for and a willingness to interact well with people from diverse backgrounds should be a priority, and community outreach and recruitment pipeline programs should be considered. Officers who demonstrate leadership in these areas should have their work acknowledged and factored into promotion assessments.

39 *See, e.g.*, Kevin P. Morrison, *Hiring for the 21st Century Law Enforcement Officer*, Office of Community Oriented Policing Services (2017), https://cops.usdoj.gov/RIC/Publications/cops-w0831-pub.pdf; *see also* U.S. Department of Justice, Equal Employment Opportunity Commission, *Advancing Diversity in Law Enforcement*, at Sec. VI.A (Recruitment) (2016), https://www.justice.gov/crt/case-document/file/900761/download.

Community

Departments must strive for a sincere belief among officers that respectful, constitutional engagement with the community is the most powerful tool they possess, over and above a gun and a badge. Police officers must be regarded as guardians and part of the community they serve and work to support and engage with those communities to effectively discharge their public safety mission.

We should support police outreach initiatives and more broadly consider how to address the needs of youth, people with mental illness, people with disabilities, immigrants and refugees, people from various faith traditions, and others who come into contact with law enforcement.

Police departments' hiring, retention, and promotion practices should strive to be more representative of the populations they serve. Departments must also incentivize officers to live in the communities they serve and to otherwise spend time building real, authentic relationships with members of the community, especially youth.

Community Policing

Community Policing Plans and Programs

"Community policing" is a simple concept—the police must work to build community relationships and work collaboratively to solve problems. This starts at the individual level with every officer on the street. Fostering positive relationships with residents helps to reduce crime and maintain public safety.

Departments should work together with community leaders, including leaders of schools, unions, community centers, and religious groups, to identify common goals and challenges their communities are facing, all with the primary goal of ensuring public safety and decreasing crime.[40] This should include developing concrete plans for crime fighting in collaboration with residents, businesses, non-profits, and informal and formal community leaders.[41]

Larger agencies may opt to create dedicated units to focus solely on community policing initiatives, while smaller departments may assign a few officers to concentrate their efforts on such initiatives.[42] Departments could, for example, select officers who reflect the diversity of the community (*e.g.*, multi-lingual, first-generation American and/or officers who are immigrants themselves), and consider whether they have grown up in those neighborhoods or are current residents.[43] Community policing should permeate the entire department, however, and not be solely the responsibility of the specialized community policing officers.

Departments should provide incentives to officers to live in the communities they serve, such as through Resident Officer Programs that provide free housing in public housing neighborhoods if the officers fulfill public service duties for those neighborhoods.[44] Even if officers do not live in their districts, they can still forge ties to the community.

As soon as officers are assigned to new districts, their orientation period should include meeting members of the community to understand any of their concerns. Service to the community can mean more than just patrolling in the community; some departments have found it helpful to have officers and supervisors perform community service alongside community members.[45]

Cities and police departments should consider their communities' unique makeup and needs in developing community policing programs. What is necessary for one city may not be a priority in another. Examples of typical community policing programs that strengthen community relationships are:

- *Youth Programs:* By promoting positive interactions between police and youths outside of the criminal justice system, police agencies can build positive, trusting, and lasting relationships with youths and potentially reduce further criminal activity.[46] Departments should create opportunities for at-risk youth in schools and in the community for positive, non-law enforcement interactions with officers, such as joint police-youth training programs or police athletics or activities leagues, which can familiarize youth with the criminal justice system or promote mentorship and relationship building.[47] The Baltimore Police Department, for example, partners with Outward Bound to bring officers and youth together, and the program has strengthened their positive attitudes towards each other.[48]

- *Immigration and Refugee Outreach:* Police departments serving communities with significant immigrant or refugee populations should widely communicate their agency's policies, providing department policies in multiple languages as appropriate.[49] Communications should make sure that immigrants know they are entitled to the

40 Police Executive Research Forum, *Advice from Police Chiefs and Community Leaders on Building Trust: "Ask for Help, Work Together, and Show Respect,"* at 72-73 (Mar. 2016), https://www.policeforum.org/assets/policecommunitytrust.pdf.

41 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services, at 2 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

42 Police Executive Research Forum, *Community Policing in Immigrant Neighborhoods: Stories of Success*, at 8 (2019), https://www.policeforum.org/assets/CommunityPolicingImmigrantNeighborhoods.pdf.

43 *Id.*

44 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services, at 15 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf. For example, the Saint Paul Police Department has participated in an Officer in Residence program in partnership with the Saint Paul Public Housing Agency, where department officers live in public housing locations and participate in the building security and community events within each location. The program enables officers to build positive and long-lasting relationships with residents. St. Paul Minnesota, *21st Century Policing Report: Report Recommendation 1.5*, ¶ 1.5.2 (2015), https://www.stpaul.gov/departments/police/21st-century-policing-report/recommendation/report-recommendation-15.

45 *See, e.g.*, Police Executive Research Forum, *Community Policing in Immigrant Neighborhoods: Stories of Success*, at 20-21 (2019), https://www.policeforum.org/assets/CommunityPolicingImmigrantNeighborhoods.pdf.

46 International Association of Chiefs of Police, *Practices in Modern Policing: Police-Youth Engagement*, at 1 (2018), https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_PoliceYouth.pdf.

47 *Id.* at 5-6. For example, the Arlington Police Department in Texas established an athletics mentorship program where more than 65 police officers participate in practices and games and serve as mentors to student athletes.

48 Chesapeake Bay Outward Bound School, *Police Youth Challenge: Impact Report 2019*, at 2, 5 (2020) https://outwardboundchesapeake.org/wp-content/uploads/delightful-downloads/Impact-Report-Police-Youth-Challenge-2019.pdf.

49 Police Executive Research Forum, *Community Policing in Immigrant Neighborhoods: Stories of Success*, at 8-9 (2019), https://www.policeforum.org/assets/CommunityPolicingImmigrantNeighborhoods.pdf.

same police services as any other resident and—depending on department policy—that the police will not ask their immigration status. As with other areas of the population, departments should consider appointing liaison officers to community leaders to help facilitate external communication and encourage officer participation in community meetings and events.[50]

- *Homelessness:* Police departments may consider partnering with homelessness services providers and street outreach workers to humanely address encampments and connect people experiencing homelessness with services and housing.[51]

Cultural Literacy and Procedural Justice

Every city is different. It is therefore critical that cities and departments help their police officers and supervisors develop an understanding of their community's history and traditions so that their daily interactions with the public are based on a mutual understanding and respect. In addition to the history of the community, departments should provide training on the history of policing in the United States in an effort to help them understand the negative feelings some residents have for the police.

Additionally, departments should help their officers and supervisors by training them in procedural justice—the idea of fairness in how officers use their authority in a democratic society. In the words of the U.S. Department of Justice COPS Office, "procedural justice is concerned not exactly with what officers do, but also with the way they do it."[52] Research shows that people are more likely to cooperate with the police if they think they have been treated fairly.

In developing these trainings, departments should seek the assistance of community representatives who can incorporate the viewpoints of communities that have traditionally had challenging relationships with law enforcement.[53]

Protecting Both the Right to Protest and Community Safety

Police officers must understand, value, and defend our constitutional rights to freedom of speech and freedom of assembly. To skillfully do so, they need to understand the difference between peaceful protest and civil unrest. Police leadership should provide clear direction, policies, and training on how to handle mass gatherings and send a clear message that residents should have a safe place to exercise their First Amendment rights, but also provide clear instructions on how to respond with appropriate tactics when a protest turns violent. In this section, we offer some suggestions on how to achieve these objectives.

Setting the Tone and Preventing Escalation

Police departments should emphasize the importance of de-escalation and open communication before and during protests. They should develop relationships with advocacy groups and leaders ahead of time to facilitate cooperation during mass gatherings.[54]

While demonstrators themselves set the tone and dynamic for their gatherings, officers should engage them in a way that demonstrates they are there to protect, not diminish, free expression. To ensure they are not unintentionally escalating tensions or undermining civilian trust,[55] law enforcement agencies should create policies and procedures for policing mass demonstrations that are designed to minimize the use of provocative tactics and the equipment that can create an appearance of the police as an opposition group.[56]

Protecting Communities and Responding Appropriately to Escalation

The police must also, of course, keep the community, protesters, and themselves safe from violence. Without assuming that peaceful protests will turn into unlawful assemblies, departments should plan for the possibility and consistently train their officers to understand the difference.

50 Police Executive Research Forum, *Strengthening Relationship between Police and Immigrant Communities in a Complex Political Environment*, at 6 (2018), https://www.policeforum.org/assets/PoliceImmigrantCommunities.pdf; *see also* Police Executive Research Forum, *Building Police-Community Trust in the Latino Community of Southwood in Richmond, Virginia*, at 15 (2019), https://www.policeforum.org/assets/PoliceCommunityTrustRichmond.pdf.

51 U.S. Interagency Council on Homelessness and the Council of State Governments Justice Center, *Strengthening Partnerships Between Law Enforcement and Homelessness Service Systems*, at 8 (June 2019), https://www.usich.gov/resources/uploads/asset_library/Law-Enforcement-and-Homelessness-Service-Partnership-2019.pdf. For example, in 2015, the Los Angeles Police Department, through a partnership with the Advancement Project and the Housing Authority of the City of Los Angeles, assigned 45 officers to serve for five years at three housing projects in Watts and at an additional housing project in East Los Angeles. Listening Session on Policy and Oversight: Civilian Oversight (oral testimony of Charlie Beck, Chief, Los Angeles Police Department, for the President's Task Force on 21st Century Policing, Cincinnati, OH, January 30, 2015).

52 Laura Kunard and Charlene Moe, *Procedural Justice for Law Enforcement: An Overview*, Office of Community Oriented Policing Services, at 3 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p333-pub.pdf.

53 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services, at 58 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

54 *See* Institute for Intergovernmental Research, *After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri*, at 116 (2015), https://www.policefoundation.org/wp-content/uploads/2018/08/After-Action-Assessment-of-the-Police-Response-to-the-August-2014-Demonstrations-in-Ferguson-Missouri.pdf.

55 Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 3 (2018), https://www.policeforum.org/assets/PoliceResponseMassDemonstrations.pdf.

56 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, at 25 (2015) ("Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset."), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf; *see also* Institute for Intergovernmental Research, *After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri*, at 60 (2015). For example, departments should consider whether ordinary officer transportation, from bicycles to cars, would be more appropriate, and whether, rather than using riot gear, police can wear regular uniforms, unless the situation truly calls for the former. *See, e.g.*, Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 71 (2018) (bicycles help police navigate crowds in a less threatening way).

To protect the safety of protesters and officers, police departments should have a plan for efficiently and quickly increasing their level of response in proportion to what is happening on the ground.[57] Such protests are not always planned or advertised in advance, and we must be able to respond to unanticipated events. To do so, departments should also have dedicated command staff and officers who are trained to respond to mass gatherings, especially those that are spontaneous.

Crowds are not usually homogenous. They might include protesters with constitutionally protected aims, as well as troublemakers intending to commit acts of violence.[58] As recommended by the President's Task Force on 21st Century Policing, a department should be prepared with a "layered response" that focuses, in the first instance, on removing individuals who are committing wrongful acts rather than shutting down the entire gathering, if possible. Officers equipped with protective gear can be assembled nearby and ready for deployment as needed, but not deployed in the first instance, unless there is a clear need to do so.

Throughout the event, officers should wear body cameras if they are available. Before a protest, police departments should determine what the bar for making arrests will be and avoid mass arrests if possible. This should be communicated to all officers as well as demonstrators.[59] During protests, departments should avoid making arrests for low-level civil disobedience, such as blocking traffic, opting instead to issue citations.[60] If mass arrests become necessary, police departments should develop a logistical system for documenting the bases for individual arrests and efficiently processing large numbers of individuals, with a staging area with trained staff and procedures for processing arrests efficiently.[61] A complete record of each arrest should be made.[62] All of these procedures should involve coordination with local prosecutors so that there is an understanding of prosecution guidelines.

Mutual Aid

Major events and demonstrations sometimes become too large and complex for a single agency to manage. As a result, police departments may choose to enter into mutual aid agreements or memoranda of understanding, creating a framework through which other agencies can provide personnel, equipment, or operational support as needed.[63]

Departments with mutual aid agreements should participate in joint training for responding to mass demonstrations.[64] This promotes coordination, builds trust among agencies, and creates an opportunity to address any issues, such as inconsistencies in terminology or the policies and tactics regarding use of force, in advance of the demonstration. Those providing mutual aid should be informed about the community in which the demonstration is taking place. The local law enforcement agency (*i.e.*, the agency requesting aid), which knows the community, must retain command as to all officers responding jointly to an event. The local agency should set the policies and practices that will be followed and should provide clear direction on standards, including incident response and when force may be used.[65] Ideally, table top exercises with parties to a mutual aid agreement should be conducted regularly.

57 Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 3 (2018).

58 *Id.* at 20.

59 *Id*. at 72; *see also* Institute for Intergovernmental Research, *After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri*, at 40 (2015).

60 Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 18 (2018).

61 *Id.* at 45, 51-52. If possible, police departments should provide protesters with verbal warnings and allow them to disperse before making any arrests and implement clear policies on who can authorize various levels of use of force, such as tear gas, pepper spray, or rubber bullets.

62 Departments can use technologies such as apps for mobile phones and tablets. *See, e.g.*, Corey Kilgannon, "Why the N.Y.P.D. Dropped One of Its Oldest Crime-Fighting Tools," *N.Y. Times* (Feb. 5, 2020) (describing department's policies for technological expansion and changes from handwritten memo books to digitized logs), https://www.nytimes.com/2020/02/05/nyregion/nypd-memo-book.html.

63 Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 39 (2018).

64 Institute for Intergovernmental Research, *After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri*, at 126 (2015).

65 Police Executive Research Forum, *The Police Response to Mass Demonstrations: Promising Practices and Lessons Learned*, at 41 (2018).

Transparency and Accountability to Reinforce Constitutional Policing

True police reform will not come about through improved policies and training alone. We must ensure that police fulfill their commitments to protect the residents they serve and that police build trust and legitimacy through transparency, engagement, and accountability.

Police must play a role that reinforces democratic principles in our society. To ensure public awareness and reassure the public that officers are working to protect the community, departments should make their policies publicly available and, consistent with relevant laws and agreements, provide access to law enforcement data and findings of officer misconduct.

Technology that can enhance accountability—such as body cameras and early warning systems—should be utilized. Cities should adopt uniform policies for the prompt release of video, audio, and initial police reports on all matters of public interest, including specifically those arising from police-involved shootings, deaths in custody, or allegations of First Amendment violations.

The collective bargaining agreements between cities and their police departments should provide fair, sensible, and workable accountability mechanisms and eliminate any provisions that are roadblocks to addressing conduct that is inconsistent with the policies and laws that govern our officers.

Police unions must engage with good will as well and participate in these urgent reforms, work with cities as partners—not obstructionists—on accountability and transparency and other reforms so that we can create stronger police departments that are truly responsive to the needs of residents and establish better police-community relations that serve both communities and officers. Cities should also work to eliminate any state laws that impede the implementation of sensible accountability measures across police departments.

Transparency and more robust accountability mechanisms are necessary to improve police-community relations.

A strong relationship between police and the communities they serve depends on transparency and accountability. This section of our Report discusses a range of tools and issues that bear on those principles. It starts with department policies to bolster transparency and accountability, and also to provide appropriate support to the officers we ask to serve our cities. We also discuss the role that collective bargaining agreements with police unions should play in ensuring fair and efficient systems for officer accountability, and describe where those agreements, and some state laws, currently fall short. Finally, we discuss the role that state institutions that certify officers can play in building up a professional police force and ensuring officers are accountable to professional standards.

Department Policies

We are committed to rebuilding and strengthening the trust between communities and law enforcement. By putting policies in place that insist on transparency and elevate standards of accountability, and by taking the basic step of making those policies publicly available online, we believe that trust can be won again. Communities need to believe that misconduct will be investigated in a fair, just, and timely manner. Officers need to have trust that their conduct will be reviewed impartially and that any discipline that may result will be fair and proportional to any misconduct.

Policies to Ensure Transparency and Accountability

1. Officer Accountability to the Public

The public must trust that officers who act inconsistently with law and policy will be held accountable. Departments should not erect unnecessary barriers to citizen complaints but should implement controls to weed out frivolous or unfounded complaints.

The process for submitting complaints should be simple, easy to understand, and available in all languages spoken in the area. The Metropolitan Police Department in Washington D.C., for example, provides complaint forms in nine languages and in an audio format.[66] Departments should also allow witnesses—not just victims—to submit complaints. They should permit anonymous complaints, and not require that complaints be submitted in-person at a police station.[67] Departments can assess the validity of such complaints but should not create barriers to receiving them in the first instance.

Investigations of complaints should follow clear, publicly posted procedures that dictate how the scope of an investigation is determined, who will conduct the investigation, and the rights of any involved parties. Investigation of some incidents—for example, those that involve a use of force resulting in death, an officer-involved shooting resulting in injury or death, or any in-custody death—may be best assigned to an independent third party.[68] Investigation of legitimate complaints should not be cut short because a complainant stops cooperating or an officer separates from the department.

Disciplinary policies must be fair. Departments should clearly and publicly state their expectations for officer conduct in an investigation. Disciplinary procedures should be clear and comprehensible. In general, police chiefs should be responsible for ultimately deciding whether to impose discipline.

Departments should engage regularly with the public to understand community needs and the community's assessment of law enforcement conduct and priorities. Data about disciplinary decisions—including the number of verifiable complaints, the number of investigations mounted against officers, and information about investigation outcomes—should be made readily available to the public.[69]

2. Supervisor Responsibilities

Supervisors serve as the primary line of sight into officer conduct, so they play a key role in keeping the promise of accountability. Their selection and training must reflect the full range of responsibilities for the position, including their role in ensuring accountability. Supervisors should be set up for success in order to reinforce the department's priorities and high standards. Departments should clearly delineate their expectations of supervisors and hold accountable supervisors who fail to monitor their subordinates or take action when they do not live up to their commitments.

Supervisors should monitor officers through daily physical observations, review of officer-generated reports, and reference to broader, department data to detect and intervene in bias-based policing practices and/or inconsistency with department policies. As part of that effort, supervisors should be hands on with supervisees, and regularly review footage of stops, searches, arrests, and use-of-force incidents

66 *See, e.g.*, Mayor Muriel Bowser, Office of Police Complaints, "Complaint Forms and Brochures," https://policecomplaints.dc.gov/node/161132.

67 *See, e.g.*, Deputy Chief Beau Thurnauer, *Best Practices Guide*, International Association of Chiefs of Police, Smaller Police Departments Technical Assistance Program, https://www.theiacp.org/sites/default/files/2018-08/BP-InternalAffairs.pdf.

68 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing,* Office of Community Oriented Policing Services, at 21 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf

69 *See, e.g.*, Deputy Chief Beau Thrunauer, *Best Practices Guide*, International Association of Chiefs of Police, Smaller Police Departments Technical Assistance Program, https://www.theiacp.org/sites/default/files/2018-08/BP-InternalAffairs.pdf.

to ensure that officer accounts are consistent with the record, to detect any indication of bias, and to evaluate officer performance.[70] Supervisors should actively respond to the scene of incidents involving more than a minimal use of force by an officer.

After any critical event, supervisors should intervene to support officers whose behavior or conduct indicates they are experiencing high levels of stress or a potential mental health issue.

3. Body-Worn Cameras

Police departments should use body-worn cameras if not already doing so. Policies and trainings should provide clear, easy-to-understand directions for how to use body-worn cameras and when they must be activated.

Departments should create clear protocols for the use of body-worn camera footage in officer investigations, and for the review and release of that footage to the public, consistent with applicable public records retention and disclosure laws. The time period for disclosure should be set in advance, by policy. Ideally, disclosure is automatic in the case of officer-involved shootings (provided no privacy concerns are implicated). Policies should clearly prohibit any alteration of footage by department personnel.

Finally, departments should implement an audit function to monitor the use of body-worn cameras and ensure adherence to department policies. For instance, the Maplewood, Minnesota Police Department encourages supervisors to randomly review body-worn camera recordings at least two times per month to ensure that the equipment is operating properly and that officers are using the devices consistent with department policy.

Policies to Enhance Officer Wellness

The officers who protect our communities must also be protected themselves against incapacitating physical, mental, and emotional health problems.[71] Police officers have an outsize risk of adverse physical and mental health outcomes. Officer wellness directly affects quality of life, job performance, and interactions with community members.[72] Because officers are exposed to a wide range of stressors as part of their daily routines, mental and physical health check-ups should be conducted on an ongoing basis.[73]

Departments should aim to normalize wellness services and seek to remove any stigma from seeking mental health care by establishing wellness-related training that engages new officers early on in their careers; tailoring trainings to the unique needs of each department and staff by conducting surveys and regularly updating educational programming; making resources widely visible within the organization; and publicizing a clear confidentiality policy for wellness service providers.[74] A good example is what the San Diego Police Department has done in creating a free-standing Wellness Unit that is a resource for department members who are or may be in need.[75]

Supervisors should be trained to recognize warning signs, including changes in officer behavior. Departments should also implement an early-intervention system, with the input of the officers it will serve. Such systems are aimed at identifying at-risk officers based on risk indicators, such as use of force incidents, shooting incidents, resisting arrest cases, arrested subject injuries, and officer injury reports.

Departments should make clear that the role of such an early-warning system is not a disciplinary role but a helpful tool to protect officer wellness. With that in mind, officers who reach certain risk indicator thresholds should be addressed by the department's human resources function and provided access to available resources. Smaller departments, which may not have the resources to implement an early-warning database, should institute policies to track officer performance and spot red flags.

Collective Bargaining Agreements

Introduction

Over the years, police contracts—union CBAs—have evolved into much more than standard labor contracts. They cover the expected areas—hours, wages, benefits—but many have grown to include substantial barriers to basic accountability. We want to make sure that our officers have due process rights, but CBAs often contain provisions that go far beyond what is necessary to protect those rights.

Some provisions look innocuous on their face, but they can severely impair a department's legitimate need to investigate allegations of police officer misconduct and hold officers accountable. In negotiating and approving CBAs, it is important for cities to restore the balance so that police

70 *See, e.g.*, Consent Decree, *United States v. City of Baltimore*, No. 17-cv-00099, at ¶¶ 69-81 (D. Md. Jan. 12, 2017).

71 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services, at 62 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

72 Police Executive Research Forum, *Building and Sustaining an Officer Wellness Program: Lessons from the San Diego Police Department*, Office of Community Oriented Policing Services, at 6 (2018), https://cops.usdoj.gov/RIC/Publications/cops-w0863-pub.pdf.

73 President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, Office of Community Oriented Policing Services, at 64 (2015), https://cops.usdoj.gov/RIC/Publications/cops-p311-pub.pdf.

74 Police Executive Research Forum, *Building and Sustaining an Officer Wellness Program: Lessons from the San Diego Police Department*, Office of Community Oriented Policing Services, at 6 (2018), https://cops.usdoj.gov/RIC/Publications/cops-w0863-pub.pdf.

75 *Id.*

chiefs and supervisors have the authority necessary to enforce department policies and remove wrongdoers when necessary.

The goal of this section of our Report is to help mayors and police chiefs assess whether certain CBA provisions in their jurisdictions are obstacles to achieving the right balance, and encourage cities not to bargain away management rights as a trade-off for raises sought by police unions. Below are some examples of the provisions that have proven to be problematic for many mayors and police chiefs.

Arbitration Issues

Perhaps the greatest concern about CBAs and officer accountability involves the arbitration process that often follows a department's decision on how to resolve a review of an officer's conduct. There are two significant problems with the arbitration process.

First, CBAs typically contain mandatory arbitration provisions that place disciplinary decisions in the hands of non-democratically selected arbitration panels. These panels have the power to overturn and dilute decisions by police department leadership on accountability. They make it difficult if not impossible for a police chief to uphold high standards and department policy. Private sector employers have both the responsibility and the authority to maintain good order and discipline. Police chiefs need to have the same alignment of responsibility and authority.

Second, and most importantly, an arbitrator can be put out of business if he takes a position that the police union does not like. Arbitrators (or, in the case of three-person panels, the "neutral arbitrator") must be approved by both the department and the union, but arbitrators in police discipline cases frequently handle only those cases, so their livelihood depends on being acceptable to the union.[76] It is the experience of many chiefs that arbitration panels frequently return serious and repeat offenders to duty. This is a key reason that it is so hard to discipline and remove errant officers.

Barriers to Misconduct Investigations

CBAs can inhibit the ability to detect potential wrongdoing in the first instance. Examples of provisions that create unnecessary obstacles to filing complaints include:

1. Prohibitions on initiating investigations into alleged misconduct because the initial complaint is anonymous (*e.g.*, information or a video from a bystander);

2. Requiring complainants to be the alleged victim—as opposed to a third-party witness—and to provide sworn statements under penalty of perjury; and

3. Severely limiting the amount of time in which a complaint can be filed.

While frivolous complaints are a concern, these contract provisions may allow a police officer to escape even the initiation of an investigation of alleged serious misconduct simply because a complainant is unwilling to be identified. Indeed, it may be surmised that the more serious the misconduct, the more reluctant a witness may be to step forward because of fears of retaliation. And, by prohibiting complaints initiated by a third-party witness, these provisions would even eliminate the use of videos that bystanders take of events, like those in the George Floyd killing.

While it is always best to obtain evidence when witnesses' recollections are fresh, departments must be allowed to collect and review all complaints in order to recognize and correct patterns of problematic behavior.

Delaying Investigations

Some CBA provisions delay investigations by including lengthy "recovery" and "cooling off" periods before an officer can be questioned. While "recovery" or "cooling off" periods for officers after an incident may be warranted before interrogating officers, the length of time allowed should not be so long as to diminish fresh memories or otherwise detract from a timely and thorough review.

Ending Investigations Prematurely

Certain CBAs require investigations to end after as little as 90 days if they are not resolved, but the goal of thoroughly and fairly reviewing allegations should not be hindered by arbitrary deadlines that do not account for potentially complex investigations or other departmental priorities.

76 Stephen Rushin, *Police Disciplinary Appeals*, 167 U. Penn. L. Rev. 545, 574-76 (2019) (allowing officers say in selecting the arbitrator "may incentivize arbitrators to consistently compromise on punishment to increase their probability of being selected in future cases").

Giving Officers Special Access to Information

CBAs often require investigators to disclose to officers written documents, witness statements, photos, and other evidence *before* the officer is questioned or provides a written statement. This is an advantage not afforded civilians in routine police investigations. It allows officers to tailor their testimony to what is known instead of just giving their best recollection.

Purging Records of Misconduct

Some CBAs require disciplinary records to be destroyed after a certain period of time, even if the investigations resulted in a suspension or more serious discipline. In some cases, records are purged after as little as six months, although the allegations were substantiated. In some instances, CBA record destruction mandates conflict with local or state laws that call for mandatory record retention.

There is a balance to be struck on the maintenance and use of officers' records. We support maintaining officer records as a matter of retention and documentation. In some cases, it may also be appropriate to review an officer's records for prior misconduct allegations and disciplinary actions to determine whether there is a pattern or practice bearing on the incident at issue. This is not the same as saying that all prior complaints and findings of policy violations including those from the distant past deserve equal or any weight at all in evaluating an officer's recent conduct, especially where his or her record is otherwise unblemished. But they should not be purged as if they never existed.

Expeditious Review

No one's interests—not a complainant's, an involved officer's, the department's, or the municipality's—are served when allegations of misconduct linger over a period of years without resolution. To expedite resolution, departments should be permitted to conduct their investigations concurrently with any other external reviews, including those conducted by civilian review boards or criminal prosecutors.

Finally, if the authority to discipline in serious cases rests with an outside, perhaps civilian, authority, every effort should be made by that body to render a final determination as expeditiously as possible.

Duty to Cooperate

Last, while much of what we discuss here suggests removing certain provisions from CBAs or other agreements, we offer a suggested addition. All CBAs should *include* a duty to cooperate with misconduct investigations. Any failure to cooperate with reviews by the department or external investigative agencies should result in an officer's immediate termination.

State Law

The collective bargaining process described above is conducted under authority of and subject to state law. State law determines whether police officers may collectively bargain with their departments and what the scope of those negotiations will be, including whether and to what extent officer investigation and discipline procedures are included in negotiations.

Some states also have statutes that preordain certain procedures that departments must follow, removing those provisions from the bargaining table and, in some cases, codifying in state law the types of restrictions on efficient and responsible officer accountability seen in some CBAs.

This section analyzes the impact of (a) these so-called "Law Enforcement Officers' Bills of Rights" and (b) state efforts to return to management some degree of authority to craft those disciplinary procedures. We believe that departments, at the very least, must be able to establish investigation and discipline procedures through collective bargaining and so recommend that state law provisions that undermine that alignment of responsibility and authority be repealed.

State Laws Impact Collective Bargaining

A significant majority of states grant police officers a right to bargain collectively through their unions.[77] State statutes regulating collective bargaining typically allow public employees, including police officers, to negotiate on any "matters of wages, hours, and other conditions of employment."[78] The phrase "conditions of employment" often serves as a catchall, and most states with collective bargaining allow negotiations over the procedures that will govern investigations of officers and the procedures that will be used in disciplinary proceedings.

77 Stephen Rushin, *Police Union Contracts*, 66 Duke L.J. 1191, 1204 (2017).

78 *Id*. at 1205.

State Laws That May Undermine Accountability

Beyond laws establishing the scope of collective bargaining for police officers, some states have specific statutes that mandate certain procedural protections for officers under investigation and subject to discipline. In some cases, those provisions are reasonable, common sense requirements that do not unduly interfere with a department's interest in holding officers to account, such as requirements for where and at what time of day officers under investigation may be interrogated.[79]

Other state law provisions, however, impose on departments the same types of restrictive officer investigation and discipline procedures that may otherwise result from the collective bargaining process (as discussed above).[80] But they also strip departments of the ability to bargain to retain the rights *they need to enforce their policies*. Such provisions undermine the ability of departments to hold officers accountable and to be appropriately transparent with the public about such actions. And as long as they are in place, there is no way around them—unlike CBA provisions that may be revisited during subsequent negotiations. Disciplinary provisions mandated by state law tie a department's hands by eliminating the possibility that the collective bargaining process could lead to a better outcome.

State Laws May Limit or Eliminate Discipline from Negotiation

In addition to the handful of states where collective bargaining is not allowed, and despite the general framework laid out above, some states limit the extent to which departments and unions may negotiate procedures for officer investigation and discipline. There are three paths that have been taken.

1. Laws removing discipline as a bargaining subject

Washington D.C. has recently pursued the most straightforward reform by eliminating discipline altogether as a subject of collective bargaining. The Washington D.C. Council passed a temporary ordinance that would remove "[a]ll matters" relating to discipline from the negotiation process by requiring that they "be retained by management and not be negotiable."[81] Hawaii already takes a similar approach.[82] Advocates for this approach argue that matters related to law enforcement structural reform, particularly as it pertains to discipline, should not be subject to collective bargaining as a matter of public policy and managerial prerogatives.[83]

2. Laws limiting the scope of discipline-related bargaining

A statute in Nebraska (which applies to the State Patrol but not to other law enforcement agencies in the state) retains investigation and discipline within the scope of collective bargaining but sets a baseline, or "floor," for certain elements of the investigation and discipline process, allowing negotiation only above that "floor" and on other matters.[84]

For example, the Nebraska statute expressly prohibits collective bargaining provisions that limit the discretion of the Patrol to use records of prior misconduct for the past ten years in determining appropriate disciplinary action. Police unions may negotiate limits on the use of prior disciplinary records that are older than ten years.

Likewise, the Nebraska statute prohibits collective bargaining provisions that limit the time during which a disciplinary investigation may be initiated or discipline may be imposed to less than two years after the occurrence of the alleged misconduct. But unions may negotiate a statute of limitations for disciplinary actions that is not less than two years. And any discipline-related matters not explicitly addressed in the statute remain subject to collective bargaining, without restraint.

3. Laws limiting mechanisms to reverse appropriate discipline

A recent Oregon law represents a third approach. The Oregon state legislature recently enacted a statute that expands management's authority over officer accountability by providing that departmentally imposed discipline may only be reversed in arbitration if (1) the arbitrator's findings are inconsistent with management's findings of misconduct, or (2) the punishment imposed does not fall within the bounds of the "discipline guide" or "discipline matrix" that was negotiated during the collective bargaining process.[85] The collective bargaining process, including over disciplinary procedures, is otherwise undisturbed.

79 *See, e.g.*, Del. Code Ann. tit. 11, § 9200(c)(1)-(2).

80 *See, e.g.*, Ariz. Rev. Stat. § 38-1110(B) (investigation should be complete within 180 days of receipt of allegation); Fla. Stat. Ann. § 112.532(1)(d) (accused officer to be provided all evidence including witness statements prior to investigative interview); 50 Ill. Comp. Stat. Ann. §§ 725/3.8(b) (complaints must be supported by sworn affidavit); Md. Pub. Safety Code § 3-104(c)(2) (complaints alleging brutality must be filed with 366 days of incident).

81 Washington D.C. Ordinance B23-0826 ("All matters pertaining to the discipline of sworn law enforcement personnel shall be retained by management and not be negotiable.").

82 Haw. Rev. Stat. § 89-9(d)(4) ("The employer and the exclusive representative shall not agree to any proposal that would . . . interfere with the rights and obligations of a public employer to . . . [s]uspend, demote, discharge, or take other disciplinary action against employees for proper cause.").

83 *See* Ayesha Hardaway, *Time is Not on Our Side: Why Specious Claims of Collective Bargaining Rights Should Not Be Allowed to Delay Police Reform Efforts*, 15 Stanford J. Civ. Rights & Civ. Liberties 137, 144 (2019).

84 *See* Neb. Rev. Stat. § 81-1377(3).

85 Ore. Rev. Stat. § 243.706.

Supporters of this measure suggest that a disciplinary matrix removes some of the subjectivity in the disciplinary process while the limitation on arbitration further increases consistency and accountability. Critics of the statute express concern that the use of a discipline matrix will incentivize law enforcement agencies and police unions to reduce through bargaining the severity of punishments within the discipline matrix.[86]

States Should Reform Laws That Restrict Investigation Procedures

We believe that state laws should be designed to permit municipalities to negotiate CBAs that allow our departments to hold officers accountable and, where necessary, to impose discipline or remedial measures in a timely and responsible way. We can, through that process, establish frameworks for officer investigation and discipline that are appropriately efficient, fair to the officers under investigation, and transparent to the general public. But if state law imposes restrictive procedures and removes them from negotiations, it is a roadblock to a fair and efficient system.

For this reason, we believe that states should reassess such laws. Some state law provisions are sensible and less likely than others to impede the process of holding officers appropriately accountable. A state wishing to retain those elements could identify where the statute codifies provisions that truly do restrict the ability of departments to hold officers accountable in a reasonable manner—such as provisions limiting the length of investigations, establishing a short statute of limitations for complaints, requiring investigators to turn over evidence to accused officers prior to interviews, prohibiting or limiting the investigation of anonymous or third-party complaints, or mandating who may serve on a hearing or appeals board—and seek to carve out just those provisions.

Officer Certification and Decertification

We recommend that all states have in place a system for the certification of law enforcement officers that sets appropriate standards of conduct and competency. All but four states have such systems today. Certification can—as it does with other professions—ensure that the corps of professional law enforcement officers meet the standards and abide by the policies established for them.

We also recommend that states have in place a system for suspending or revoking an officer's certification upon the recommendation of his or her department's chief after an investigation by the department showing that the officer has breached those standards and engaged in serious misconduct. That authority fosters accountability and provides a mechanism for the removal of officers from service if they fail to meet the prescribed professional standards.

We recommend that systems for the retention and sharing of decertification data, particularly across state lines, be improved. Officers who are terminated by one department for misconduct that bears on their fitness for duty should not be hired by another department.

Certification Requirements Help Establish and Maintain a Professional Police Force

Serving as a law enforcement officer is a profession, just as serving as a lawyer, a doctor, a hair stylist, or an electrician is. Those professions, and many more, are the subject of state certification standards for competency and ethical behavior. In many states, there are agencies that certify officers. They are commonly called a Peace Officer Standards and Training (POST) board or commission, and they set qualification standards for who may become an officer and ensure that officers remain up-to-date on both developments in policing and the applicable standards of conduct. As an initial matter, we recommend that the four states (California, Hawaii, Massachusetts, and New Jersey) that do not already require that law enforcement officers be certified should establish such systems.

The International Association of Directors of Law Enforcement Standards and Training (IADLEST) provides guidance at a high level on the appropriate topics for certification standards.[87] But states appropriately retain the responsibility for filling in the details and the flexibility to tailor certification standards to their needs.

Beyond IADLEST, there are many sources of best practices in policing, including this Report, but also publications by the Police Executive Research Forum, the Task Force on 21st Century Policing, and others. The views of those organizations on what makes for a professional police force should inform POST standards. Most systems establish minimum certification standards on matters like age, education, and physical capacity, and set requirements for training and state certification examinations. POSTs should add substantive certification requirements and standards, which may be derived from these recognized authorities on police best practices cited above, as appropriate.

86 Nigel Jaquiss, "Skeptics Say Oregon's Police Arbitration Bill Doesn't Do Enough, While Cops Play Defense," *Willamette Week* (June 25, 2020), https://www.wweek.com/news/2020/06/25/skeptics-say-oregons-police-arbitration-bill-doesnt-do-enough-while-cops-play-defense/.

87 International Association of Directors of Law Enforcement Standards and Training, "Model Minimum Standards," https://www.iadlest.org/our-services/model-standards.

For example, a background check to ensure an officer candidate's moral fitness is a component of the IADLEST model and a part of most existing state certification processes. A background check should, of course, inquire into a candidate's prior employment as a law enforcement officer, including whether the candidate has previously been decertified, terminated, or disciplined. Officers decertified in one state should not be able to obtain certification in another.

But POSTs should also establish additional standards of conduct and appropriate policies for officers, such as against witness intimidation or giving false testimony.

Expanding Grounds for Decertification

The statutory grounds for decertification vary greatly across the states. Some states allow decertification only in narrow, defined cases while other states give POSTs significant discretion to decertify officers. In the most restrictive examples, POSTs may only decertify an officer if the officer has been convicted of a crime bearing on his or her fitness. Others have the authority to decertify an officer for conduct that, for example, shows a "reckless disregard" for public safety.

At a minimum, we recommend that POSTs have authority to decertify officers if that officer's department has terminated him or her for conduct that violates the professional standards of policing by showing a reckless disregard for public safety or involving acts of dishonesty—for example, an illegal use of force or falsifying evidence.

POSTs should also have authority to address a pattern of discipline, short of termination, that indicates that the officer is unfit to serve. And if an officer resigns to avoid potential discipline, departments should be authorized to complete investigations and, if appropriate, POSTs should be able to revoke that former officer's certification.

We do not recommend that POSTs replicate the investigations done by police departments. Departments should have the responsibility and the authority to investigate alleged misconduct and to ensure accountability of officers. But POSTs should have authority to decertify based upon the investigations undertaken by departments.

Improving Information Retention and Sharing Systems

Currently, states may report decertifications to the National Decertification Index maintained by IADLEST, but such reporting is not uniform and, thus, the database is not comprehensive. For this reason, even diligent POSTs (and police departments) may be unable to determine whether a prospective officer has been previously decertified.

State legislatures should consider laws, like one pending in the Massachusetts legislature, that require POSTs to report decertifications to the National Decertification Index. States should also consider establishing public databases of their own to track decertifications and make information available to the public and other states.[88] Regardless of statutory requirements, POSTs should report to the National Decertification Index. More complete information will make the background check process described above more likely to screen out unqualified candidates.

POSTs Should Include Citizens

Some POSTs are made up primarily or exclusively of current or former law enforcement officers and police chiefs. Their experience and perspective are important. But other perspectives would be productive to include as well in POST deliberations about the appropriate certification standards and appropriate exercise of decertification authority. Just as many of the boards that discipline lawyers include non-lawyers, POSTs would benefit from citizen participation. Members should not all be drawn from current or former law enforcement and they should represent a diverse range of backgrounds and professions.

The Role of Departments in Supporting Officer Certification Systems

Police departments play a vital role here. POSTs in many states rely on reports from the departments within the state to learn about officer conduct that could merit decertification. And, as noted, we recommend that POSTs rely upon the investigations undertaken by departments. Some states, such as South Carolina, require departments to report conduct meriting decertification,[89] but many others do not. We recommend that departments adopt a requirement that serious misconduct be reported to the POST.

Obviously, departments should consider prior decertification when contemplating the hiring of an officer. Some states, such as Oregon, require departments to consult, to the extent possible, a candidate officer's personnel records from other departments in which he or she has served, both within the state and elsewhere.[90] Even where not required, department's should follow this practice, and should check in- and out-of-state decertification databases, where available, along with the National Decertification Index.

Departments will be able to do their jobs better if they are able to determine whether a candidate for employment has been decertified elsewhere.

88 Massachusetts Senate Bill 2820, Sec. 6 (passed Senate July 14, 2020) (creating Mass. Gen. Laws ch. 6, §§ 223(c), 225(h)).

89 S.C. Code § 23-23-150(B).

90 Oregon House Bill 4207, Sec. 4 (enacted June 30, 2020).

The Conference's Continuing Commitment

The Path Forward

The release of this Report is only one step in the ongoing process of reforming the policing practices in our cities. The Conference will remain engaged to support our members and give them the resources they need to implement our recommendations. As part of that commitment, the Conference will:

1. Establish and maintain a database of sample policies and best practices that align with the recommendations in this Report.

2. Provide advice and counsel on how to implement these recommendations, including through workshops and panels.

3. Revisit our recommendations to ensure we keep pace with continued developments in policing and public safety.

The mayors and cities represented by the Conference are varied but united. We face, on a daily basis, the issues born of the challenge of reforming our policing practices. We are committed to bringing about real, lasting change. The recommendations in this Report will serve as a guide as we do so.

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THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

Implementation Guide
Moving from Recommendations to Action

FIVE WAYS STAKEHOLDER GROUPS CAN IMPLEMENT THE TASK FORCE'S RECOMMENDATIONS

Local government

1. Create listening opportunities with the community.

2. Allocate government resources to implementation.

3. Conduct community surveys on attitudes toward policing, and publish the results.

4. Define the terms of civilian oversight to meet the community's needs.

5. Recognize and address holistically the root causes of crime.

Law enforcement

1. Review and update policies, training, and data collection on use of force, and engage community members and police labor unions in the process.

2. Increase transparency of data, policies, and procedures.

3. Call on the POST Commission to implement all levels of training.

4. Examine hiring practices and ways to involve the community in recruiting.

5. Ensure officers have access to the tools they need to keep them safe.

Communities

1. Engage with local law enforcement; participate in meetings, surveys, and other activities.

2. Participate in problem-solving efforts to reduce crime and improve quality of life.

3. Work with local law enforcement to ensure crime-reducing resources and tactics are being deployed that mitigate unintended consequences.

4. Call on state legislators to ensure that the legal framework does not impede accountability for law enforcement.

5. Review school policies and practices, and advocate for early intervention strategies that minimize involvement of youth in the criminal justice system.

THE PRESIDENT'S TASK FORCE ON
21ST CENTURY POLICING

Implementation Guide
Moving from Recommendations to Action

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The Internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

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PHOTO: BRANDON TRAMEL

INTRODUCTION: PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

On December 18, 2014, President Barack Obama issued an Executive Order appointing an 11-member task force on 21st century policing to respond to a number of serious incidents between law enforcement and the communities they serve and protect. The President wanted a quick but thorough response that would begin the process of healing and restore community trust.

President's Task Force on 21st Century Policing

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Roberto Villaseñor
Chief of Police, Tucson (Arizona) Police Department

Note: The U.S. Department of Justice through the Office of Community Oriented Policing Services provided administrative services, funds, facilities, staff, equipment, and other support services as was necessary for the task force to carry out its mission, and the director of the Office of Community Oriented Policing Services, Ronald L. Davis, served as the task force's executive director.

The mission of the Executive Order was clear: ***The Task Force shall, consistent with applicable law, identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust.***

In 90 days, the task force facilitated seven hearings with 140 witnesses and reviewed volumes of written testimony submitted online by additional witnesses and the general public. The testimony and hearings were organized around the following six pillars:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

The task force generated 59 recommendations with 92 action items. Each recommendation was developed, vetted, and approved by the task force by consensus. The task force comprised leaders from law enforcement, police unions, academia, and civil rights organizations as well as community members.

The task force insisted that the recommendations be anchored in measurable and behavioral change and not in abstract theory around policing. The report that was submitted to the President in May of 2015—***Final Report of the President's Task Force on 21st Century Policing***[1]—created a road map for the future of policing and provides clear direction on how to build trust with the public.

The guidebook

On July 23, 2015, the White House and the U.S. Department of Justice convened a Forum on Community Policing. The forum hosted representatives from 36 separate jurisdictions to review actions and plans for implementation of the task force recommendations. In two months, communities had made significant progress to implement the recommendations. Mayors and law enforcement leaders were organizing their own task forces, communities were participating in establishing procedures for civilian oversight, body-worn cameras were being purchased, and a wide range of activities around the six pillars were emerging.

Participants in the forum asked for a guidebook for the task force recommendations. They wanted a tool that would provide specific guidance on implementing the recommendations and creating change in policing and community engagement. They expressed a desire to have a resource that would give them ideas for immediate action. They asked for simple, concrete actions that would take them to the next level of mobilization to restore trust between the community and the police.

This document is that guidebook. It is a tool that will serve as a catalyst for change and give specific guidance on how to reduce crime while building community trust.

Underlying themes

The final report contains a number of underlying themes on which specific recommendations are based.

1. Change the culture of policing

In a republic that honors the core of democracy—the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.

–Plato

Guardians versus warriors: The final report calls for law enforcement to protect the dignity and human rights of all, to be the protectors and champions of the Constitution. This rethinking of the role of police in a democracy requires leadership and commitment across law enforcement organizations to ensure internal and external policies, practices, and procedures that guide individual officers and make organizations more accountable to the communities they serve.

1. President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf.

2. Embrace community policing

Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem solving reduces crime and improves quality of life. It also makes officers safer and increases the likelihood of individuals to abide by the law.[2]

3. Ensure fair and impartial policing

Procedural justice is based on four principles: (1) treating people with dignity and respect, (2) giving individuals "voice" during encounters, (3) being neutral and transparent in decision making, and (4) conveying trustworthy motives. In addition to practicing procedural justice, understanding the negative impact of explicit and implicit bias on police-community relations and then taking constructive actions to train officers and the community on how to recognize and mitigate are key factors.

4. Build community capital

Trust and legitimacy grow from positive interactions based on more than just enforcement interactions. Law enforcement agencies can achieve trust and legitimacy by establishing a positive presence at community activities and events, participating in proactive problem solving, and ensuring that communities have a voice and seat at the table working with officers.

5. Pay attention to officer wellness and safety

Law enforcement officers face all kinds of threats and stresses that have a direct impact on their safety and well-being. Ensure that officers have access to the tools that will keep them safe, such as bulletproof vests and tactical first aid kits and training. Promote officer wellness through physical, social, and mental health support.

6. Technology

New and emerging technology is changing the way we police. It improves efficiency and transparency but also raises privacy concerns and has a significant price tag. Body-worn cameras, less than lethal use of force technologies, communication, and social media all require a legal and pragmatic review of policies, practices, and procedures. These policies, practices, and procedures should be developed with input from the community and constitutional scholars.

2. *Community Policing Defined* (Washington, DC: Office of Community Oriented Policing Services, 2014), http://ric-zai-inc.com/Publications/cops-p157-pub.pdf.

President Barack Obama delivers remarks to the press following a meeting with members of the President's Task Force on 21st Century Policing in the Roosevelt Room of the White House, March 2, 2015. OFFICIAL WHITE HOUSE PHOTO BY CHUCK KENNEDY

MOVING FROM RECOMMENDATIONS TO ACTION

Local elected and appointed government officials, law enforcement agencies, and the communities they serve are a three-legged stool in the effort to implement the task force recommendations from the final report. Each leg must be in place to support a comprehensive approach to reduce crime and build trust and legitimacy. Success in a community will require collaboration and partnerships among these three groups.

Listening

Change begins with listening. Law enforcement, mayors, city managers, and other government officials must be intentional about setting up listening posts. Use community meetings, church gatherings, and other venues to create an environment where the community knows leadership will listen. Listen to officers too. You can use formal and informal mechanisms such as surveys, focus groups, social media, and interviewing citizens to gain insight on community concerns or ideas. This cannot be a one-dimensional conversation—it must be a true dialogue externally with the community and internally within law enforcement agencies. It will require moving beyond offices, squad cars, and boundaries to engage in conversations. Leadership must engage in active listening so citizens and officers know there is concern and understanding in order to move forward.

Planning

Each pillar and recommendation will require planning. If trust and legitimacy are a primary concern, leaders will need to convene a planning group with representation from each of the three legs of the stool. After reviewing and assessing the task force recommendations, leadership will discover there will be recommendations that are more relevant than others to a particular community's context.

Example

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

- A number of law enforcement agencies have taken the step of acknowledging past law enforcement involvement in discrimination and injustice.
- Other departments have developed policies to become more transparent and immediately responsive to the public around critical incidents, including the proactive release of data on police-citizen interactions.
- One community established a professional standards and accountability board (PSAB) tasked with rooting out corruption, holding officers accountable, and implementing national best practices for policies and training.

Leaders will have to assess whether or not each intervention is appropriate to their agency and community. Does the community need a PSAB? Is there another way to achieve the same outcome and still secure the community's trust? The guidebook encourages you to contextualize your interventions or strategies.

Pay attention to the process of planning, and engage all relevant constituent groups—from labor unions and student groups to faith leaders and neighborhood associations—in the process of planning design. Leadership can circumvent a number of problems or challenges by being transparent and inclusive of stakeholders in all phases of the planning process.

All planning events around task force recommendations should include community and labor union representation. Any policy or program recommendation should be built on a consensus model. Decision making through consensus requires conversation and open and transparent dialogue, and finally, consensus building builds a culture of trust.

The plan will also require attention to resource allocation. What will it cost to implement a specific recommendation?

Example

Recommendation 4.4 **Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.**

Action Item 4.4.2 **Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.**

This recommendation and its action item may seem like a low cost/high impact proposition; however, it requires the allocation of officer time and the development of specific strategies. Recognize that good community policing should reduce calls for service and increase public safety and public satisfaction.

Implementation

Moving from planning to action will require a mechanism for implementation. This can be a short-term working group or a longer-term, more formal body with a charge from either local government or law enforcement to manage the follow up activities.

Be sure that the implementation mechanism adequately represents groups most affected by law enforcement and those who have the capacity, authority, and resources to make the changes proposed happen. Err on the side of inclusion when designing implementation strategies. Local officials and law enforcement leadership must ask who makes lasting change in the areas being addressed. Failure to include the right participants can sabotage your plan.

Set up a method to measure and monitor what is taking place. Be sure to include a feedback loop that can identify unintended consequences in order to be responsive to community concerns. Transparency and regular communication are essential to this process. Keeping the community and all key stakeholders informed about progress and key learnings can build trust and increase collaboration.

FIVE THINGS LOCAL GOVERNMENT CAN DO

Local governments (municipalities and counties) are essential to the implementation of the task force recommendations. Local government officials (elected and appointed government leaders) bring their relationship with the community to the process. People who have been elected and have earned the trust of citizens in that process represent their communities. Local government officials should honor their commitment to safety and security for their constituents by being involved in every phase of design and implementation of the task force recommendations.

Specific action steps

1. Create listening opportunities with various areas and groups in the community. Listen and engage in a dialogue regarding concerns or issues related to trust.
2. Specifically allocate local government infrastructure and IT staff expertise to support law enforcement reporting on activities related to implementation of the task force recommendations. These should include making public all relevant policies and procedures, records, and open data sets. Let the community know what you have done and will be doing.
3. Conduct community surveys on community attitudes toward policing, and publish the results along with associated data. Establish baselines and metrics to measure progress, and use the results as a means to engage the community in dialogue.
   Example: *The Fresno (California) Police Department developed a community survey to measure community attitudes about local law enforcement and established a baseline and plan to administer the survey on an annual basis to monitor improvements or changes in perceptions.*
4. Define the appropriate form and structure of civilian oversight to meet the needs of the community.
   Example: *Many cities have established independent citizen oversight boards to review complaints of police misconduct. The National Association for Civilian Oversight of Law Enforcement (NACOLE) brings together individuals and agencies working to establish or improve the oversight of law enforcement officers in the United States. The continuum for civilian oversight ranges from limited authority to reviewing and making recommendations to boards that have investigative and subpoena powers. Each community establishes its own local parameters for independent citizen review.*
5. Recognize the correlation between poverty, urban decay, and unemployment to quality of life, the breakdown of community cohesion, and the increase of crime. Link economic development and poverty reduction to longer-term problem-solving strategies for addressing crime.

Bill Schrier of the Office of the Chief Information Officer for the state of Washington used PowerPoint to demonstrate how agencies can use Twitter for engagement, Cincinnati, January 31, 2015. PHOTO: DEBORAH SPENCE

FIVE THINGS LAW ENFORCEMENT CAN DO

Building trust and legitimacy on both sides of the police-citizen divide is not only the first pillar of this task force's report but also the foundational principle underlying this inquiry into the nature of the relations between law enforcement and the communities they serve.

– President's Task Force on 21st Century Policing

Law enforcement organizations have the opportunity to provide leadership, establish a climate of openness, and demonstrate a willingness to implement the task force recommendations. Law enforcement organizations should ensure, as they implement the recommendations and develop new strategies, that they engage community members and police labor unions in the process.

Specific action steps

1. Review and update policies, training, and data collection on use of force. Emphasize de-escalation and alternatives to arrest or summons in situations where appropriate. Policies and training should include shoot/don't shoot scenarios and the use of less than lethal technologies.
2. Increase transparency by collecting and making data, policies, and procedures publicly available in multiple languages relevant to the local community through official website(s) and municipal open data portals. To accelerate this work, join the growing community of agencies participating in the Police Data Initiative to learn best practices around open data on policing, and to share challenges and successes along the way.
3. Call on the state Peace Officer Standards and Training (POST) Commission to implement training at all levels to ensure fair and impartial policing.

   Example: *The Washington State POST Academy is leading the way in changing law enforcement training from a warrior to a guardian mentality. Together with Blue Courage, the Police Foundation, and other innovators, they are developing a national blueprint and toolkit training model funded with a planning grant from the Dunham Fund, Aurora, Illinois.*

4. Examine hiring practices to better involve the community in recruiting and screening of recruits.
   Example: *The Sarasota (Florida) Police Department involves the community in recruiting, selecting, and hiring officers as a way to encourage a more diverse workforce. The city works with residents to identify culturally responsive and qualified multilingual candidates for consideration. The community gives input into the hiring priorities considered in selection.*

5. Ensure that officers have access to the tools that will keep them safe, such as bulletproof vests and tactical first aid kits and training. Policies should reinforce the use of seat belts and other protective practices.
   Example: *The Dallas (Texas) Police Department has tested the use of providing tactical first aid kits similar to what the military uses in the field and training every officer with the skills to properly use them. The result is that officers are saving lives in critical, life-threatening situations, especially those involving gunshot wounds. This can be beneficial in saving the lives of officers, victims, and even suspects.*

FIVE THINGS COMMUNITIES CAN DO

Communities are diverse and include faith-based and community organizations, youth, employers, business and technology partners, foundations, civil society and advocacy groups, and others.

"Neighborhood policing provides an opportunity for police departments to do things with residents in the co-production of public safety rather than doing things to or for them," said one individual at a task force listening session. Community policing is not just about the behavior and tactics of police; it is also about the civic engagement and capacity of communities to improve their own neighborhoods, their quality of life, and their sense of safety and well-being.

Specific action steps

1. Actively engage with local law enforcement by participating in community meetings, surveys, listening posts, civilian oversight boards, citizen academies, chaplain programs, and innovative activities related to technology.
2. Participate with officers in problem-solving efforts to reduce crime and improve quality of life in neighborhoods.
   Example: *In Fort Wayne, Indiana, faith-based groups are working actively with law enforcement and the city to provide volunteers and raise funds to improve low-income properties and address urban decay in high crime neighborhoods as a way to build a new climate of hope and momentum. Crime is down and relationships with law enforcement are improving.*
3. Work with local law enforcement to ensure that they are deploying resources and tactics that reduce crime, improve relationships with the community and mitigate unintended consequences.
   Example: *Communities United for Police Reform (CPR) is a citizen's movement in New York City seeking to change stop-and-frisk. CPR is calling for a range of reforms that address collecting data on all types of police stops and use of force, educating people about their rights, monitoring and documenting police behavior, and calling for policing tactics that increase community trust.*
4. Call on state legislators to ensure that the legal framework does not impede the ability of the community to hold local agencies accountable for their policies and practices.
5. Review school policies and practices that may have an unintended consequence of pushing children and young people into the criminal justice system and advocate for strategies that are more effective at prevention and early intervention.

A panel of community voices with Allie Bones, Renaldo Fowler, Keeshan Harley, Andrea Ritchie, and Linda Sarsour, Phoenix, February 14, 2015.

PHOTO: DEBORAH SPENCE

PRACTICAL NEXT STEPS TO GET STARTED

So how do we get started? The following suggestions focus on practical things that law enforcement organizations, communities, and jurisdictions can jointly undertake immediately to begin addressing the final report itself and the specific recommendations in each of the six pillars.

Establish a mechanism to address the final report and its recommendations

Each community should use the final report as a tool to review the current status of their own law enforcement organization and to identify ways to strengthen police-community dialogue and collaboration.

- Formally appoint a new or existing task force or working group including law enforcement unions and community representatives to review and address the recommendations contained in the report.
    - External approach: Appointed by local government to include law enforcement and community representatives
    - Internal approach: Appointed by the law enforcement organization to review the report and recommendations
- Review the report and assess current status, identify gaps or areas for improvement, identify budget implications, and recommend priorities for next steps.
- Provide the findings to the community, local government, and law enforcement organization for discussion and action.

Example: *In New Orleans, Louisiana, the mayor's office, superintendent's office, Police and Justice Foundation, and faith leaders meet monthly to discuss further implementation of report recommendations.*

The Spokane (Washington) Police Department set up an internal process to review the task force recommendations and to identify areas for improvement.

Communities can use the task force recommendations as a guide for discussions with local government and local law enforcement agencies about the status of police-community relations and areas for dialogue.

Monitor status and progress against the final report recommendations

The final report and its recommendations can be an effective template for law enforcement organizations and communities to measure progress against a national, objective set of recommendations.

- Create a checklist using the recommendations, including who is responsible for each recommendation (not all are law enforcement-specific).
- Develop an implementation plan with specific action items for each recommendation that needs to be addressed; additional analysis can include resources needed, timelines, and regular status updates.

- Use the checklist in local government, law enforcement, and community meetings as a management tool to drive implementation.
- Provide regular updates to the community and local government on progress being made on implementing specific recommendations.

  Example: *Philadelphia, Pennsylvania, mayor Michael Nutter signed an executive order supporting the efforts of the police department to review the task force report and establish a baseline of current status, recommendations for next steps, and projected costs for implementation.*

  The Philadelphia Police Department appointed a captain to be responsible for monitoring department progress on all recommendations and preparing regular reports as part of staff meetings and reports to the City Council.

  Community advocacy groups can also monitor implementation of the recommendations as a source of dialogue with law enforcement.

Build relationships through nonenforcement interactions between officers, youth, and other community members

These activities create opportunities for officers and law enforcement agencies to be co-contributors to the broader community quality of life.

- Increase opportunities for officers to interact with the community by assigning officers to specific geographic areas for longer periods of time and adjusting shift patterns to accommodate problem-solving activities with community members.
- Encourage opportunities for officers, youth, and other community members to interact in more open and constructive dialogue through nonenforcement activities such as the following:
  - Encouraging participation in community events
  - Offering officers opportunities to mentor youth
  - Officers serving as community coaches for youth sports
  - Reading and providing books to inner city schools

    Example: *Resident Officer Programs initiated through city housing agencies in communities such as Oakland, California, and Sanford, Florida, provide incentives for officers to live in higher risk neighborhoods where their presence can reduce crime.*

    Boston Police Commissioner William Evans says, "I think we're the only police department in the country with an ice cream truck and I can't say enough good things about it. When the truck shows up, the kids love it and our officers love it too because it gives them a platform and an opportunity to engage and interact with our city's young people in a positive, friendly, productive way."

    The Bronx Women's Ministerial Association leaders honored 48 women officers—all of them mothers—serving in the 18 Bronx, New York, precincts with the Women on the Frontline appreciation award as a way to build solidarity and trust with local officers.

Listen to the community

Community policing places a high value on community engagement, interaction, and dialogue. Law enforcement organizations and communities should be intentional about the level of nonenforcement interaction between officers and the neighborhoods they serve.

- Conduct community surveys, forums, and town hall meetings on a regular basis, not just in a crisis.
- Encourage regular officer participation in neighborhood or school meetings.
- Form community advisory groups (general or population specific).
- Participate in positive interactions with the community that do not involve an enforcement action or investigation.
- Involve community members in discussing policing tactics and designing problem-solving strategies.
- Adjust patrol schedules to allow time for interactions with the community.
- Measure and reward nonenforcement community contacts.

  Example: *Local governments can hold public hearings or open forums or set up systematic ways for citizens to provide feedback on how they are experiencing policing.*

  The Los Angeles County Sheriff's Office established precinct community advisory committees to facilitate systematic community input and feedback on policing practices.

  Communities can initiate town hall meetings, form advisory groups, or strengthen the level of community participation in community policing activities.

What do we know? What do the data say?

Lack of relevant data impacts the ability of communities and law enforcement agencies to make informed policy and practice adjustments based on good information. A number of the task force recommendations address the need to collect additional data to improve the level of trust, transparency, and accountability between communities and law enforcement agencies.

- Collect data regularly on community attitudes and perceptions about local law enforcement.
- Collect and analyze demographic data on all stops, searches, and seizures.
- Collect and analyze data on all uses of force, officer-involved shootings, and in-custody deaths.
- Collect and analyze data on law enforcement treatment of vulnerable populations (in particular such as immigrant, LGBT, and gender nonconforming populations) through surveys, focus groups, advisory groups, and complaints.

  Example: *Mandate the collection and sharing of data that documents more information about all law enforcement stops, officer involved use of force, or in-custody incidents.*

  The Spokane (Washington) Police Department is partnering with Washington State University and Eastern Washington University for data analysis.

Residents are able to submit an online survey providing feedback on their most recent contact with the Sanford (Florida) Police Department. Their website says it all: "The success of the Sanford Police Department's mission depends on the partnerships developed during contact with the public. Please take a few moments to complete the following survey. The survey will help us evaluate our service to the community and identify ways in which we can improve."

Training as a tool to drive change

Many of the recommendations addressed the importance of training for basic recruits and in-service training in a number of key areas.

- Changing the culture of policing requires an emphasis on policing in a democratic society, training officers about how to protect human rights, dignity, and public safety for all.
- Undertake trainings and organizational change that address procedural justice, implicit bias, and de-escalation/use of force.
- Revisit field training officer processes to ensure they match up with the guardian culture of policing.
- Engage the community in trainings.
  - Open trainings to the public and allow observers.
  - Include community members as trainers—for example, in sessions on community perceptions about enforcement tactics, levels of trust, and areas for dialogue.

    Example: *Local governments can mandate agency priorities and operating principles and allocate funding necessary to change the culture of policing.*

    Law enforcement agencies are undertaking significant training regimens that focus on de-escalation to reduce use of force incidents and on implicit bias, procedural justice, and the use of technology such as body-worn cameras to improve outcomes and community trust.

    Community members are being given the opportunity to participate in training designed for citizens such as citizen academies, observe department in-service trainings, and actually help to provide training for departments, especially on the community perspective around how different policing tactics are perceived by the community.

Value and respect diversity in the community and on the force

We are becoming a nation of diversity, from racial and ethnic diversity to diversity in religion, culture, language, gender, sexual orientation, housing status, income, disabilities, and more.

- Ensure that officers have the knowledge and skills to be culturally responsive and to treat each person with dignity and respect.
- Train officers to recognize factors that may affect how best to treat a community member or suspect while protecting officer and community safety.
- Involve the community in the recruitment, selection, and hiring of officers and incentivize multilingual officers through changes in pay, hours, or other means.

- Recognize and seek to better understand people with mental and physical disabilities.
- Recognize that LGBT and gender nonconforming populations often experience extreme discrimination, sexual harassment, and assault. Adopt policies and practices that encourage true dialogue, dignity, respect, and an understanding of the factors that affect these populations when they are involved in the criminal justice system.

  Example: *Local government bodies can set policies that promote fair and just policing practices that protect and monitor the rights and treatment of all residents.*

  The Palos Park (Illinois) Police Department reviewed all the task force recommendations and made a number of commitments including adopting policies recommended to improve the fair and just treatment of LGBT populations.

  LGBT and community advocacy groups can seek a constructive dialogue with law enforcement to build an understanding of the unique needs of this population by forming an advisory group to meet with law enforcement regularly as now exists in Baltimore, Maryland.

OTHER KEY STAKEHOLDERS AND WHAT THEY CAN DO

State legislatures

- Review and mandate requirements for police state training academies for basic recruit and in-service hours and content in light of the task force recommendations.
- Update public records laws to take into account the impact of new and emerging technologies such as body-worn cameras and other mediums for collecting personal information during law enforcement investigations or actions.
- Address the independent investigation and prosecution of use of force, officer-involved shootings, and in-custody deaths with the goal to increase officer and public confidence in fair and impartial treatment.
- Consider legislation requiring law enforcement agencies to collect data on stops, frisks, searches, summons, and arrests as found in task force recommendation 2.6.

Education stakeholders (all levels)

- Review the use of school resource officers (SRO) and examine policies to ensure that the use of SROs is not increasing the school-to-prison pipeline but providing effective alternatives to incarceration through constructive interventions.
- Collect data to monitor the use of school disciplinary practices (detentions and expulsions), including demographic data on students and the nature of the offenses to develop more youth development appropriate strategies.

National law enforcement professional associations

- Disseminate the final report to members.
- Promote dialogue on the recommendations through conferences, webinars, and publications.
- Identify specific areas of the report where the national organization can add value to its members and to the broader law enforcement community.
- Develop capacity within law enforcement organizations to foster the next generation of leaders at all levels of the organization.

Law enforcement labor organizations

- Embrace and assist in the formation of officer training on use of force, cultural responsiveness, and implicit bias.
- Develop trainings that police unions or associations can use with faith-based and other community groups to teach community members about what to do if they are pulled over or have an encounter with a police officer.
- Promote procedural justice, both internal, on behalf of officers, and external, in terms of how members perform their duties in the community.

State POSTs and law enforcement training academies

- Recognize the leadership role they play in the culture of policing through basic recruit, field training officer, and in-service training.
- Review the final report for training implications and seek ways to strengthen the training of new and current officers to ensure officers have the skills required for fair and just policing.
- Develop research and innovation around training and improved accessibility for small and rural agencies.

National professional organizations for local governments

- Review the final report to identify specific roles and responsibilities for local elected and appointed officials in the recommendations.
- Disseminate the final report to members.
- Include workshops or sessions on the final report in state and national meetings or conferences.

Foundations (local, regional, national)

- Work with local communities and law enforcement organizations to identify specific ways that foundations can support implementation of the recommendations.
- Fund pilot projects to identify and promote best practices across all six pillars.
- Incentivize law enforcement agencies to shift from a warrior to a guardian culture of policing.
- Support new data collection and research efforts to improve accountability and transparency.

RESOURCES

Resources to assist communities, local governments, and law enforcement agencies with implementing the final report recommendations can be found at http://cops.usdoj.gov/policingtaskforce.

PHOTO: BRANDON TRAMEL

CONCLUSION

When any part of the American family does not feel like it is being treated fairly, that's a problem for all of us. It means that we are not as strong as a country as we can be. And when applied to the criminal justice system, it means we're not as effective in fighting crime as we could be.

–President Barack Obama

We are at a crossroads regarding policing in the United States. This is a moment in history when the country is focused on the challenges facing us and it is incumbent upon us to act.

We all own the future of policing in the 21st century. Leadership needs to come from all three sectors in every jurisdiction—local government, law enforcement, and the community. That three-legged stool needs to be evenly balanced and the weight of creating healthy, vibrant, and safe communities equally shared.

The mission of the President's Task Force on 21st Century Policing has now been handed to us: to build trust between citizens and their law enforcement officers so that all components of the community treat one another fairly and justly and are invested in maintaining public safety in an atmosphere of mutual respect.

EXECUTIVE SUMMARY OF THE SIX PILLARS BY TOPIC

Pillar One: Building Trust & Legitimacy

- Changing the culture of policing—guardian versus warrior culture of policing
- Role of policing in past injustices
- Culture of transparency and accountability
- Procedural justice: internal legitimacy
- Positive nonenforcement activities
- Research crime-fighting strategies that undermine or build public trust
- Community surveys
- Workforce diversity
- Decouple federal immigration enforcement from local policing

Pillar Two: Policy & Oversight

- Community input and involvement
- Use of force
- Nonpunitive peer review of critical incidents
- Scientifically supported identification procedures
- Demographic data on all detentions
- Mass demonstration policies
- Local civilian oversight
- No quotas for tickets for revenue
- Consent and informed search and seizure
- Officer identification and reason for stops
- Prohibit profiling and discrimination, in particular as it relates to LGBT and gender nonconforming populations
- Encourage shared services between jurisdictions
- National Register of Decertified Officers

Pillar Three: Technology & Social Media

- New technology standards for compatibility and interoperability
- Address human rights and privacy concerns
- Technology designed considering local needs and people with special needs
- Body-worn cameras and other emerging technologies
- Public records laws—update to keep up with emerging technologies
- Transparency and accessibility for the community through technology
- Develop new less than lethal technology

Pillar Four: Community Policing & Crime Reduction

- Community engagement in managing public safety
- Infuse community policing throughout law enforcement organizations
- Use multidisciplinary teams
- Protect the dignity of all
- Neighborhood problem solving
- Reduce aggressive law enforcement that stigmatizes youth
- Address the school-to-prison pipeline
- Youth engagement

Pillar Five: Training & Education

- High quality training and training innovation hubs
- Engage community members in trainings
- Leadership training for all officers
- National postgraduate program of policing for senior executives
- Incorporate the following in basic recruit and in-service trainings:
    - Policing in a democratic society
    - Implicit bias and cultural responsiveness
    - Social interaction skills and tactical skills
    - Disease of addiction
    - Crisis intervention teams (mental health)
    - Reinforce policies on sexual misconduct and sexual harassment
    - How to work with LGBT and gender nonconforming populations

- Higher education for law enforcement officers
- Use of technology to improve access to and quality of training
- Improve field training officer programs

Pillar Six: Officer Wellness & Safety

- Multifaceted officer safety and wellness initiative
- Promote officer wellness and safety at every level
- Scientifically supported shift lengths
- Tactical first aid kit and training
- Anti-ballistic vests for every officer
- Collect information on injuries and near misses as well as officer deaths
- Require officers to wear seat belts and bulletproof vests
- Pass peer review error management legislation
- Smart car technology to reduce accidents

In December 2014, President Barack Obama appointed a task force on 21st century policing charged with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. To inform its work, the task force facilitated seven listening sessions, hearing testimony from 140 witnesses and reviewing volumes of written testimony, and submitted its final report to the President in May 2015. This implementation guide is a companion to the task force report. It is a tool that provides guidance on implementing the task force's 59 recommendations and 92 action items and serves as a resource for law enforcement, local government, community members, and other stakeholders interested in concrete examples of ways to turn the task force recommendations into action.

U.S. Department of Justice
Office of Community Oriented Policing Services
145 N Street NE
Washington, DC 20530

To obtain details on COPS Office programs,
call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at **www.cops.usdoj.gov**.

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CITY OF SPRINGFIELD COMMUNITY SURVEY 2020

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CITY OF SPRINGFIELD
2020 COMMUNITY SURVEY

Prepared for

The City of Springfield

Springfield, Missouri

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EXECUTIVE SUMMARY

Results from the 2020 City of Springfield Community Survey are based on 918 completed questionnaires (855 mail and 63 online) of Springfield residents conducted during November of 2020. Overall findings have a +/- 3.3% of error (95% confidence interval).

The survey was designed, administered, and analyzed by **Opinion Research Specialists, LLC** of Springfield, Missouri. Survey findings are summarized below.

Crime in the Community

- When evaluating safety in Springfield, 83% of residents felt safe from crime in their neighborhood during the day and 55% felt safe after dark in their neighborhood.

- Approximately 65% of residents felt safe from crime in Springfield's downtown area during the day, while only 19% felt safe after dark.

- When evaluating safety in Springfield, a majority of residents felt safe from crimes against persons (55%), while a plurality felt "unsafe" from crimes against property (48%) and against society (44%).

- Regarding overall feelings of safety in Springfield, 59% of residents reported feeling safe, 17% felt unsafe, and 24% neither safe nor unsafe.

- Looking back over the past 12 months, a majority of residents (53%) said their feelings of safety from crime in Springfield had not changed, 26% of respondents said their feelings of safety in Springfield had increased and 21% said it had decreased.

- As assessed by the survey, 19% of households reported that at least one member had been the victim of one or more crimes in the past 12 months.

- A majority of residents (58%) would like to see a larger, more visible police presence in Springfield, while just 6% would prefer a smaller/less visible presence. Thirty-six percent of residents think the current level of police presence/visibility in Springfield is about right.

Race Relations and Policing in Springfield

- 86% of residents held either a "very" (46%) or "somewhat" (40%) favorable impression of Springfield police officers.

- About one-half of residents (49%) think Springfield police officers are **not** biased towards racial minorities, while 12% believe they are biased. Approximately 40% of residents did not know.

- The vast majority of respondents said that based on personal experience or what they had witnessed in Springfield, Springfield police officers treat citizens with respect (84%), fairly (82%), and courteously (82%), regardless of the other person's race.

- 32% of residents (or a household member) had contacted the Springfield Police Department in the past 12 months to ask a question, seek services, or file a compliant. Of those, more than 85% said the Department was easy to contact (88%), employees were courteous (91%) as well as professional 89%. Moreover, 76% were satisfied with police efforts to deal with their issue/concern in a timely manner and 60% with the resolution of the issue/concern itself.

- Although 58% of survey respondents had no interaction with a Springfield police officer in the past 12 months, 20% had an interaction because of an officer responding to a 911 call, 17% as a result of an officer initiating a positive contact (e.g., a friendly conversation), and 11% due to an officer initiated enforcement action (vehicle stop, ticket, arrest, etc.).

- Of those with a Springfield police officer interaction in the past 12 months, the vast majority said they were treated professionally (85%), respectfully (85%), courteously (84%), and fairly (81%).

- Nearly all residents surveyed believed that having Springfield police patrol officers wearing body cameras would result in greater transparency of the Springfield Police Department (97%), increase officer accountability (96%), and give citizens interacting with police greater peace of mind (95%).

- A majority of residents (56%) agreed that the Springfield Police Department should consider the use of technology to assist with crime prevention and investigations rather than hiring more police officers.

- About 60% of residents supported the idea of sending social workers, counselors, or EMTs in response to calls involving social issues such as homelessness, drug abuse, and mental illness instead of police officers.

- Based on their personal experiences in Springfield and/or what they had witnessed in Springfield, most residents did not believe that Springfield police were overly aggressive when restraining/arresting racial minorities (59%), were biased towards racial minorities when enforcing laws (54%), targeted a disproportionate number of racial minorities for vehicle/traffic violations (50%), or lacked understanding/ empathy when dealing with racial minorities (47%). A large percentage of residents were unable to answer this set of questions.

- When examining these same questions by residents who had interacted with a Springfield police officer in the past 12 months, the survey findings were **very similar** to those in the paragraph above which are based on **all** survey respondents. Notably, even among those with Springfield police interaction, a sizable number were unable to address these questions.

- Nearly 60% of residents believed the unwillingness of suspects to obey police orders when being questioned/arrested was a serious-to-moderate problem in Springfield.

- A slim majority of residents (51%) said that lack of respect for Springfield police officers and law enforcement was a serious-to-moderate problem in Springfield.

- A large majority of residents (71%) said safety concerns for Springfield police officers was a serious-to-moderate problem in the current political and social environment.

Race Relations in Springfield

- Based on personal experience or what they had witnessed, more than 60% of residents believed that citizens of Springfield treated other people with courtesy, fairness, and respect, regardless of the other person's race.

- A majority of residents (51%) described the Springfield community as “somewhat” inclusive of people with diverse backgrounds and 17% viewed Springfield as “very inclusive.” Approximately 30% of residents felt Springfield was either “not very inclusive” (24%) or “not inclusive” (8%).

- A plurality of respondents (42%) said too little attention was paid to race and racial issues in Springfield, 22% believed there was too much attention, and 36% said it was just right.

- Positive ratings (excellent or good) of area organizations in terms of their efforts to promote and encourage diversity and racial inclusion ranged from 82% for nonprofit organizations to 61% for Greene County.

- A majority of residents believed that promoting/encouraging diversity and racial inclusion in the Springfield community should be a high priority of area organizations.

INTRODUCTION

The 2020 City of Springfield Community Survey was commissioned by the City of Springfield. The survey was designed, administered, and analyzed by **Opinion Research Specialists, LLC** of Springfield, Missouri.

SURVEY DESIGN AND METHODOLOGY

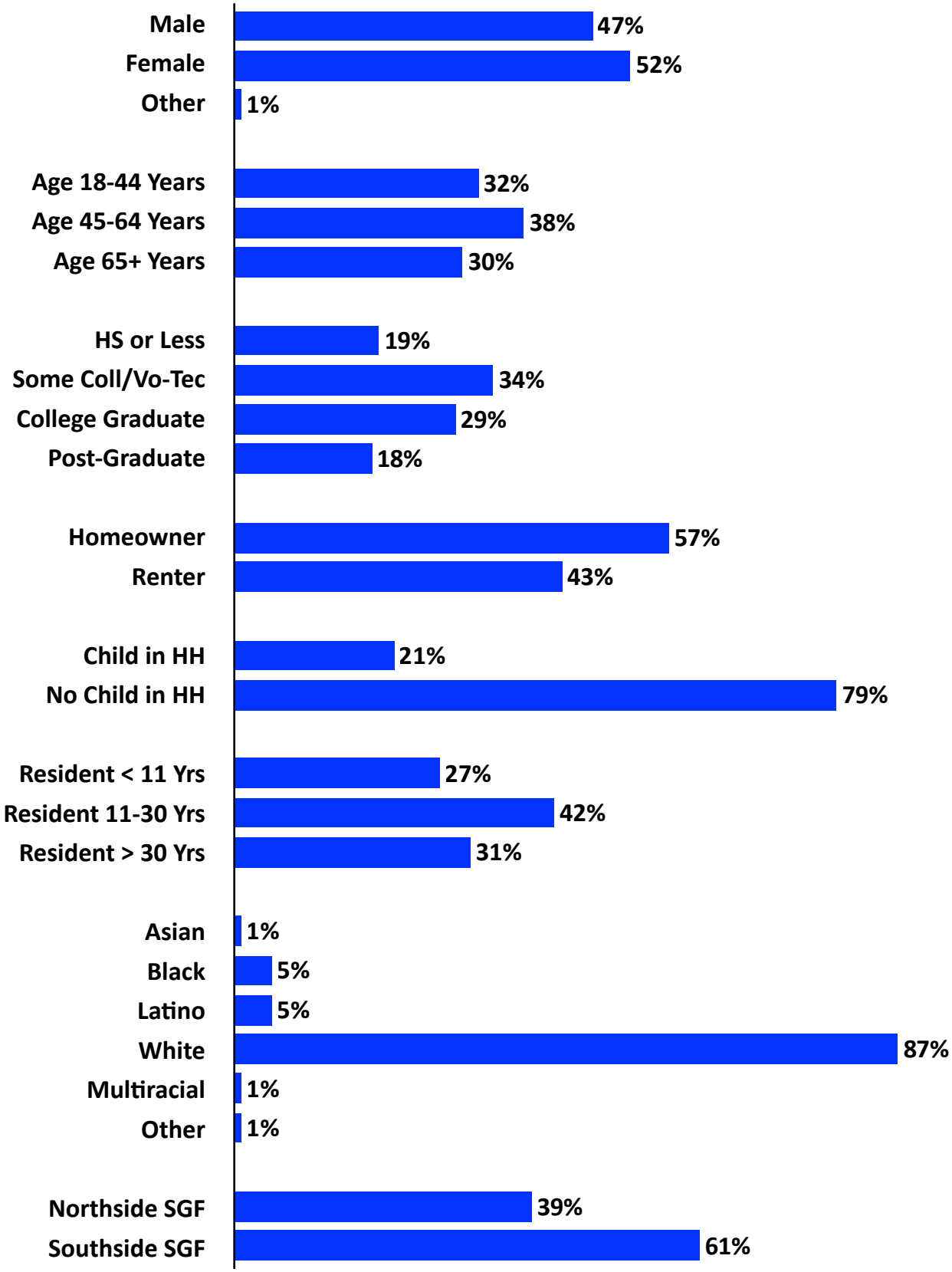
Survey results are based on a representative sample of 918 residents of the City of Springfield. A six-page questionnaire was mailed on November 11, to 4,000 randomly selected households living within the city limits of Springfield. Springfield residents were asked to return their completed questionnaires by November 28 in the postage-paid, self-addressed envelope provided. These randomly selected residents were also given the option of completing the survey online instead of by mail. A total of 918 completed questionnaires were returned (855 by mail and 63 online). Assuming a 95% mail delivery rate, the survey response rate was 24.2%.

INTERPRETATION OF DATA

Overall survey results, based on 918 completed questionnaires, have a margin of error of approximately +/- 3.3% at the 95% confidence interval. For example, if a response listed in the report is 60% one can be 95% confident that the "true" percentage, that which would have been attained if every adult resident in Springfield had participated in the survey, is between 56.7% and 63.3%. Margin of error increases when subsets of the total sample are analyzed (e.g., male versus female respondents).

Statistical weighting of sample data was conducted to ensure a representative sample and to maximize the external validity of survey findings.

SURVEY RESPONDENT PROFILE

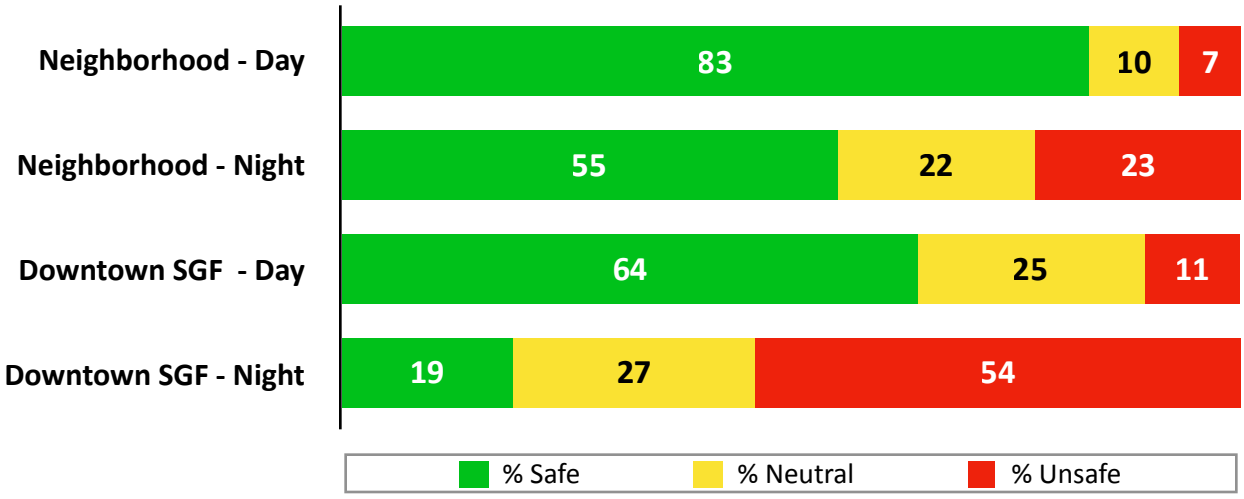


Survey Results

Crime in the Community

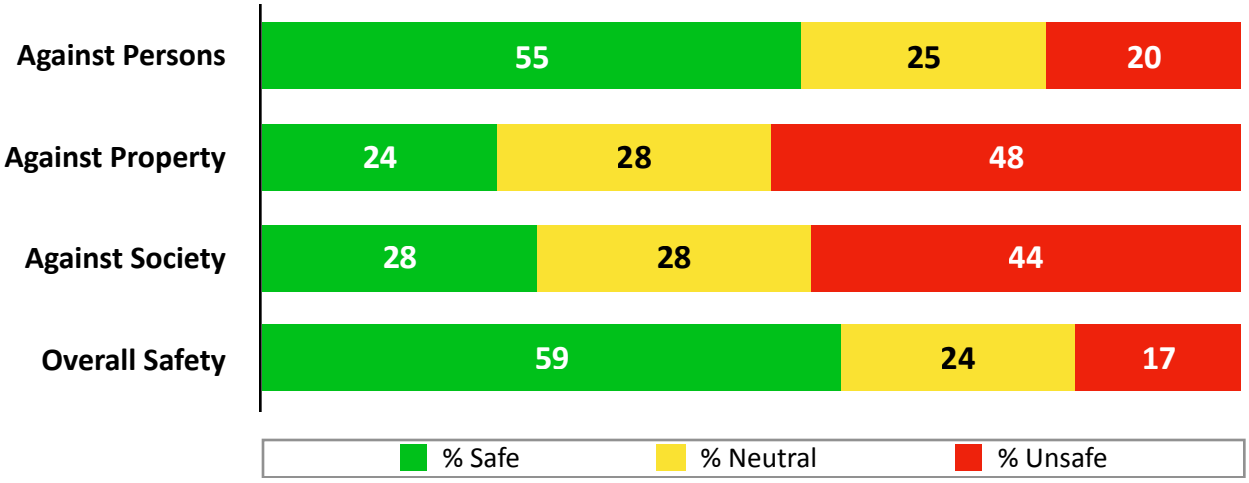
Perceptions of Safety in Various Locations in Springfield

The vast majority of residents reported feeling safe in their neighborhood during the day (83%), but only 55% felt this way in their neighborhood after dark. About two-thirds of residents (64%) felt safe from crime in Springfield's downtown area during the day, but only 19% felt safe in the downtown area after dark and 54% reported feeling unsafe.



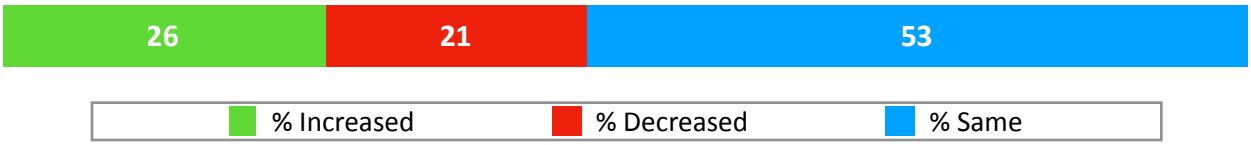
Perceptions of Safety from Various Crimes in Springfield

When evaluating perceptions of safety in Springfield from particular types of crimes, a slim majority of residents felt safe from crimes against persons (55%), while a plurality reported feeling "unsafe" from crimes against property (48%) and against society (44%). In terms of overall feelings of safety in Springfield, about 60% of residents said they felt safe, 17% felt unsafe, and 24% neither safe nor unsafe.



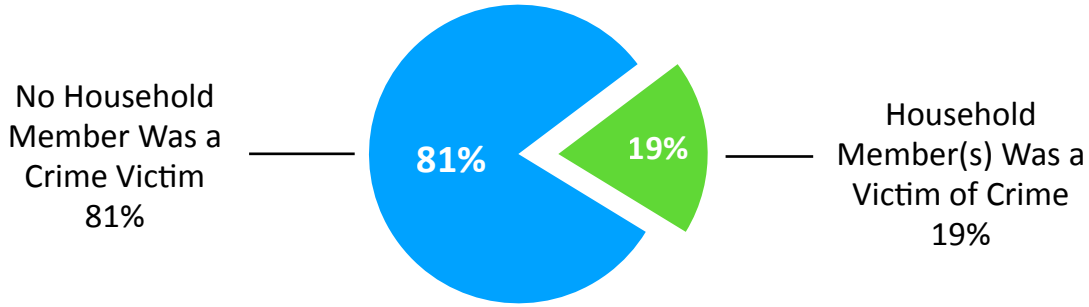
Changes in Perceptions of Safety from Crime in Springfield

Looking back over the past 12 months, a majority of residents (53%) said their feelings of safety from crime in Springfield had stayed about the same, while 26% said their feelings of safety had increased and 21% indicated a decrease in their perceptions of safety.



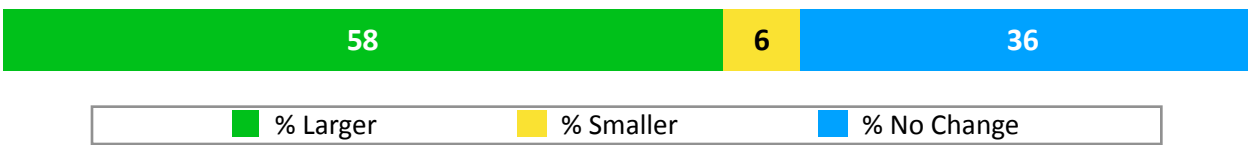
Victim of a Crime in Springfield Over the Past 12 Months

Approximately 20% of households reported that at least one member had been the victim of one or more crimes in the past 12 months.



Police Presence/Visibility in Springfield

About 6 in 10 residents favored a larger, more visible police presence in Springfield and 36% preferred to keep police presence at current levels. Few residents (6%) advocated for a smaller, less visible police presence.

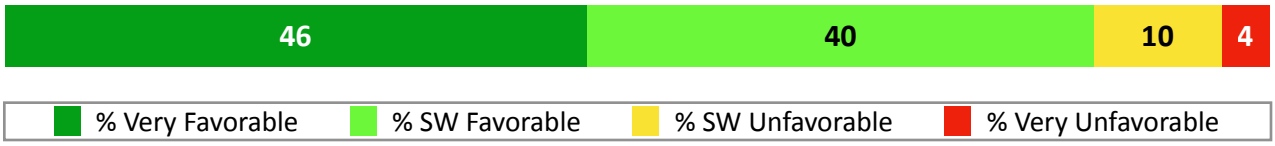


Survey Results

Race Relations and Policing in Springfield

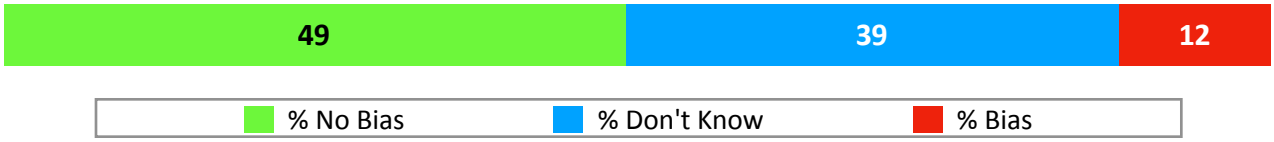
Overall Impression of Springfield Police Officers

More than 8 in 10 residents (86%) held a favorable impression of Springfield police officers (46% held a "very favorable" impression). Less than 15% viewed Springfield police officers in a negative light.



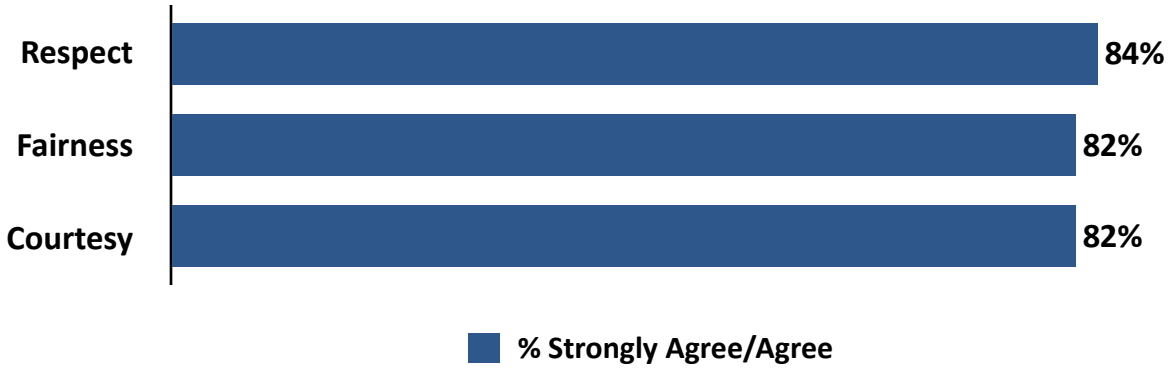
Perceptions of Springfield Police Bias Towards Racial Minorities

Approximately 50% of respondents said Springfield police officers were **not** biased towards racial minorities, about 40% did not know, and 12% believed they were biased.



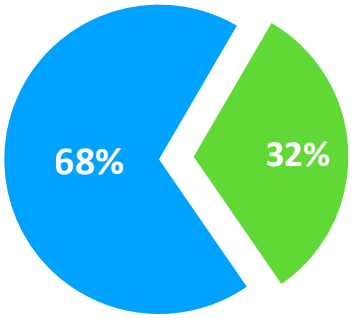
Treatment of Citizens by Springfield Police Officers

Based on personal experience or what they had witnessed, more than 8 in 10 residents believed that Springfield police officers treated citizens with respect, with fairness, and with courtesy, regardless of the other person's race.

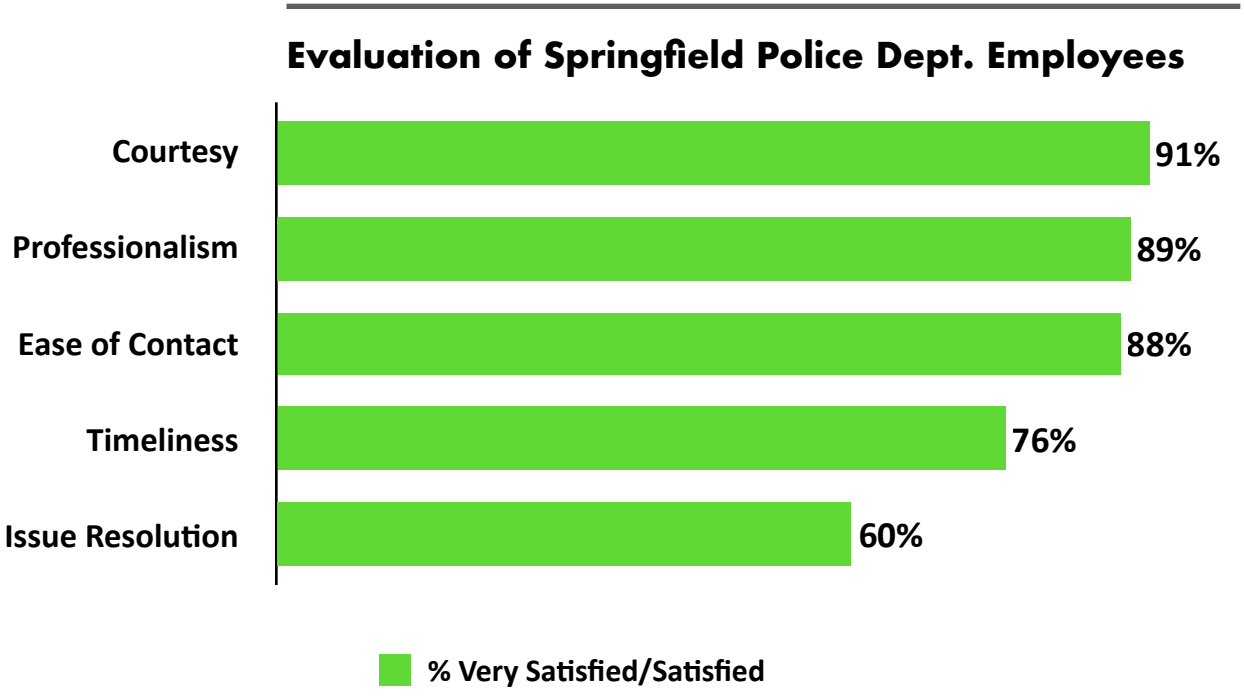


Contact with the Springfield Police Department

Nearly one-third of respondents had contacted the Springfield Police Department in the past 12 months (or a household member had done so) to seek services, ask a question, or file a compliant. Of those, approximately 90% expressed satisfaction with the customer experience in terms of employee courteousness, professionalism, and the ease in contacting police department employees. Moreover, 76% were satisfied with police efforts to deal with their issue/concern in a timely manner and 60% with the resolution of the issue/concern itself.

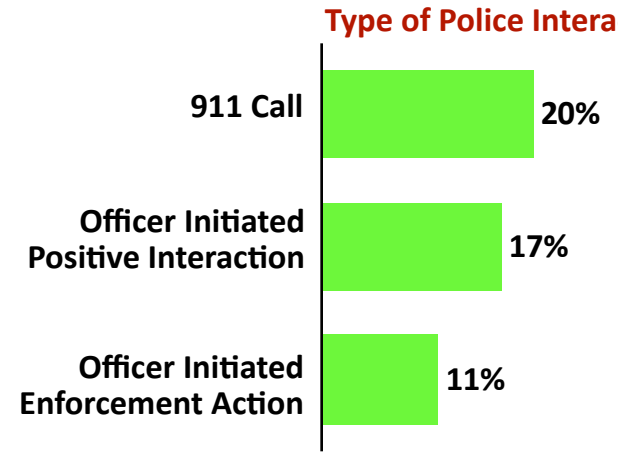


Household Member(s) Contacted Springfield Police Department
32%



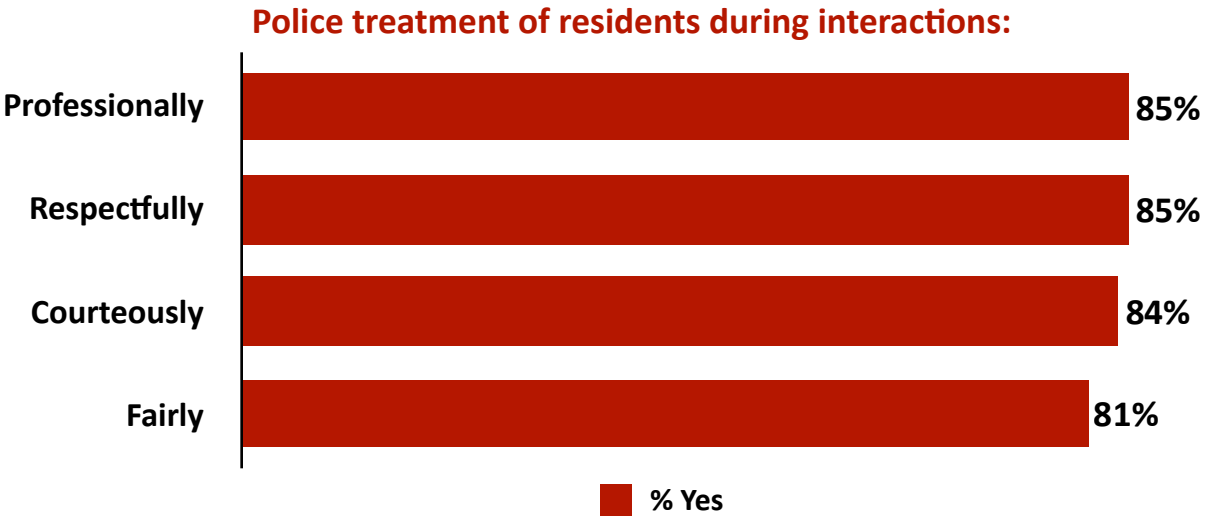
Interaction with a Springfield Police Officer in Past 12 Months

While 58% of residents indicated no interaction with a Springfield police officer in the past 12 months, 20% did report interacting with a Springfield police officer via a 911 call, 17% by way of a positive contact initiated by the officer (e.g., friendly conversation), and 11% due to an enforcement action (e.g., traffic stop, ticket, arrest, etc.).



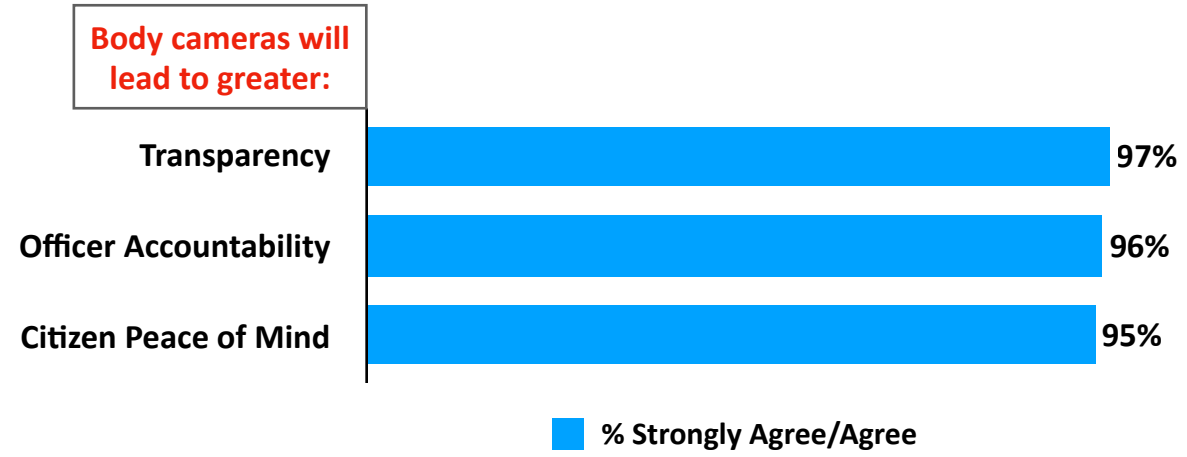
Evaluation of Springfield Police Interactions With Residents

Among residents experiencing a Springfield police officer interaction in the past 12 months, the vast majority said they were treated professionally (85%), respectfully (85%), courteously (84%), and fairly (81%).



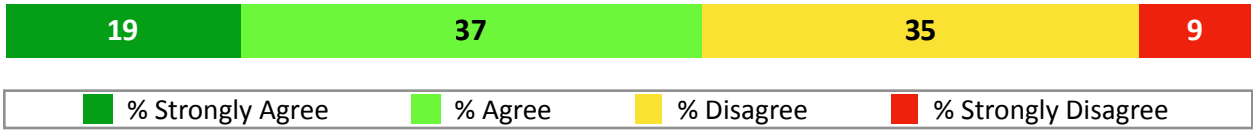
Springfield Police Patrol Officers Wearing Body Cameras

Virtually all residents (95%+) agreed that Springfield police patrol officers wearing body cameras that record interactions with citizens would lead to greater transparency, increased accountability, and give citizens interacting with police greater peace of mind.



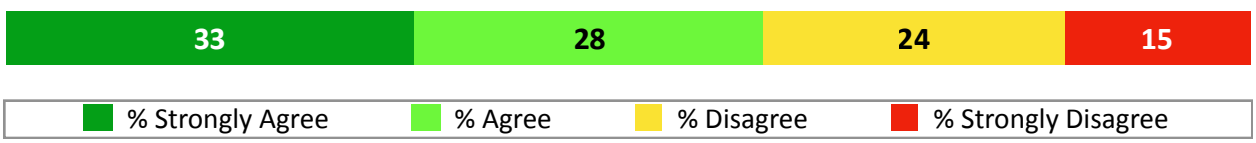
Use of Technology as Crime Prevention/Investigation Tools

A majority of residents (56%) agreed that the Springfield police department should consider the use of technology as crime prevention/investigation tools instead of hiring more police officers.



Using Social Workers, Counselors, or EMTs to Answer Social Issue Calls Instead of Police Officers

Approximately 60% of residents agreed with the idea of sending social workers, counselors, or EMTs to deal with calls concerning homelessness, drug abuse, and mental issues instead of police officers.



Discriminatory Behavior/Practices by Springfield Police Officers

Based on their personal experiences in Springfield and/or what they had witnessed in Springfield, most residents (47% to 59%) did not believe that Springfield police were overly aggressive when restraining/arresting racial minorities, biased towards racial minorities when enforcing laws, targeted a disproportionate number of racial minorities for vehicle/traffic violations, or lacked understanding/empathy when dealing with racial minorities. A large percentage of residents were unable to answer this set of questions.

Extent to Which Each of the Following Are a Problem with Respect to Springfield Police Behavior/Practices	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Use of overly aggressive behaviors/tactics restraining/arresting racial minorities	8%	17%	16%	59%	(44%)
Racial bias and discrimination towards minorities when enforcing laws	9%	20%	17%	54%	(40%)
Pulling over a disproportionate # of racial minorities for traffic/vehicle violations	16%	17%	17%	50%	(50%)
Lack of cultural understanding/ empathy when dealing with racial minorities	13%	20%	20%	47%	(29%)

When examining these same questions by residents who had interacted with a Springfield police officer in the past 12 months, the survey findings were **very similar** to those in the table above which are based on **all** survey respondents. Notably, even among those with Springfield police interaction, a sizable number were unable to address these questions.

Extent to Which Each of the Following Are a Problem with Respect to Springfield Police Behavior/Practices	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Use of overly aggressive behaviors/tactics restraining/arresting racial minorities	10%	13%	15%	62%	(35%)
Racial bias and discrimination towards minorities when enforcing laws	11%	17%	17%	55%	(33%)
Pulling over a disproportionate # of racial minorities for traffic/vehicle violations	20%	13%	14%	53%	(44%)
Lack of cultural understanding/ empathy when dealing with racial minorities	16%	18%	19%	47%	(38%)

Citizen Behavior Towards Springfield Police Officers

Based on their personal experiences in Springfield and/or what they had witnessed in Springfield, respondents were asked to rate how much of a problem specific practices or behaviors by **citizens** towards Springfield police officers are today. The unwillingness of suspects to obey police orders when being questioned or arrested was perceived to be a serious-to-moderate problem in Springfield by nearly 60% of residents. Just over 50% indicated that lack of respect for Springfield police officers and law enforcement was a serious-to-moderate problem in Springfield. Finally, a large majority of residents (71%) said safety concerns for Springfield police officers was a serious-to-moderate problem in the current political and social environment. A relatively large percentage of residents (17% to 44%) responded with "don't know" to these questions.

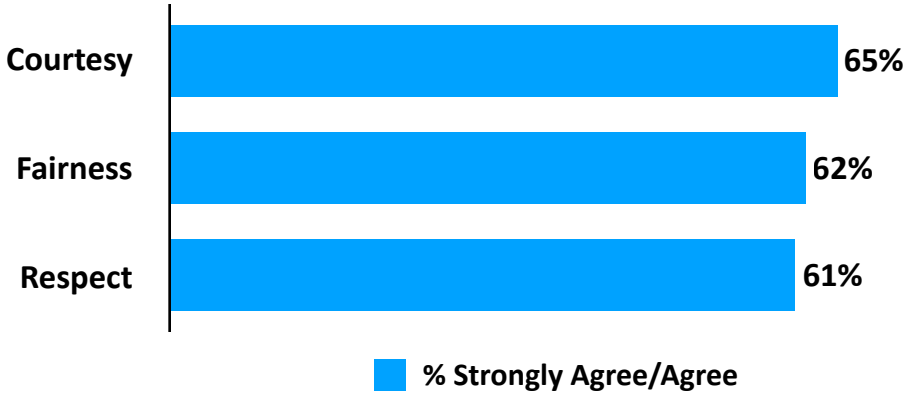
Extent to Which Each of the Following Are a Problem with Respect to Citizen Behaviors Toward Springfield Police	Serious Problem	Mod. Problem	Minor Problem	Not a Problem	(Don't Know)
Unwillingness of suspects to obey police orders when being questioned or arrested	19%	39%	26%	16%	(44%)
Lack of respect for Springfield police officers and law enforcement	21%	30%	28%	21%	(29%)
Safety concerns for Springfield police officers in the current political and social environment	33%	38%	16%	13%	(17%)

Survey Results

Race Relations in Springfield

Treatment of People by Springfield Citizens

Based on personal experience or what they had witnessed, more than 60% of residents believed that citizens of Springfield treated other people with courtesy, fairness, and respect, regardless of the other person's race.

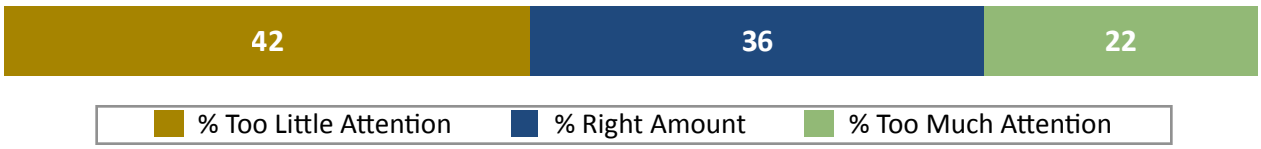


Inclusiveness of the Springfield Community

A majority of residents (51%) described the Springfield community as "somewhat inclusive" of people with diverse backgrounds, while 17% viewed Springfield as "very inclusive." About 30% of residents felt Springfield was either "not very inclusive" (24%) or "not inclusive" (8%).

Amount of Attention Paid to Race & Racial Issues in Springfield

A plurality of respondents (42%) said too little attention was paid to race and racial issues in Springfield, 22% believed there was too much attention, and 36% said it was just right.



Promoting Diversity and Racial Inclusion: Area Organizations

More than 60% of Springfield residents gave positive ratings (excellent or good) to all six types of area organizations evaluated in terms of their efforts to promote and encourage diversity and racial inclusion. Positive ratings ranged from 82% (nonprofit organizations) to 61% (Greene County). A relatively large percentage of respondents could not answer this series of questions (15% to 27%, depending on the type of organization evaluated).

Area Organizations	Excellent	Good	Only Fair	Poor	Don't Know
City of Springfield	18%	50%	23%	9%	(15%)
Greene County	16%	45%	23%	16%	(19%)
Educational Institutions	24%	53%	16%	7%	(15%)
Nonprofit Organizations	30%	52%	13%	5%	(22%)
Faith-Based Organizations	28%	38%	18%	16%	(17%)
For-Profit Organizations	18%	46%	25%	11%	(27%)

Promoting Diversity and Racial Inclusion: Priority Level

With respect to all six types of area organizations evaluated, a majority of Springfield residents said these organizations should place a "high" priority on promoting and encouraging diversity and racial inclusion in the Springfield community. Slightly less than 20% of residents believed these organizations should assign either a "low" priority or no priority to promoting diversity/racial inclusion in the community.

Area Organizations	High Priority	Medium Priority	Low Priority	None	Don't Know
City of Springfield	52%	30%	11%	7%	(6%)
Greene County	52%	30%	11%	7%	(7%)
Educational Institutions	55%	28%	10%	7%	(7%)
Nonprofit Organizations	52%	30%	11%	7%	(9%)
Faith-Based Organizations	57%	26%	10%	7%	(9%)
For-Profit Organizations	51%	31%	11%	7%	(9%)

Appendix A

Questionnaire With Percentages (n = 918)

2020 CITY OF SPRINGFIELD COMMUNITY SURVEY

N = 918 respondents (+/- 3.3% margin of error)

Please have an adult in the household (age 18 or older) take a few minutes to complete this survey. Your input is an important part of the City of Springfield's on-going efforts to identify and respond to resident concerns. A postage-paid return envelope is provided for your convenience. Thank you.

For each question below, please circle the number or check the box that most closely matches your opinion.

CRIME IN THE COMMUNITY

1. How safe or unsafe from crime do you feel:

	Very Safe	Safe	Neither Safe Nor Unsafe	Unsafe	Very Unsafe
a. In your neighborhood during the day?	33%	50%	10%	6%	1%
b. In your neighborhood after dark?	12%	43%	22%	18%	5%
c. In Springfield's downtown area during the day?	15%	49%	25%	9%	2%
d. In Springfield's downtown area after dark?	3%	16%	27%	33%	21%

2. How safe or unsafe do you feel in Springfield from crimes:

a. Against persons (e.g., murder, rape, assault)?	10%	45%	25%	16%	4%
b. Against property (e.g., theft, vandalism)?	3%	21%	28%	32%	16%
c. Against society (e.g., drugs, weapons violations)?	5%	23%	28%	29%	15%

3. Please rate your overall feeling of safety in Springfield.

6% Very safe 53% Safe 24% Neither safe nor unsafe 15% Unsafe 2% Very unsafe

4. Over the past 12 months, have your feelings of safety from crime in Springfield increased, decreased, or stayed about the same?

26% Increased 21% Decreased 53% Stayed the same

5. During the past 12 months, were you or anyone in your household the victim of a crime in Springfield?

81% No 19% Yes

6. Would you prefer to see a larger/more visible police presence in Springfield, a smaller/less visible police presence, or keep police presence/visibility as is?

58% Larger/more visible police presence in Springfield

6% Smaller/less visible police presence in Springfield

36% No change (11%) Don't Know/Not Sure

Race Relations and Policing in Springfield

7. What is your overall impression of Springfield police officers?

46% Very favorable 40% Somewhat favorable 10% Somewhat unfavorable 4% Very unfavorable

8. Which one of the following two statements comes closest to how you feel about Springfield police officers? (Select one response only.)

49% Most Springfield police officers **are not biased** towards racial minorities.

12% Most Springfield police officers **are biased** towards racial minorities.

39% Don't know

9. In the past 12 months, have you or any member of your household contacted the Springfield Police Department to seek services, ask a question, or file a complaint?

68% No --> Skip to Question 10

32% Yes --> **Please rate your overall level of satisfaction with the Springfield Police Department employees that were contacted with regard to each of the following:**

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
a. How easy they were to contact	49%	39%	8%	4%
b. Courtesy of employees	50%	41%	6%	3%
c. Professionalism of employees	53%	36%	7%	4%
d. Time it took for your request to be completed	39%	37%	13%	11%
e. The resolution of your issue/concern	35%	25%	22%	18%

10. Please indicate if you have had any interaction with a Springfield police officer in the past 12 months for any of the following reasons. (Check all that apply.)

58% a. No interaction in the past 12 months (Skip to Question 11)

11% b. Officer initiated an enforcement action (vehicle stop, issued a ticket, made an arrest, etc.)

20% c. Officer responding to a 911 call

17% d. Officer initiated a positive interaction (e.g., a friendly conversation)

During these interactions were you treated:

	Yes	No	Sometimes
a. Professionally	85%	7%	8%
b. Respectfully	85%	7%	8%
c. Courteously	84%	7%	9%
d. Fairly	81%	11%	8%

11. All Springfield police patrol officers will be wearing body cameras that record interactions between officers and the public. How strongly do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. Body cameras will lead to greater transparency of the Springfield Police Department	65%	32%	2%	1%
b. Body cameras will increase the accountability of officers	63%	33%	3%	1%
c. If encountered by a police officer, it makes me feel better knowing the interaction is being recorded	64%	31%	4%	1%

12. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how much of a problem, if at all, are each of the following with respect to Springfield police?

	Serious Problem	Moderate Problem	Minor Problem	Not a Problem	Don't Know
a. Use of overly aggressive behavior/tactics when restraining or arresting racial minorities.	8%	17%	16%	59%	(44%)
b. Racial bias and discrimination towards minorities when enforcing laws.	9%	20%	17%	54%	(41%)
c. Unwillingness of suspects to obey police orders when being questioned or arrested.	19%	39%	26%	16%	(44%)
d. Pulling over a disproportionate number of racial minorities for traffic or vehicle violations.	16%	17%	17%	50%	(50%)
e. Lack of respect for Springfield police officers and law enforcement.	21%	30%	28%	21%	(29%)
f. Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities.	13%	20%	20%	47%	(44%)
g. Safety concerns for Springfield police officers in the current political and social environment.	33%	38%	16%	13%	(17%)

13. How strongly you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. Springfield police department should explore the use of technologies (e.g., drones) as crime prevention and investigation tools instead of adding more police officers.	19%	37%	35%	9%	(18%)
b. Sending social workers, counselors, or EMTs in response to calls regarding social issues such as homelessness, drug abuse, and mental illness instead of police officers.	33%	28%	24%	15%	(8%)

14. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements.

Springfield POLICE officers treat citizens:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. With respect, regardless of the other person's race.	33%	51%	12%	4%	(24%)
b. Fairly, regardless of the other person's race.	32%	50%	14%	4%	(27%)
c. Courteously, regardless of the other person's race.	33%	49%	13%	5%	(27%)

Race Relations in Springfield

15. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements.

PEOPLE in Springfield treat other people:	Strongly Agree	Agree	Disagree	Strongly Disagree
a. With respect, regardless of the other person's race.	12%	49%	33%	6%
b. Fairly, regardless of the other person's race.	12%	50%	32%	6%
c. Courteously, regardless of the other person's race.	12%	53%	29%	6%

16. How would you describe the Springfield community in terms of being inclusive (open, accepting, and respectful) of people with diverse backgrounds?

17% Very inclusive 51% Somewhat inclusive 24% Not very inclusive 8% Not inclusive

17. How would you rate the following types of area organizations in terms of their efforts to promote/encourage diversity and racial inclusion in the Springfield community?

	Excellent	Good	Only Fair	Poor	Don't Know
a. City of Springfield	18%	50%	23%	9%	(15%)
b. Greene County	16%	45%	23%	16%	(19%)
c. Educational institutions	24%	53%	16%	7%	(15%)
d. Nonprofit organizations	30%	52%	13%	5%	(22%)
e. Faith-based organizations	28%	38%	18%	16%	(17%)
f. For-profit organizations	17%	46%	25%	11%	(27%)

18. How much of a priority should the following organizations place on promoting/encouraging diversity and racial inclusion in the Springfield community?

	High	Medium	Low	None	Don't Know
a. City of Springfield	52%	30%	11%	7%	(6%)
b. Greene County	52%	30%	11%	7%	(7%)
c. Educational institutions	55%	28%	10%	7%	(7%)
d. Nonprofit organizations	52%	30%	11%	7%	(9%)
e. Faith-based organizations	57%	26%	10%	7%	(9%)
f. For-profit organizations	51%	31%	11%	7%	(9%)

19. In general, do you think there is too much, too little, or about the right amount of attention paid to race and racial issues in Springfield these days?

22% Too much attention 42% Too little attention 36% Right amount of attention

Demographics

These last few questions are about you and your household and are used to group responses to the survey. Your responses are completely confidential and anonymous.

20. About how many years have you lived in Springfield? Range = 1–93 years Mean = 25.4 Median = 22

21. Do you own or rent your present residence? 57% Own 43% Rent

22. Your home ZIP code? Northside = 39% Southside = 61%

23. Do any children under the age of 18 live in your household? 21% Yes 79% No

24. Your gender: 47% Male 52% Female 1% Other

25. Your race:

1% Asian/Pacific Islander
5% Black/African American
5% Hispanic/Latino
87% White/Caucasian
1% Multiracial
1% Other

26. Your educational level:

2% Did not complete high school

17% High school graduate/GED/HiSET

34% Some college/Vo-Tech

29% College graduate

18% Post-graduate studies (e.g., Masters, Ph.D., MD, JD, etc.)

27. What is your birth year? Age range = 19–101 years old Mean = 54 years old Median = 56 years old

THANK YOU FOR YOUR PARTICIPATION!

Please return your completed questionnaire by **Saturday, November 28,** in the postage-paid envelope provided.

Appendix B

Library Distributed Questionnaire With Percentages (n = 27)

2020 CITY OF SPRINGFIELD COMMUNITY SURVEY

N = 27 respondents

Please have an adult in the household (age 18 or older) take a few minutes to complete this survey. Your input is an important part of the City of Springfield's on-going efforts to identify and respond to resident concerns. A postage-paid return envelope is provided for your convenience. Thank you.

For each question below, please circle the number or check the box that most closely matches your opinion.

CRIME IN THE COMMUNITY

1. How safe or unsafe from crime do you feel:

	Very Safe	Safe	Neither Safe Nor Unsafe	Unsafe	Very Unsafe
a. In your neighborhood during the day?	27%	35%	23%	11%	4%
b. In your neighborhood after dark?	12%	23%	27%	19%	19%
c. In Springfield's downtown area during the day?	19%	50%	23%	4%	4%
d. In Springfield's downtown area after dark?	4%	19%	35%	27%	15%

2. How safe or unsafe do you feel in Springfield from crimes:

a. Against persons (e.g., murder, rape, assault)?	15%	23%	23%	23%	16%
b. Against property (e.g., theft, vandalism)?	8%	11%	35%	27%	19%
c. Against society (e.g., drugs, weapons violations)?	8%	20%	20%	32%	20%

3. Please rate your overall feeling of safety in Springfield.

12% Very safe 32% Safe 32% Neither safe nor unsafe 24% Unsafe 0% Very unsafe

4. Over the past 12 months, have your feelings of safety from crime in Springfield increased, decreased, or stayed about the same?

24% Increased 24% Decreased 52% Stayed the same

5. During the past 12 months, were you or anyone in your household the victim of a crime in Springfield?

65% No 35% Yes

6. Would you prefer to see a larger/more visible police presence in Springfield, a smaller/less visible police presence, or keep police presence/visibility as is?

48% Larger/more visible police presence in Springfield

22% Smaller/less visible police presence in Springfield

30% No change (11%) Don't Know/Not Sure

Race Relations and Policing in Springfield

7. What is your overall impression of Springfield police officers?

31% Very favorable 42% Somewhat favorable 12% Somewhat unfavorable 15% Very unfavorable

8. Which one of the following two statements comes closest to how you feel about Springfield police officers? (Select one response only.)

31% Most Springfield police officers **are not biased** towards racial minorities.

31% Most Springfield police officers **are biased** towards racial minorities.

38% Don't know

9. In the past 12 months, have you or any member of your household contacted the Springfield Police Department to seek services, ask a question, or file a complaint?

46% No --> Skip to Question 10

54% Yes --> **Please rate your overall level of satisfaction with the Springfield Police Department employees that were contacted with regard to each of the following:**

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
a. How easy they were to contact	57%	43%	0%	0%
b. Courtesy of employees	43%	50%	0%	7%
c. Professionalism of employees	31%	61%	0%	8%
d. Time it took for your request to be completed	23%	39%	23%	15%
e. The resolution of your issue/concern	23%	39%	15%	23%

10. Please indicate if you have had any interaction with a Springfield police officer in the past 12 months for any of the following reasons. (Check all that apply.)

41% a. No interaction in the past 12 months (Skip to Question 11)

15% b. Officer initiated an enforcement action (vehicle stop, issued a ticket, made an arrest, etc.)

41% c. Officer responding to a 911 call

26% d. Officer initiated a positive interaction (e.g., a friendly conversation)

During these interactions were you treated:

	Yes	No	Sometimes
a. Professionally	73%	7%	20%
b. Respectfully	73%	7%	20%
c. Courteously	73%	0%	27%
d. Fairly	67%	6%	27%

11. All Springfield police patrol officers will be wearing body cameras that record interactions between officers and the public. How strongly do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. Body cameras will lead to greater transparency of the Springfield Police Department	62%	38%	0%	0%
b. Body cameras will increase the accountability of officers	63%	33%	4%	0%
c. If encountered by a police officer, it makes me feel better knowing the interaction is being recorded	59%	41%	0%	0%

12. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how much of a problem, if at all, are each of the following with respect to Springfield police?

	Serious Problem	Moderate Problem	Minor Problem	Not a Problem	Don't Know
a. Use of overly aggressive behavior/tactics when restraining or arresting racial minorities.	23%	23%	15%	39%	(52%)
b. Racial bias and discrimination towards minorities when enforcing laws.	31%	25%	19%	25%	(41%)
c. Unwillingness of suspects to obey police orders when being questioned or arrested.	37%	19%	44%	0%	(36%)
d. Pulling over a disproportionate number of racial minorities for traffic or vehicle violations.	31%	31%	7%	31%	(52%)
e. Lack of respect for Springfield police officers and law enforcement.	33%	14%	24%	29%	(22%)
f. Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities.	35%	20%	20%	25%	(26%)
g. Safety concerns for Springfield police officers in the current political and social environment.	39%	22%	17%	22%	(15%)

13. How strongly you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. Springfield police department should explore the use of technologies (e.g., drones) as crime prevention and investigation tools instead of adding more police officers.	20%	30%	30%	20%	(26%)
b. Sending social workers, counselors, or EMTs in response to calls regarding social issues such as homelessness, drug abuse, and mental illness instead of police officers.	39%	31%	15%	15%	(4%)

14. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements.

Springfield POLICE officers treat citizens:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. With respect, regardless of the other person's race.	22%	39%	17%	22%	(30%)
b. Fairly, regardless of the other person's race.	21%	32%	26%	21%	(26%)
c. Courteously, regardless of the other person's race.	22%	28%	11%	39%	(26%)

Race Relations in Springfield

15. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements.

PEOPLE in Springfield treat other people:	Strongly Agree	Agree	Disagree	Strongly Disagree
a. With respect, regardless of the other person's race.	19%	19%	39%	23%
b. Fairly, regardless of the other person's race.	20%	20%	36%	24%
c. Courteously, regardless of the other person's race.	20%	16%	44%	20%

16. How would you describe the Springfield community in terms of being inclusive (open, accepting, and respectful) of people with diverse backgrounds?

19% Very inclusive 33% Somewhat inclusive 33% Not very inclusive 15% Not inclusive

17. How would rate the following types of area organizations in terms of their efforts to promote/encourage diversity and racial inclusion in the Springfield community?

	Excellent	Good	Only Fair	Poor	Don't Know
a. City of Springfield	14%	29%	29%	28%	(11%)
b. Greene County	16%	11%	26%	47%	(19%)
c. Educational institutions	30%	35%	20%	15%	(15%)
d. Nonprofit organizations	32%	36%	14%	18%	(7%)
e. Faith-based organizations	15%	35%	10%	40%	(15%)
f. For-profit organizations	10%	20%	25%	45%	(15%)

18. How much of a priority should the following organizations place on promoting/encouraging diversity and racial inclusion in the Springfield community?

	High	Medium	Low	None	Don't Know
a. City of Springfield	73%	23%	0%	4%	(7%)
b. Greene County	68%	23%	4%	5%	(7%)
c. Educational institutions	86%	9%	0%	5%	(7%)
d. Nonprofit organizations	86%	9%	0%	5%	(7%)
e. Faith-based organizations	91%	4%	0%	5%	(7%)
f. For-profit organizations	73%	18%	4%	5%	(7%)

19. In general, do you think there is too much, too little, or about the right amount of attention paid to race and racial issues in Springfield these days?

16% Too much attention 76% Too little attention 8% Right amount of attention

Demographics

These last few questions are about you and your household and are used to group responses to the survey. Your responses are completely confidential and anonymous.

20. About how many years have you lived in Springfield? Range = 2–51 years Mean = 22.5 Median = 21.5

21. Do you own or rent your present residence? 40% Own 60% Rent

22. Your home ZIP code? Northside = 39% Southside = 61%

23. Do any children under the age of 18 live in your household? 17% Yes 83% No

24. Your gender: 40% Male 44% Female 16% Other

25. Your race:

0% Asian/Pacific Islander
12% Black/African American
4% Hispanic/Latino
80% White/Caucasian
4% Multiracial
0% Other

26. Your educational level:

4% Did not complete high school

15% High school graduate/GED/HiSET

12% Some college/Vo-Tech

42% College graduate

27% Post-graduate studies (e.g., Masters, Ph.D., MD, JD, etc.)

27. What is your birth year? Age range = 23–79 years old Mean = 49.6 years old Median = 42 years old

THANK YOU FOR YOUR PARTICIPATION!

Please return your completed questionnaire by **Saturday, November 28,** in the postage-paid envelope provided.

Demographic Analysis

Crime in the Community

- In general, males and those with post-graduate degrees were more likely to feel safe from various types of crime in Springfield than females and less formally educated residents.

- Homeowners and southside residents were generally more likely to feel safe from various types of crime in Springfield than renters and northside residents.

- As years of Springfield residency increased, so did preference for a larger/more visible police presence.

Race Relations and Policing in Springfield

- Older respondents were considerably more likely than younger respondents to have a favorable overall impression of Springfield police officers and to believe that Springfield police officers are not biased towards racial minorities.

- Younger respondents were much more likely than older respondents to believe that the Springfield Police Department should consider technology as a crime prevention tool and to support sending social workers, counselors, or EMTs to deal with social issue calls instead of police officers.

Demographic Analysis

Race Relations in Springfield

- Younger respondents and Blacks are less likely than older respondents and non-Blacks to say people in Springfield treat other people with respect, courtesy, and fairness.

- Females and younger respondents gave lower ratings to area organizations for their efforts to promote diversity and racial inclusion in the Springfield community than males and older respondents.

- Younger respondents were significantly more likely than older respondents to believe more attention should be given to racial issues in Springfield.

NOTE: In the tables that follow, percentages **bolded in red** denote statistical significance at the .05 level or less. A significance level of .05 or less indicates that there is less than a 5% probability that differences observed between demographic subgroups are due to chance; or in other words, a greater than 95% probability that the differences are "real" and exist in the population, i.e., Springfield.

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Safe or Unsafe From Crime Do You Feel:												
In your neighborhood during the day?												
Very Safe/Safe	**83%**	81%	84%	**80%**	**82%**	**79%**	**92%**	80%	82%	87%	84%	83%
Neither Safe Nor Unsafe	**10%**	13%	8%	**12%**	**10%**	**11%**	**6%**	12%	10%	8%	10%	10%
Unsafe/Very Unsafe	**7%**	6%	8%	**7%**	**8%**	**10%**	**2%**	7%	9%	5%	6%	7%
In your neighborhood after dark?												
Very Safe/Safe	**55%**	56%	53%	**48%**	**51%**	**49%**	**75%**	**51%**	**53%**	**61%**	53%	56%
Neither Safe Nor Unsafe	**22%**	20%	24%	**27%**	**25%**	**21%**	**12%**	**20%**	**22%**	**24%**	19%	22%
Unsafe/Very Unsafe	**23%**	24%	23%	**25%**	**24%**	**29%**	**13%**	**29%**	**25%**	**16%**	29%	21%
In Springfield's downdown area during the day?												
Very Safe/Safe	**64%**	66%	62%	61%	60%	65%	71%	66%	63%	62%	59%	64%
Neither Safe Nor Unsafe	**25%**	22%	28%	23%	28%	25%	23%	27%	24%	25%	31%	25%
Unsafe/Very Unsafe	**11%**	11%	11%	16%	11%	10%	7%	7%	13%	13%	10%	12%
In Springfield's downdown area after dark?												
Very Safe/Safe	**19%**	**23%**	**15%**	16%	19%	18%	22%	23%	17%	16%	16%	19%
Neither Safe Nor Unsafe	**27%**	**29%**	**25%**	23%	28%	28%	29%	26%	27%	30%	28%	27%
Unsafe/Very Unsafe	**54%**	**47%**	**60%**	60%	53%	54%	49%	52%	56%	53%	56%	54%
How Safe or Unsafe Do You Feel in Springfield From Crimes:												
Against persons (e.g., murder, rape, assault)?												
Very Safe/Safe	**55%**	**61%**	**49%**	**44%**	**49%**	**58%**	**68%**	54%	53%	55%	59%	53%
Neither Safe Nor Unsafe	**25%**	**23%**	**27%**	**28%**	**30%**	**23%**	**18%**	24%	24%	29%	23%	26%
Unsafe/Very Unsafe	**20%**	**16%**	**24%**	**28%**	**21%**	**19%**	**14%**	22%	23%	15%	18%	21%
Against property (e.g., theft, vandalism)?												
Very Safe/Safe	**24%**	**29%**	**19%**	**27%**	**25%**	**16%**	**30%**	**15%**	**23%**	**34%**	**15%**	**26%**
Neither Safe Nor Unsafe	**28%**	**27%**	**30%**	**22%**	**31%**	**28%**	**31%**	**29%**	**26%**	**32%**	**31%**	**30%**
Unsafe/Very Unsafe	**48%**	**44%**	**51%**	**52%**	**44%**	**55%**	**39%**	**56%**	**51%**	**35%**	**54%**	**44%**
Against society (e.g., drugs, weapons violations)?												
Very Safe/Safe	**28%**	**36%**	**21%**	26%	28%	29%	32%	30%	27%	28%	27%	28%
Neither Safe Nor Unsafe	**28%**	**26%**	**30%**	23%	26%	29%	34%	23%	28%	34%	28%	28%
Unsafe/Very Unsafe	**44%**	**38%**	**49%**	52%	46%	42%	34%	47%	45%	38%	45%	43%
Please Rate Your Overall Feeling of Safety in Springfield												
Very Safe/Safe	**59%**	61%	58%	**50%**	**52%**	**63%**	**75%**	**58%**	**56%**	**65%**	60%	58%
Neither Safe Nor Unsafe	**24%**	24%	24%	**33%**	**28%**	**20%**	**15%**	**21%**	**26%**	**25%**	24%	25%
Unsafe/Very Unsafe	**17%**	15%	18%	**17%**	**20%**	**17%**	**10%**	**21%**	**18%**	**10%**	16%	16%
During the Past 12 Months, Were You or Anyone in Your Household the Victim of a Crime in Springfield?												
No	**81%**	83%	78%	84%	81%	75%	86%	**72%**	**80%**	**91%**	76%	82%
Yes	**19%**	17%	22%	16%	19%	25%	14%	**28%**	**20%**	**9%**	24%	18%

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Safe or Unsafe From Crime Do You Feel:												
In your neighborhood during the day?												
Very Safe/Safe	**83%**	**86%**	**78%**	80%	73%	83%	84%	83%	83%	81%	**69%**	**93%**
Neither Safe Nor Unsafe	**10%**	**7%**	**14%**	15%	15%	10%	8%	10%	9%	12%	**19%**	**5%**
Unsafe/Very Unsafe	**7%**	**7%**	**7%**	4%	12%	7%	8%	7%	7%	7%	**12%**	**3%**
In your neighborhood after dark?												
Very Safe/Safe	**55%**	**61%**	**46%**	56%	38%	55%	58%	57%	53%	54%	**37%**	**67%**
Neither Safe Nor Unsafe	**22%**	**19%**	**26%**	17%	20%	22%	21%	19%	23%	23%	**25%**	**20%**
Unsafe/Very Unsafe	**23%**	**21%**	**27%**	27%	43%	23%	21%	23%	24%	24%	**38%**	**13%**
In Springfield's downdown area during the day?												
Very Safe/Safe	**64%**	63%	66%	61%	78%	63%	57%	**67%**	**67%**	**58%**	59%	65%
Neither Safe Nor Unsafe	**25%**	25%	25%	27%	15%	26%	24%	**28%**	**23%**	**26%**	28%	25%
Unsafe/Very Unsafe	**11%**	12%	9%	11%	8%	11%	19%	**5%**	**11%**	**16%**	12%	11%
In Springfield's downdown area after dark?												
Very Safe/Safe	**19%**	17%	21%	**27%**	**43%**	**16%**	**36%**	22%	21%	14%	20%	17%
Neither Safe Nor Unsafe	**27%**	29%	25%	**30%**	**11%**	**29%**	**5%**	26%	28%	27%	25%	29%
Unsafe/Very Unsafe	**54%**	54%	54%	**43%**	**46%**	**55%**	**59%**	53%	51%	59%	55%	54%
How Safe or Unsafe Do You Feel in Springfield From Crimes:												
Against persons (e.g., murder, rape, assault)?												
Very Safe/Safe	**55%**	**61%**	**45%**	51%	46%	55%	64%	54%	58%	50%	**45%**	**60%**
Neither Safe Nor Unsafe	**25%**	**20%**	**32%**	23%	34%	25%	18%	25%	23%	28%	**29%**	**24%**
Unsafe/Very Unsafe	**20%**	**18%**	**23%**	26%	20%	20%	18%	21%	19%	22%	**26%**	**16%**
Against property (e.g., theft, vandalism)?												
Very Safe/Safe	**24%**	26%	20%	26%	17%	24%	38%	**26%**	**21%**	**27%**	**19%**	**26%**
Neither Safe Nor Unsafe	**28%**	28%	28%	28%	31%	29%	17%	**34%**	**25%**	**28%**	**26%**	**33%**
Unsafe/Very Unsafe	**48%**	45%	51%	47%	52%	48%	46%	**40%**	**54%**	**45%**	**55%**	**41%**
Against society (e.g., drugs, weapons violations)?												
Very Safe/Safe	**28%**	**32%**	**24%**	**44%**	**32%**	**27%**	**54%**	30%	27%	29%	**21%**	**32%**
Neither Safe Nor Unsafe	**28%**	**29%**	**27%**	**15%**	**27%**	**29%**	**17%**	27%	28%	28%	**26%**	**30%**
Unsafe/Very Unsafe	**44%**	**40%**	**49%**	**42%**	**41%**	**44%**	**29%**	43%	44%	43%	**53%**	**38%**
During the Past 12 Months, Were You or Anyone in Your Household the Victim of a Crime in Springfield?												
No	**81%**	83%	78%	83%	80%	81%	80%	**74%**	**80%**	**86%**	**74%**	**85%**
Yes	**19%**	17%	22%	17%	20%	19%	20%	**26%**	**20%**	**14%**	**26%**	**15%**

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
Would You Prefer to See a Larger/More Visible Police Presence in SGF, a Smaller/Less Visible Police Presence, or Keep It As Is?												
Larger/More Visible	**58%**	57%	60%	63%	57%	58%	55%	**45%**	**64%**	**64%**	58%	60%
Smaller/Less Visible	**6%**	6%	6%	3%	6%	7%	4%	**15%**	**2%**	**1%**	6%	5%
No Change	**36%**	38%	35%	34%	36%	35%	41%	**40%**	**34%**	**35%**	37%	35%
What is Your Overall Impression of Springfield Police Officers?												
Very Favorable	**46%**	48%	44%	48%	44%	43%	52%	**26%**	**48%**	**65%**	**33%**	**50%**
Somewhat Favorable	**40%**	39%	40%	36%	41%	39%	43%	**48%**	**40%**	**30%**	**54%**	**35%**
Somewhat Unfavorable	**10%**	9%	12%	12%	11%	12%	4%	**16%**	**10%**	**4%**	**5%**	**12%**
Very Unfavorable	**4%**	5%	3%	3%	4%	6%	1%	**9%**	**2%**	**1%**	**8%**	**3%**
Which One of the Following Two Statements Comes Closest to How You Feel About SGF Police Officer Bias Towards Racial Minorities?												
Most police are NOT biased	**49%**	53%	46%	44%	53%	44%	55%	**43%**	**49%**	**56%**	50%	51%
Most police ARE Biased	**12%**	12%	13%	11%	13%	13%	9%	**21%**	**10%**	**5%**	11%	11%
Don't Know	**39%**	35%	41%	45%	33%	42%	35%	**36%**	**41%**	**39%**	39%	38%
In the Past 12 Months, Have You or a Household Member Contacted the SPD to Seek Services, Ask a Question, or File a Complaint?												
Yes	**32%**	29%	35%	**22%**	**31%**	**39%**	**35%**	**39%**	**35%**	**21%**	**42%**	**29%**
If YES, Please Rate You Overall Level of Satisfaction With the SPD Employees That Were Contacted With Regard to Each of the Following												
How easy they were to contact												
Very Satisfied/Satisfied	**88%**	86%	90%	82%	89%	88%	95%	**80%**	**95%**	**91%**	**83%**	**94%**
Dissatisfied/Very Dissat.	**12%**	14%	10%	18%	11%	12%	5%	**20%**	**5%**	**9%**	**17%**	**6%**
Courtesy of employees												
Very Satisfied/Satisfied	**91%**	92%	89%	**82%**	**88%**	**92%**	**100%**	**83%**	**96%**	**94%**	88%	93%
Dissatisfied/Very Dissat.	**9%**	8%	11%	**18%**	**12%**	**8%**	**0%**	**17%**	**4%**	**6%**	12%	7%
Professionalism of employees												
Very Satisfied/Satisfied	**89%**	92%	88%	85%	85%	92%	94%	**81%**	**93%**	**98%**	87%	92%
Dissatisfied/Very Dissat.	**11%**	8%	12%	15%	15%	8%	6%	**19%**	**7%**	**2%**	13%	8%
Time it took for your request to be completed												
Very Satisfied/Satisfied	**76%**	77%	76%	65%	73%	81%	80%	70%	80%	81%	71%	81%
Dissatisfied/Very Dissat.	**24%**	23%	24%	35%	27%	19%	20%	30%	20%	19%	29%	19%
The resolution of your issue/concern												
Very Satisfied/Satisfied	**60%**	65%	56%	**45%**	**62%**	**54%**	**78%**	**52%**	**61%**	**77%**	66%	60%
Dissatisfied/Very Dissat.	**40%**	35%	44%	**55%**	**38%**	**46%**	**22%**	**48%**	**39%**	**23%**	34%	40%
Over the Past 12 Months, Have Your Feelings of Safety From Crime in SGF Increased, Decreased, or Stayed About the Same?												
Increased	**26%**	23%	29%	27%	29%	27%	17%	24%	27%	27%	24%	26%
Decreased	**21%**	20%	22%	11%	19%	24%	28%	22%	24%	16%	23%	20%
Stayed the Same	**53%**	58%	49%	62%	51%	49%	54%	54%	49%	57%	53%	54%

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
Would You Prefer to See a Larger/More Visible Police Presence in SGF, a Smaller/Less Visible Police Presence, or Keep It As Is?												
Larger/More Visible	**58%**	60%	56%	47%	53%	59%	82%	**48%**	**56%**	**69%**	60%	59%
Smaller/Less Visible	**6%**	4%	8%	4%	0%	6%	0%	**6%**	**7%**	**4%**	5%	5%
No Change	**36%**	36%	36%	49%	47%	35%	18%	**46%**	**37%**	**27%**	34%	36%
What is Your Overall Impression of Springfield Police Officers?												
Very Favorable	**46%**	**51%**	**40%**	**33%**	**38%**	**47%**	**44%**	**40%**	**43%**	**55%**	**40%**	**51%**
Somewhat Favorable	**40%**	**40%**	**38%**	**44%**	**40%**	**39%**	**44%**	**40%**	**43%**	**35%**	**42%**	**37%**
Somewhat Unfavorable	**10%**	**8%**	**14%**	**23%**	**10%**	**10%**	**12%**	**14%**	**10%**	**8%**	**12%**	**10%**
Very Unfavorable	**4%**	**1%**	**8%**	**0%**	**12%**	**4%**	**0%**	**6%**	**4%**	**2%**	**6%**	**3%**
Which One of the Following Two Statements Comes Closest to How You Feel About SGF Police Officer Bias Towards Racial Minorities?												
Most police are NOT biased	**49%**	**52%**	**46%**	49%	44%	50%	44%	**38%**	**51%**	**57%**	48%	52%
Most police ARE Biased	**12%**	**8%**	**18%**	17%	12%	12%	0%	**14%**	**13%**	**10%**	13%	10%
Don't Know	**39%**	**40%**	**36%**	34%	44%	38%	56%	**48%**	**36%**	**33%**	39%	38%
In the Past 12 Months, Have You or a Household Member Contacted the SPD to Seek Services, Ask a Question, or File a Complaint?												
Yes	**32%**	32%	33%	**48%**	**38%**	**30%**	**48%**	30%	34%	32%	**39%**	**27%**
If YES, Please Rate You Overall Level of Satisfaction With the SPD Employees That Were Contacted With Regard to Each of the Following												
How easy they were to contact												
Very Satisfied/Satisfied	**88%**	89%	88%	91%	88%	88%	85%	**75%**	**93%**	**93%**	88%	94%
Dissatisfied/Very Dissat.	**12%**	11%	13%	9%	12%	12%	15%	**25%**	**7%**	**7%**	12%	6%
Courtesy of employees												
Very Satisfied/Satisfied	**91%**	92%	89%	95%	88%	90%	92%	**80%**	**94%**	**94%**	90%	93%
Dissatisfied/Very Dissat.	**9%**	8%	11%	5%	12%	10%	8%	**20%**	**6%**	**6%**	10%	7%
Professionalism of employees												
Very Satisfied/Satisfied	**89%**	93%	85%	85%	88%	90%	85%	**80%**	**92%**	**93%**	88%	93%
Dissatisfied/Very Dissat.	**11%**	7%	15%	15%	12%	10%	15%	**20%**	**8%**	**7%**	12%	7%
Time it took for your request to be completed												
Very Satisfied/Satisfied	**76%**	76%	77%	86%	87%	74%	85%	**59%**	**86%**	**78%**	79%	78%
Dissatisfied/Very Dissat.	**24%**	24%	23%	14%	13%	26%	15%	**41%**	**14%**	**22%**	21%	22%
The resolution of your issue/concern												
Very Satisfied/Satisfied	**60%**	65%	55%	57%	62%	59%	75%	**35%**	**69%**	**68%**	58%	65%
Dissatisfied/Very Dissat.	**40%**	35%	45%	43%	38%	41%	25%	**65%**	**31%**	**32%**	42%	35%
Over the Past 12 Months, Have Your Feelings of Safety From Crime in SGF Increased, Decreased, or Stayed About the Same?												
Increased	**26%**	23%	30%	19%	27%	26%	46%	29%	23%	27%	29%	24%
Decreased	**21%**	22%	19%	24%	17%	21%	13%	17%	23%	22%	18%	22%
Stayed the Same	**53%**	55%	51%	57%	56%	53%	42%	54%	54%	51%	53%	54%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
Please Indicate If You Have Had Any Interaction With a Springfield Police Officer in the Past 12 Months												
No Contact	**58%**	58%	58%	**68%**	**63%**	**51%**	**52%**	**49%**	**53%**	**75%**	**42%**	**63%**
Responded to a 911 Call	**20%**	**16%**	**24%**	17%	19%	24%	20%	**25%**	**22%**	**13%**	**29%**	**17%**
Officer Initiated Interaction	**17%**	19%	15%	17%	16%	15%	23%	**15%**	**24%**	**11%**	17%	15%
Law Enforcement Action	**11%**	13%	10%	7%	10%	15%	12%	**24%**	**6%**	**5%**	**21%**	**8%**
During These Interactions With a Springfield Police Officer Were You Treated:												
Professionally?												
Yes	**85%**	89%	82%	**72%**	**79%**	**89%**	**97%**	**77%**	**92%**	**89%**	85%	84%
No	**7%**	4%	8%	**14%**	**10%**	**4%**	**0%**	**11%**	**3%**	**4%**	12%	5%
Sometimes	**8%**	6%	10%	**14%**	**11%**	**7%**	**3%**	**12%**	**5%**	**7%**	2%	11%
Respectfully?												
Yes	**85%**	**90%**	**81%**	**73%**	**79%**	**87%**	**97%**	**76%**	**90%**	**93%**	84%	84%
No	**7%**	**7%**	**6%**	**10%**	**11%**	**5%**	**0%**	**12%**	**3%**	**4%**	11%	6%
Sometimes	**8%**	**3%**	**13%**	**16%**	**9%**	**8%**	**3%**	**12%**	**7%**	**4%**	4%	10%
Courteously?												
Yes	**84%**	86%	82%	**74%**	**78%**	**85%**	**97%**	**72%**	**92%**	**93%**	85%	85%
No	**7%**	9%	6%	**10%**	**12%**	**6%**	**0%**	**12%**	**3%**	**4%**	11%	5%
Sometimes	**9%**	5%	13%	**16%**	**10%**	**9%**	**3%**	**16%**	**4%**	**4%**	3%	10%
Fairly?												
Yes	**81%**	83%	80%	**67%**	**81%**	**81%**	**95%**	**71%**	**90%**	**86%**	83%	81%
No	**11%**	11%	10%	**20%**	**15%**	**6%**	**1%**	**16%**	**6%**	**9%**	15%	11%
Sometimes	**8%**	7%	10%	**12%**	**4%**	**13%**	**4%**	**14%**	**4%**	**5%**	2%	8%
How Strongly Do You Agree or Disagree With Each of the Following Statements?												
Body cameras will lead to greater transparency of the Springfield Police Department												
Strongly Agree	**65%**	62%	69%	65%	70%	61%	64%	70%	62%	64%	63%	65%
Agree	**32%**	35%	29%	32%	26%	37%	32%	25%	35%	35%	30%	33%
Disagree/Strongly Disagree	**3%**	4%	2%	3%	4%	2%	4%	5%	2%	2%	7%	2%
Body cameras will increase the accountability of officers												
Strongly Agree	**63%**	60%	66%	62%	71%	57%	61%	**72%**	**58%**	**61%**	63%	63%
Agree	**33%**	36%	29%	34%	27%	38%	35%	**24%**	**38%**	**36%**	31%	34%
Disagree/Strongly Disagree	**4%**	4%	4%	3%	3%	5%	4%	**4%**	**5%**	**3%**	6%	3%
If encountered by a police officer, I feel better knowing the interaction is being recorded												
Strongly Agree	**64%**	60%	67%	64%	67%	61%	62%	**71%**	**61%**	**60%**	57%	65%
Agree	**31%**	35%	28%	32%	28%	34%	31%	**23%**	**34%**	**36%**	33%	31%
Disagree/Strongly Disagree	**5%**	5%	5%	4%	5%	5%	7%	**6%**	**5%**	**4%**	10%	4%

	OVERALL	Home		Race				Years of Residency			Location	
		Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
Please Indicate If You Have Had Any Interaction With a Springfield Police Officer in the Past 12 Months												
No Contact	**58%**	60%	56%	**44%**	**67%**	**59%**	**40%**	60%	54%	62%	55%	61%
Responded to a 911 Call	**20%**	20%	21%	28%	20%	19%	36%	18%	21%	22%	**26%**	**16%**
Officer Initiated Interaction	**17%**	16%	19%	27%	7%	17%	13%	17%	18%	16%	15%	16%
Law Enforcement Action	**11%**	9%	14%	17%	5%	11%	20%	13%	14%	7%	14%	9%
During These Interactions With a Springfield Police Officer Were You Treated:												
Professionally?												
Yes	**85%**	**90%**	**79%**	85%	100%	84%	92%	79%	89%	85%	**77%**	**90%**
No	**7%**	**6%**	**6%**	4%	0%	7%	8%	8%	4%	7%	**12%**	**3%**
Sometimes	**8%**	**3%**	**15%**	12%	0%	9%	0%	13%	6%	8%	**11%**	**7%**
Respectfully?												
Yes	**85%**	88%	81%	85%	100%	84%	100%	76%	91%	85%	**76%**	**91%**
No	**7%**	6%	7%	4%	0%	7%	0%	10%	4%	7%	**12%**	**4%**
Sometimes	**8%**	6%	12%	12%	0%	9%	0%	14%	5%	8%	**12%**	**5%**
Courteously?												
Yes	**84%**	**89%**	**78%**	85%	100%	83%	100%	**71%**	**90%**	**87%**	**75%**	**91%**
No	**7%**	**5%**	**9%**	12%	0%	7%	0%	**13%**	**2%**	**9%**	**12%**	**3%**
Sometimes	**9%**	**6%**	**13%**	4%	0%	10%	0%	**16%**	**8%**	**4%**	**13%**	**5%**
Fairly?												
Yes	**81%**	83%	79%	85%	100%	80%	86%	**71%**	**85%**	**85%**	**70%**	**90%**
No	**11%**	11%	9%	15%	0%	10%	7%	**12%**	**9%**	**10%**	**21%**	**5%**
Sometimes	**8%**	5%	12%	0%	0%	9%	7%	**18%**	**6%**	**4%**	**10%**	**5%**
How Strongly Do You Agree or Disagree With Each of the Following Statements?												
Body cameras will lead to greater transparency of the Springfield Police Department												
Strongly Agree	**65%**	**62%**	**69%**	**71%**	**60%**	**64%**	**91%**	69%	63%	66%	62%	66%
Agree	**32%**	**36%**	**26%**	**21%**	**40%**	**33%**	**9%**	26%	35%	33%	34%	31%
Disagree/Strongly Disagree	**3%**	**2%**	**5%**	**8%**	**0%**	**3%**	**0%**	5%	3%	2%	4%	2%
Body cameras will increase the accountability of officers												
Strongly Agree	**63%**	61%	66%	**74%**	**69%**	**62%**	**87%**	68%	61%	62%	61%	64%
Agree	**33%**	36%	29%	**17%**	**26%**	**35%**	**13%**	27%	35%	35%	35%	33%
Disagree/Strongly Disagree	**4%**	3%	5%	**9%**	**6%**	**3%**	**0%**	5%	3%	3%	4%	3%
If encountered by a police officer, I feel better knowing the interaction is being recorded												
Strongly Agree	**64%**	**59%**	**71%**	73%	64%	63%	71%	69%	62%	62%	61%	65%
Agree	**31%**	**36%**	**25%**	16%	26%	33%	29%	25%	34%	33%	33%	30%
Disagree/Strongly Disagree	**5%**	**6%**	**4%**	11%	10%	4%	0%	6%	4%	5%	5%	5%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police?												
Use of overly aggressive behavior/tactics when restraining or arresting racial minorities — INCLUDES Don't Know												
Serious Problem	**4%**	4%	4%	5%	4%	5%	3%	8%	3%	2%	7%	3%
Moderate Problem	**10%**	7%	12%	12%	10%	10%	7%	14%	9%	7%	5%	11%
Minor Problem	**9%**	8%	10%	11%	9%	6%	9%	9%	7%	12%	6%	10%
Not a Problem	**33%**	41%	27%	28%	32%	37%	37%	32%	38%	29%	48%	30%
Don't Know	**44%**	39%	48%	44%	45%	42%	45%	38%	43%	51%	34%	46%
Use of overly aggressive behavior/tactics when restraining or arresting racial minorities — EXCLUDES Don't Know												
Serious Problem	**8%**	7%	8%	9%	8%	8%	5%	13%	5%	3%	10%	6%
Moderate Problem	**17%**	12%	23%	21%	17%	17%	13%	22%	15%	14%	8%	20%
Minor Problem	**16%**	13%	18%	20%	17%	11%	16%	14%	12%	24%	9%	19%
Not a Problem	**59%**	68%	51%	50%	58%	64%	67%	51%	67%	59%	72%	55%
Racial bias and discrimination towards minorities when enforcing laws — INCLUDES Don't Know												
Serious Problem	**5%**	5%	6%	4%	5%	7%	4%	11%	3%	1%	6%	4%
Moderate Problem	**12%**	11%	13%	14%	10%	16%	8%	20%	9%	8%	11%	13%
Minor Problem	**10%**	8%	12%	12%	12%	6%	9%	9%	9%	13%	2%	12%
Not a Problem	**32%**	40%	25%	25%	31%	33%	37%	29%	36%	29%	45%	29%
Don't Know	**41%**	37%	44%	45%	41%	38%	41%	31%	43%	49%	36%	42%
Racial bias and discrimination towards minorities when enforcing laws — EXCLUDES Don't Know												
Serious Problem	**9%**	8%	10%	8%	9%	11%	8%	16%	5%	2%	10%	7%
Moderate Problem	**20%**	17%	24%	25%	18%	26%	14%	29%	16%	15%	17%	22%
Minor Problem	**17%**	12%	22%	21%	21%	10%	15%	12%	16%	26%	4%	21%
Not a Problem	**54%**	63%	44%	46%	53%	54%	63%	42%	63%	57%	70%	51%
Pulling over a disproportionate number of racial minorities for traffic or vehicle violations— INCLUDES Don't Know												
Serious Problem	**8%**	9%	8%	7%	7%	10%	10%	17%	4%	4%	14%	6%
Moderate Problem	**8%**	6%	10%	10%	5%	12%	6%	11%	6%	8%	4%	9%
Minor Problem	**9%**	7%	10%	9%	13%	4%	7%	7%	8%	11%	7%	10%
Not a Problem	**25%**	30%	20%	23%	20%	31%	26%	23%	29%	21%	36%	23%
Don't Know	**50%**	47%	53%	51%	55%	43%	51%	41%	53%	55%	40%	52%
Pulling over a disproportionate number of racial minorities for traffic or vehicle violations— EXCLUDES Don't Know												
Serious Problem	**16%**	17%	16%	14%	15%	18%	21%	29%	8%	9%	23%	13%
Moderate Problem	**17%**	12%	22%	20%	11%	22%	12%	18%	14%	19%	6%	19%
Minor Problem	**17%**	14%	21%	19%	30%	6%	14%	12%	16%	25%	11%	20%
Not a Problem	**50%**	57%	42%	47%	44%	54%	53%	40%	61%	48%	60%	48%

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police?												
Use of overly aggressive behavior/tactics when restraining or arresting racial minorities— INCLUDES Don't Know												
Serious Problem	**4%**	**2%**	**8%**	**6%**	**0%**	**5%**	**0%**	**7%**	**4%**	**3%**	5%	3%
Moderate Problem	**10%**	**7%**	**13%**	**23%**	**5%**	**9%**	**8%**	**10%**	**9%**	**10%**	10%	10%
Minor Problem	**9%**	**9%**	**9%**	**9%**	**22%**	**8%**	**8%**	**10%**	**9%**	**8%**	11%	9%
Not a Problem	**33%**	**35%**	**32%**	**40%**	**46%**	**32%**	**36%**	**22%**	**39%**	**36%**	33%	35%
Don't Know	**44%**	**48%**	**38%**	**21%**	**27%**	**46%**	**48%**	**52%**	**40%**	**42%**	42%	44%
Use of overly aggressive behavior/tactics when restraining or arresting racial minorities — EXCLUDES Don't Know												
Serious Problem	**8%**	**4%**	**12%**	8%	0%	8%	0%	**15%**	**6%**	**6%**	9%	5%
Moderate Problem	**17%**	**13%**	**21%**	30%	7%	17%	15%	**20%**	**15%**	**18%**	16%	18%
Minor Problem	**16%**	**17%**	**14%**	11%	30%	15%	15%	**20%**	**14%**	**15%**	18%	15%
Not a Problem	**59%**	**66%**	**52%**	51%	63%	60%	69%	**45%**	**65%**	**62%**	56%	62%
Racial bias and discrimination towards minorities when enforcing laws — INCLUDES Don't Know												
Serious Problem	**5%**	**3%**	**8%**	**4%**	**0%**	**6%**	**4%**	**8%**	**5%**	**4%**	5%	4%
Moderate Problem	**12%**	**9%**	**17%**	**31%**	**24%**	**10%**	**13%**	**17%**	**11%**	**10%**	13%	12%
Minor Problem	**10%**	**9%**	**11%**	**8%**	**10%**	**10%**	**0%**	**9%**	**9%**	**11%**	12%	9%
Not a Problem	**32%**	**35%**	**28%**	**38%**	**34%**	**31%**	**38%**	**21%**	**37%**	**35%**	32%	33%
Don't Know	**41%**	**44%**	**36%**	**19%**	**32%**	**43%**	**46%**	**45%**	**39%**	**41%**	38%	42%
Racial bias and discrimination towards minorities when enforcing laws — EXCLUDES Don't Know												
Serious Problem	**9%**	**5%**	**13%**	**5%**		**10%**	**8%**	**14%**	**8%**	**6%**	8%	7%
Moderate Problem	**20%**	**16%**	**26%**	**38%**	**36%**	**18%**	**23%**	**31%**	**18%**	**16%**	22%	21%
Minor Problem	**17%**	**17%**	**17%**	**10%**	**14%**	**18%**	**0%**	**17%**	**15%**	**19%**	19%	15%
Not a Problem	**54%**	**62%**	**44%**	**46%**	**50%**	**54%**	**69%**	**38%**	**59%**	**58%**	52%	57%
Pulling over a disproportionate number of racial minorities for traffic or vehicle violations — INCLUDES Don't Know												
Serious Problem	**8%**	**6%**	**12%**	**10%**	**13%**	**8%**	**0%**	12%	7%	6%	9%	7%
Moderate Problem	**8%**	**7%**	**10%**	**21%**	**15%**	**7%**	**8%**	12%	6%	8%	8%	8%
Minor Problem	**9%**	**8%**	**10%**	**8%**	**10%**	**8%**	**12%**	6%	8%	12%	8%	9%
Not a Problem	**25%**	**26%**	**24%**	**38%**	**20%**	**24%**	**28%**	20%	28%	25%	29%	24%
Don't Know	**50%**	**54%**	**44%**	**23%**	**43%**	**52%**	**52%**	51%	51%	49%	46%	51%
Pulling over a disproportionate number of racial minorities for traffic or vehicle violations — EXCLUDES Don't Know												
Serious Problem	**16%**	**13%**	**21%**	14%	22%	17%	0%	**24%**	**15%**	**12%**	16%	15%
Moderate Problem	**17%**	**15%**	**19%**	27%	26%	15%	17%	**23%**	**13%**	**16%**	15%	16%
Minor Problem	**17%**	**17%**	**18%**	11%	17%	17%	25%	**12%**	**16%**	**24%**	16%	19%
Not a Problem	**50%**	**56%**	**43%**	49%	35%	51%	58%	**41%**	**56%**	**48%**	53%	49%

		Gender		Education				Respondent Age (in years)			Child in Household	
	OVERALL	Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police? (Cont'd)												
Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities — INCLUDES Don't Know												
Serious Problem	**8%**	**7%**	**8%**	7%	6%	11%	6%	**15%**	**5%**	**3%**	9%	6%
Moderate Problem	**11%**	**9%**	**13%**	12%	9%	12%	13%	**16%**	**8%**	**9%**	10%	12%
Minor Problem	**11%**	**11%**	**12%**	11%	12%	10%	10%	**8%**	**11%**	**15%**	5%	13%
Not a Problem	**26%**	**34%**	**19%**	21%	28%	27%	27%	**25%**	**31%**	**21%**	34%	25%
Don't Know	**44%**	**40%**	**48%**	50%	45%	40%	44%	**35%**	**46%**	**52%**	42%	44%
Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities— EXCLUDES Don't Know												
Serious Problem	**13%**	**11%**	**16%**	14%	11%	18%	11%	**24%**	**8%**	**7%**	**16%**	**10%**
Moderate Problem	**20%**	**15%**	**25%**	24%	16%	20%	24%	**25%**	**15%**	**20%**	**17%**	**21%**
Minor Problem	**20%**	**17%**	**22%**	21%	23%	17%	17%	**12%**	**20%**	**30%**	**9%**	**24%**
Not a Problem	**47%**	**57%**	**37%**	41%	51%	45%	48%	**39%**	**57%**	**43%**	**58%**	**45%**

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police? (Cont'd)												
Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities — INCLUDES Don't Know												
Serious Problem	**8%**	**5%**	**12%**	**9%**	**0%**	**8%**	**0%**	**9%**	**7%**	**7%**	7%	6%
Moderate Problem	**11%**	**10%**	**13%**	**36%**	**12%**	**10%**	**4%**	**15%**	**10%**	**10%**	11%	12%
Minor Problem	**11%**	**11%**	**10%**	**9%**	**20%**	**11%**	**8%**	**9%**	**10%**	**13%**	14%	10%
Not a Problem	**26%**	**27%**	**25%**	**30%**	**37%**	**25%**	**32%**	**16%**	**32%**	**27%**	28%	26%
Don't Know	**44%**	**47%**	**40%**	**17%**	**32%**	**46%**	**56%**	**51%**	**40%**	**43%**	41%	46%
Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities — EXCLUDES Don't Know												
Serious Problem	**13%**	**9%**	**19%**	**10%**	**0%**	**15%**	**0%**	**19%**	**13%**	**12%**	11%	12%
Moderate Problem	**20%**	**19%**	**21%**	**44%**	**18%**	**18%**	**9%**	**31%**	**17%**	**17%**	18%	21%
Minor Problem	**20%**	**22%**	**17%**	**10%**	**29%**	**20%**	**18%**	**18%**	**18%**	**24%**	23%	19%
Not a Problem	**47%**	**51%**	**42%**	**36%**	**54%**	**47%**	**73%**	**32%**	**53%**	**48%**	48%	48%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police? (Cont'd)												
Unwillingness of suspects to obey police orders when being questioned or arrested — INCLUDES Don't Know												
Serious Problem	**10%**	13%	8%	12%	12%	6%	12%	9%	10%	12%	13%	10%
Moderate Problem	**22%**	20%	23%	23%	24%	22%	19%	19%	25%	20%	19%	24%
Minor Problem	**15%**	14%	15%	13%	13%	17%	15%	14%	17%	12%	12%	15%
Not a Problem	**9%**	9%	9%	11%	7%	9%	9%	13%	6%	7%	12%	8%
Don't Know	**44%**	44%	45%	41%	45%	46%	45%	45%	41%	48%	44%	44%
Unwillingness of suspects to obey police orders when being questioned or arrested — EXCLUDES Don't Know												
Serious Problem	**19%**	22%	15%	20%	21%	12%	22%	**16%**	**18%**	**24%**	23%	17%
Moderate Problem	**39%**	36%	42%	38%	43%	40%	34%	**35%**	**43%**	**39%**	34%	42%
Minor Problem	**26%**	26%	27%	22%	24%	31%	28%	**26%**	**29%**	**23%**	22%	26%
Not a Problem	**16%**	16%	16%	19%	12%	17%	16%	**24%**	**11%**	**14%**	22%	14%
Lack of respect for Springfield police officers — INCLUDES Don't Know												
Serious Problem	**14%**	14%	15%	**15%**	**19%**	**11%**	**12%**	**14%**	**17%**	**12%**	21%	13%
Moderate Problem	**22%**	20%	23%	**21%**	**25%**	**22%**	**16%**	**21%**	**23%**	**21%**	18%	24%
Minor Problem	**20%**	21%	19%	**23%**	**18%**	**19%**	**23%**	**20%**	**22%**	**17%**	20%	21%
Not a Problem	**15%**	15%	15%	**11%**	**10%**	**21%**	**16%**	**23%**	**11%**	**10%**	16%	13%
Don't Know	**29%**	30%	28%	**30%**	**29%**	**26%**	**34%**	**22%**	**27%**	**39%**	26%	29%
Lack of respect for Springfield police officers — EXCLUDES Don't Know												
Serious Problem	**13%**	21%	21%	**21%**	**26%**	**15%**	**18%**	**18%**	**23%**	**20%**	**28%**	**19%**
Moderate Problem	**20%**	28%	32%	**30%**	**35%**	**30%**	**24%**	**27%**	**32%**	**34%**	**24%**	**34%**
Minor Problem	**20%**	30%	26%	**33%**	**25%**	**26%**	**34%**	**25%**	**31%**	**28%**	**26%**	**29%**
Not a Problem	**47%**	21%	21%	**16%**	**14%**	**29%**	**24%**	**30%**	**15%**	**17%**	**22%**	**18%**
Safety concerns for Springfield police officers in the current political and social environment — INCLUDES Don't Know												
Serious Problem	**27%**	28%	27%	**23%**	**33%**	**21%**	**28%**	**21%**	**30%**	**29%**	**33%**	**26%**
Moderate Problem	**32%**	29%	33%	**30%**	**30%**	**33%**	**34%**	**30%**	**32%**	**33%**	**21%**	**34%**
Minor Problem	**13%**	15%	11%	**9%**	**13%**	**14%**	**16%**	**12%**	**15%**	**12%**	**12%**	**13%**
Not a Problem	**11%**	11%	11%	**10%**	**8%**	**16%**	**11%**	**22%**	**7%**	**5%**	**20%**	**9%**
Don't Know	**17%**	17%	17%	**28%**	**16%**	**15%**	**11%**	**15%**	**17%**	**21%**	**13%**	**17%**
Safety concerns for Springfield police officers in the current political and social environment — EXCLUDES Don't Know												
Serious Problem	**33%**	33%	32%	**32%**	**40%**	**25%**	**32%**	**25%**	**36%**	**37%**	**38%**	**32%**
Moderate Problem	**38%**	35%	40%	**41%**	**35%**	**39%**	**38%**	**35%**	**38%**	**41%**	**25%**	**42%**
Minor Problem	**16%**	18%	14%	**12%**	**15%**	**17%**	**18%**	**15%**	**18%**	**15%**	**14%**	**16%**
Not a Problem	**13%**	14%	14%	**14%**	**10%**	**19%**	**12%**	**25%**	**8%**	**7%**	**23%**	**11%**

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Much of a Problem, If At All, Are Each of the Following With Respect to Springfield Police? (Cont'd)												
Unwillingness of suspects to obey police orders when being questioned or arrested — INCLUDES Don't Know												
Serious Problem	**10%**	12%	8%	**8%**	**12%**	**11%**	**0%**	**9%**	**12%**	**10%**	10%	11%
Moderate Problem	**22%**	21%	23%	**46%**	**15%**	**21%**	**12%**	**20%**	**20%**	**25%**	24%	22%
Minor Problem	**15%**	16%	13%	**10%**	**7%**	**16%**	**12%**	**10%**	**17%**	**16%**	19%	12%
Not a Problem	**9%**	7%	11%	**10%**	**15%**	**8%**	**20%**	**7%**	**10%**	**8%**	9%	9%
Don't Know	**44%**	45%	44%	**25%**	**51%**	**45%**	**56%**	**54%**	**41%**	**40%**	39%	47%
Unwillingness of suspects to obey police orders when being questioned or arrested — EXCLUDES Don't Know												
Serious Problem	**19%**	**21%**	**15%**	**11%**	**25%**	**19%**	**0%**	19%	20%	17%	16%	20%
Moderate Problem	**39%**	**38%**	**41%**	**61%**	**30%**	**38%**	**27%**	43%	35%	43%	39%	42%
Minor Problem	**26%**	**29%**	**23%**	**14%**	**15%**	**28%**	**27%**	21%	28%	27%	30%	22%
Not a Problem	**16%**	**12%**	**20%**	**14%**	**30%**	**14%**	**45%**	16%	17%	14%	15%	16%
Lack of respect for Springfield police officers — INCLUDES Don't Know												
Serious Problem	**14%**	14%	16%	**6%**	**17%**	**15%**	**8%**	15%	15%	14%	18%	13%
Moderate Problem	**22%**	22%	21%	**44%**	**17%**	**21%**	**15%**	18%	22%	24%	24%	22%
Minor Problem	**20%**	21%	19%	**19%**	**15%**	**21%**	**15%**	18%	22%	19%	23%	19%
Not a Problem	**15%**	14%	15%	**13%**	**24%**	**15%**	**8%**	18%	15%	12%	13%	14%
Don't Know	**29%**	29%	29%	**19%**	**27%**	**29%**	**54%**	31%	26%	30%	23%	31%
Lack of respect for Springfield police officers — EXCLUDES Don't Know												
Serious Problem	**13%**	19%	23%	8%	23%	22%	17%	21%	21%	20%	23%	19%
Moderate Problem	**20%**	31%	30%	54%	23%	29%	33%	26%	30%	35%	31%	33%
Minor Problem	**20%**	29%	26%	23%	20%	29%	33%	26%	30%	28%	29%	28%
Not a Problem	**47%**	20%	21%	15%	33%	20%	17%	26%	20%	18%	17%	21%
Safety concerns for Springfield police officers in the current political and social environment — INCLUDES Don't Know												
Serious Problem	**27%**	27%	27%	**34%**	**29%**	**27%**	**20%**	27%	25%	29%	27%	28%
Moderate Problem	**32%**	32%	31%	**34%**	**20%**	**32%**	**28%**	28%	35%	30%	34%	30%
Minor Problem	**13%**	14%	12%	**13%**	**0%**	**13%**	**20%**	14%	12%	13%	12%	13%
Not a Problem	**11%**	11%	12%	**13%**	**20%**	**11%**	**0%**	13%	13%	8%	12%	11%
Don't Know	**17%**	16%	19%	**6%**	**32%**	**16%**	**32%**	18%	15%	19%	15%	17%
Safety concerns for Springfield police officers in the current political and social environment — EXCLUDES Don't Know												
Serious Problem	**33%**	33%	33%	36%	43%	32%	29%	33%	30%	36%	32%	34%
Moderate Problem	**38%**	38%	38%	36%	29%	39%	41%	34%	41%	37%	40%	37%
Minor Problem	**16%**	16%	15%	14%	0%	16%	29%	18%	14%	17%	14%	16%
Not a Problem	**13%**	13%	15%	14%	29%	13%	0%	16%	15%	10%	14%	13%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Strongly Do You Agree or Disagree With Each of the Following Statements?												
SPD should explore the use of technologies as crime prevention & investigation tools instead of adding more police officers												
Strongly Agree/Agree	**56%**	54%	57%	**53%**	**59%**	**62%**	**41%**	**70%**	**49%**	**48%**	50%	56%
Disagree/Strongly Disagree	**44%**	46%	43%	**47%**	**41%**	**38%**	**59%**	**30%**	**51%**	**52%**	50%	44%
Sending social workers, counselors, or EMTs in response to calls regarding social issues instead of police officers												
Strongly Agree/Agree	**61%**	**56%**	**66%**	58%	63%	65%	58%	**73%**	**55%**	**56%**	61%	59%
Disagree/Strongly Disagree	**39%**	**44%**	**34%**	42%	37%	35%	42%	**27%**	**45%**	**44%**	39%	41%
How Strongly Do You Agree or Disagree With Each of the Following Statements About Springfield POLICE Officers?												
Springfield POLICE officers treat citizens with respect, regardless of the other person's race												
Strongly Agree/Agree	**84%**	**88%**	**81%**	82%	84%	82%	91%	**71%**	**87%**	**95%**	83%	85%
Disagree/Strongly Disagree	**16%**	**12%**	**19%**	18%	16%	18%	9%	**29%**	**13%**	**5%**	17%	15%
Springfield POLICE officers treat citizens fairly, regardless of the other person's race												
Strongly Agree/Agree	**82%**	**86%**	**79%**	80%	84%	79%	89%	**67%**	**88%**	**93%**	81%	84%
Disagree/Strongly Disagree	**18%**	**14%**	**21%**	20%	16%	21%	11%	**33%**	**12%**	**7%**	19%	16%
Springfield POLICE officers treat citizens courteously, regardless of the other person's race												
Strongly Agree/Agree	**82%**	84%	79%	**77%**	**81%**	**81%**	**91%**	**68%**	**86%**	**93%**	79%	83%
Disagree/Strongly Disagree	**18%**	16%	21%	**23%**	**19%**	**19%**	**9%**	**32%**	**14%**	**7%**	21%	17%
How Strongly Do You Agree or Disagree With Each of the Following Statements About PEOPLE in Springfield?												
PEOPLE in Springfield treat other people with respect, regardless of the other person's race												
Strongly Agree/Agree	**61%**	**67%**	**56%**	**65%**	**66%**	**54%**	**60%**	**47%**	**62%**	**77%**	**51%**	**66%**
Disagree/Strongly Disagree	**39%**	**33%**	**44%**	**35%**	**34%**	**46%**	**40%**	**53%**	**38%**	**23%**	**49%**	**34%**
PEOPLE in Springfield treat other people fairly, regardless of the other person's race												
Strongly Agree/Agree	**62%**	**68%**	**56%**	**67%**	**68%**	**55%**	**59%**	**46%**	**64%**	**79%**	**52%**	**67%**
Disagree/Strongly Disagree	**38%**	**32%**	**44%**	**33%**	**32%**	**45%**	**41%**	**54%**	**36%**	**21%**	**48%**	**33%**
PEOPLE in Springfield treat other people courteously, regardless of the other person's race												
Strongly Agree/Agree	**65%**	**70%**	**59%**	67%	68%	61%	62%	**52%**	**66%**	**77%**	**57%**	**68%**
Disagree/Strongly Disagree	**35%**	**30%**	**41%**	33%	32%	39%	38%	**48%**	**34%**	**23%**	**43%**	**32%**
How Would You Describe the Springfield community in terms of being inclusive of people with diverse backgrounds?												
Very Inclusive	**17%**	**22%**	**12%**	15%	18%	16%	16%	**15%**	**16%**	**20%**	18%	17%
Somewhat Inclusive	**51%**	**51%**	**53%**	59%	56%	45%	48%	**42%**	**52%**	**63%**	46%	54%
Not Very Inclusive	**24%**	**20%**	**27%**	17%	21%	30%	26%	**31%**	**25%**	**14%**	27%	21%
Not Inclusive	**8%**	**8%**	**8%**	10%	6%	9%	10%	**12%**	**8%**	**4%**	8%	7%

	OVERALL	Home		Race				Years of Residency			Location	
		Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Strongly Do You Agree or Disagree With Each of the Following Statements?												
SPD should explore the use of technologies as crime prevention & investigation tools instead of adding more police officers												
Strongly Agree/Agree	**56%**	**51%**	**62%**	63%	65%	55%	61%	**66%**	**53%**	**51%**	57%	53%
Disagree/Strongly Disagree	**44%**	**49%**	**38%**	37%	35%	45%	39%	**34%**	**47%**	**49%**	43%	47%
Sending social workers, counselors, or EMTs in response to calls regarding social issues instead of police officers												
Strongly Agree/Agree	**61%**	**56%**	**68%**	67%	72%	60%	72%	**68%**	**63%**	**53%**	59%	59%
Disagree/Strongly Disagree	**39%**	**44%**	**32%**	33%	28%	40%	28%	**32%**	**37%**	**47%**	41%	41%
How Strongly Do You Agree or Disagree With Each of the Following Statements About Springfield POLICE Officers?												
Springfield POLICE officers treat citizens with respect, regardless of the other person's race												
Strongly Agree/Agree	**84%**	**93%**	**75%**	**67%**	**84%**	**85%**	**94%**	**74%**	**87%**	**88%**	84%	85%
Disagree/Strongly Disagree	**16%**	**7%**	**25%**	**33%**	**16%**	**15%**	**6%**	**26%**	**13%**	**12%**	16%	15%
Springfield POLICE officers treat citizens fairly, regardless of the other person's race												
Strongly Agree/Agree	**82%**	**89%**	**74%**	**68%**	**74%**	**84%**	**83%**	**71%**	**84%**	**88%**	83%	83%
Disagree/Strongly Disagree	**18%**	**11%**	**26%**	**32%**	**26%**	**16%**	**17%**	**29%**	**16%**	**12%**	17%	17%
Springfield POLICE officers treat citizens courteously, regardless of the other person's race												
Strongly Agree/Agree	**82%**	**90%**	**73%**	**63%**	**84%**	**83%**	**83%**	**70%**	**84%**	**87%**	84%	81%
Disagree/Strongly Disagree	**18%**	**10%**	**27%**	**37%**	**16%**	**17%**	**17%**	**30%**	**16%**	**14%**	16%	19%
How Strongly Do You Agree or Disagree With Each of the Following Statements About PEOPLE in Springfield?												
PEOPLE in Springfield treat other people with respect, regardless of the other person's race												
Strongly Agree/Agree	**61%**	**67%**	**54%**	**49%**	**57%**	**62%**	**84%**	**55%**	**60%**	**67%**	**58%**	**66%**
Disagree/Strongly Disagree	**39%**	**33%**	**46%**	**51%**	**43%**	**38%**	**16%**	**45%**	**40%**	**33%**	**42%**	**34%**
PEOPLE in Springfield treat other people fairly, regardless of the other person's race												
Strongly Agree/Agree	**62%**	**67%**	**56%**	53%	59%	63%	79%	**59%**	**58%**	**71%**	59%	66%
Disagree/Strongly Disagree	**38%**	**33%**	**44%**	47%	41%	38%	21%	**41%**	**42%**	**29%**	41%	34%
PEOPLE in Springfield treat other people courteously, regardless of the other person's race												
Strongly Agree/Agree	**65%**	**70%**	**57%**	**50%**	**75%**	**65%**	**84%**	**61%**	**62%**	**71%**	63%	68%
Disagree/Strongly Disagree	**35%**	**30%**	**43%**	**50%**	**25%**	**35%**	**16%**	**39%**	**38%**	**29%**	37%	32%
How Would You Describe the Springfield community in terms of being inclusive of people with diverse backgrounds?												
Very Inclusive	**17%**	18%	15%	**22%**	**25%**	**15%**	**45%**	10%	19%	18%	18%	17%
Somewhat Inclusive	**51%**	50%	53%	**42%**	**47%**	**53%**	**32%**	56%	49%	51%	51%	54%
Not Very Inclusive	**24%**	25%	22%	**24%**	**25%**	**24%**	**14%**	25%	24%	22%	26%	21%
Not Inclusive	**8%**	7%	10%	**11%**	**3%**	**8%**	**9%**	9%	8%	8%	5%	9%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Would You Rate the Following Types of Area Organizations' Efforts to Promote/Encourage Diversity & Racial Inclusion in SGF?												
City of Springfield												
Excellent	**18%**	23%	12%	16%	23%	15%	14%	16%	17%	20%	11%	20%
Good	**50%**	50%	51%	58%	44%	52%	53%	35%	53%	63%	48%	52%
Only Fair	**23%**	21%	26%	16%	22%	27%	27%	33%	22%	15%	27%	21%
Poor	**9%**	6%	11%	10%	12%	7%	6%	16%	8%	2%	14%	7%
Greene County												
Excellent	**16%**	21%	12%	15%	23%	11%	14%	15%	17%	17%	12%	18%
Good	**45%**	46%	45%	56%	37%	48%	45%	33%	47%	56%	42%	48%
Only Fair	**23%**	18%	27%	18%	24%	20%	28%	23%	22%	23%	22%	21%
Poor	**16%**	15%	17%	12%	16%	20%	13%	29%	13%	5%	25%	12%
Educational Institutions												
Excellent	**24%**	31%	19%	17%	28%	19%	34%	25%	22%	27%	24%	25%
Good	**53%**	51%	55%	62%	44%	59%	52%	44%	57%	59%	47%	55%
Only Fair	**16%**	13%	18%	15%	19%	16%	12%	20%	16%	12%	17%	16%
Poor	**7%**	5%	8%	6%	10%	6%	3%	11%	5%	2%	12%	5%
Nonprofit Organizations												
Excellent	**30%**	35%	25%	17%	33%	28%	39%	31%	29%	30%	31%	30%
Good	**52%**	50%	54%	60%	47%	56%	50%	47%	53%	57%	45%	54%
Only Fair	**13%**	8%	17%	17%	13%	12%	11%	13%	14%	11%	13%	13%
Poor	**5%**	6%	4%	6%	8%	4%	0%	10%	4%	2%	10%	4%
Faith-Based Organizations												
Excellent	**28%**	32%	24%	24%	35%	23%	27%	21%	29%	34%	27%	29%
Good	**38%**	35%	41%	47%	33%	37%	41%	26%	44%	44%	34%	40%
Only Fair	**18%**	16%	19%	17%	17%	20%	16%	20%	19%	15%	14%	18%
Poor	**16%**	17%	16%	11%	14%	20%	17%	33%	9%	8%	26%	12%
For-Profit Organizations												
Excellent	**17%**	20%	15%	10%	25%	16%	14%	19%	15%	18%	19%	18%
Good	**46%**	48%	44%	59%	35%	46%	53%	36%	49%	52%	42%	47%
Only Fair	**25%**	20%	30%	21%	29%	24%	25%	24%	28%	23%	22%	26%
Poor	**11%**	12%	11%	9%	11%	14%	9%	21%	8%	6%	17%	9%

		Home		Race				Years of Residency			Location	
	OVERALL	Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Would You Rate the Following Types of Area Organizations' Efforts to Promote/Encourage Diversity & Racial Inclusion in SGF?												
City of Springfield												
Excellent	**18%**	**17%**	**18%**	16%	32%	16%	27%	14%	18%	20%	18%	18%
Good	**50%**	**53%**	**47%**	51%	29%	52%	45%	51%	47%	54%	47%	53%
Only Fair	**23%**	**25%**	**21%**	19%	32%	24%	14%	24%	25%	20%	26%	21%
Poor	**9%**	**5%**	**13%**	14%	6%	8%	14%	11%	10%	5%	10%	8%
Greene County												
Excellent	**16%**	15%	18%	**24%**	**31%**	**15%**	**29%**	14%	16%	19%	15%	18%
Good	**45%**	48%	42%	**52%**	**23%**	**46%**	**33%**	48%	43%	46%	45%	48%
Only Fair	**23%**	23%	21%	**10%**	**17%**	**24%**	**24%**	20%	23%	24%	23%	21%
Poor	**16%**	14%	18%	**14%**	**29%**	**15%**	**14%**	19%	18%	11%	17%	14%
Educational Institutions												
Excellent	**24%**	**27%**	**21%**	17%	36%	24%	35%	21%	24%	27%	21%	26%
Good	**53%**	**56%**	**49%**	56%	54%	54%	40%	58%	51%	52%	51%	55%
Only Fair	**16%**	**12%**	**21%**	12%	4%	17%	20%	13%	18%	15%	19%	14%
Poor	**7%**	**5%**	**8%**	15%	7%	6%	5%	8%	7%	5%	9%	5%
Nonprofit Organizations												
Excellent	**30%**	30%	30%	**24%**	**46%**	**29%**	**37%**	25%	33%	30%	**26%**	**32%**
Good	**52%**	55%	48%	**40%**	**42%**	**54%**	**53%**	53%	52%	53%	**48%**	**55%**
Only Fair	**13%**	11%	16%	**17%**	**12%**	**12%**	**11%**	14%	11%	14%	**18%**	**10%**
Poor	**5%**	4%	7%	**19%**	**0%**	**4%**	**0%**	8%	4%	4%	**8%**	**4%**
Faith-Based Organizations												
Excellent	**28%**	**29%**	**26%**	20%	39%	28%	39%	23%	29%	30%	27%	29%
Good	**38%**	**41%**	**34%**	32%	29%	39%	28%	38%	37%	40%	38%	40%
Only Fair	**18%**	**16%**	**20%**	29%	13%	17%	17%	16%	18%	18%	22%	15%
Poor	**16%**	**13%**	**20%**	20%	19%	16%	17%	23%	16%	12%	14%	16%
For-Profit Organizations												
Excellent	**17%**	**18%**	**17%**	**14%**	**43%**	**16%**	**41%**	13%	20%	18%	17%	19%
Good	**46%**	**49%**	**42%**	**49%**	**26%**	**47%**	**35%**	44%	47%	47%	44%	48%
Only Fair	**25%**	**25%**	**25%**	**16%**	**26%**	**26%**	**18%**	30%	24%	24%	28%	23%
Poor	**11%**	**8%**	**16%**	**22%**	**4%**	**11%**	**6%**	14%	10%	11%	11%	10%

	OVERALL	Gender		Education				Respondent Age (in years)			Child in Household	
		Male	Female	HS or Less	Some College	College Grad	Post Grad	18-44	45-64	65+	Yes	No
How Much of a Priority Should the Following Organizations Place on Promoting/Encouraging Diversity & Racial Inclusion in Springfield?												
City of Springfield												
High Priority	**52%**	49%	55%	43%	50%	60%	52%	63%	41%	54%	46%	51%
Medium Priority	**30%**	30%	31%	41%	30%	26%	28%	17%	36%	38%	24%	33%
Low Priority	**11%**	11%	11%	15%	11%	8%	13%	11%	14%	7%	18%	9%
None	**7%**	11%	3%	2%	9%	7%	7%	9%	9%	2%	12%	6%
Greene County												
High Priority	**52%**	50%	54%	42%	51%	59%	50%	61%	43%	53%	45%	51%
Medium Priority	**30%**	29%	31%	41%	30%	26%	29%	18%	35%	38%	25%	33%
Low Priority	**11%**	10%	12%	15%	10%	8%	13%	12%	14%	7%	18%	9%
None	**7%**	11%	3%	2%	9%	7%	7%	9%	9%	2%	12%	6%
Educational Institutions												
High Priority	**55%**	50%	59%	48%	53%	62%	53%	63%	44%	59%	40%	56%
Medium Priority	**28%**	30%	26%	33%	28%	24%	28%	17%	34%	32%	30%	29%
Low Priority	**10%**	10%	11%	14%	10%	8%	12%	10%	15%	7%	19%	9%
None	**7%**	10%	4%	5%	8%	6%	7%	10%	7%	3%	12%	6%
Nonprofit Organizations												
High Priority	**52%**	48%	55%	47%	50%	60%	46%	61%	41%	55%	37%	53%
Medium Priority	**30%**	30%	30%	35%	29%	26%	35%	19%	36%	35%	32%	31%
Low Priority	**11%**	12%	10%	12%	13%	8%	13%	12%	15%	7%	18%	10%
None	**7%**	9%	5%	6%	8%	6%	7%	9%	8%	3%	13%	6%
Faith-Based Organizations												
High Priority	**57%**	53%	60%	52%	54%	64%	51%	65%	47%	60%	45%	57%
Medium Priority	**26%**	26%	26%	31%	25%	21%	31%	17%	30%	30%	25%	27%
Low Priority	**10%**	10%	11%	13%	11%	8%	11%	11%	14%	6%	18%	10%
None	**7%**	10%	4%	4%	9%	7%	7%	8%	9%	3%	12%	6%
For-Profit Organizations												
High Priority	**51%**	48%	53%	46%	50%	57%	45%	59%	39%	56%	38%	51%
Medium Priority	**31%**	31%	31%	38%	28%	28%	35%	22%	36%	34%	34%	32%
Low Priority	**11%**	11%	12%	11%	13%	9%	12%	10%	15%	7%	17%	10%
None	**7%**	10%	5%	5%	9%	6%	8%	8%	10%	2%	12%	7%
In General, Do You Think There is Too Much, Too Little, or About the Right Amt. of Attn Paid to Race/Racial Issues in SGF These Days?												
Too Much Attention	**22%**	25%	19%	30%	25%	18%	17%	15%	28%	22%	25%	22%
Too Little Attention	**42%**	35%	49%	30%	38%	49%	46%	54%	37%	34%	39%	40%
Right Amount	**36%**	40%	32%	41%	37%	33%	36%	31%	35%	44%	37%	37%

	OVERALL	Home		Race				Years of Residency			Location	
		Own	Rent	Black	Latino	White	Other	< 11	11-30	> 30	North-Side	South-Side
How Much of a Priority Should the Following Organizations Place on Promoting/Encouraging Diversity & Racial Inclusion in Springfield?												
City of Springfield												
High Priority	**52%**	50%	54%	**55%**	**79%**	**50%**	**53%**	60%	50%	49%	47%	52%
Medium Priority	**30%**	31%	29%	**21%**	**15%**	**32%**	**16%**	25%	30%	36%	31%	32%
Low Priority	**11%**	12%	9%	**6%**	**6%**	**12%**	**11%**	9%	12%	11%	13%	10%
None	**7%**	6%	7%	**17%**	**0%**	**6%**	**21%**	6%	8%	5%	10%	6%
Greene County												
High Priority	**52%**	50%	54%	**60%**	**76%**	**50%**	**50%**	58%	49%	51%	47%	52%
Medium Priority	**30%**	31%	29%	**17%**	**18%**	**32%**	**20%**	26%	30%	34%	31%	32%
Low Priority	**11%**	12%	9%	**6%**	**6%**	**12%**	**10%**	9%	13%	10%	13%	10%
None	**7%**	6%	7%	**17%**	**0%**	**6%**	**20%**	6%	8%	5%	10%	6%
Educational Institutions												
High Priority	**55%**	54%	56%	45%	74%	55%	50%	60%	53%	52%	51%	54%
Medium Priority	**28%**	28%	28%	30%	21%	28%	25%	24%	27%	32%	29%	29%
Low Priority	**10%**	12%	8%	9%	6%	11%	15%	8%	12%	11%	11%	11%
None	**7%**	6%	8%	17%	0%	6%	10%	8%	7%	5%	10%	6%
Nonprofit Organizations												
High Priority	**52%**	51%	52%	**43%**	**73%**	**51%**	**48%**	58%	49%	50%	48%	51%
Medium Priority	**30%**	30%	30%	**23%**	**21%**	**31%**	**29%**	26%	30%	33%	30%	32%
Low Priority	**11%**	13%	9%	**17%**	**6%**	**11%**	**14%**	7%	13%	12%	13%	11%
None	**7%**	6%	8%	**17%**	**0%**	**7%**	**10%**	8%	7%	5%	9%	6%
Faith-Based Organizations												
High Priority	**57%**	55%	59%	**57%**	**73%**	**55%**	**55%**	**66%**	**52%**	**55%**	53%	55%
Medium Priority	**26%**	27%	26%	**15%**	**21%**	**28%**	**25%**	**18%**	**28%**	**30%**	24%	28%
Low Priority	**10%**	12%	8%	**11%**	**6%**	**10%**	**20%**	**8%**	**12%**	**10%**	13%	10%
None	**7%**	6%	7%	**17%**	**0%**	**7%**	**0%**	**7%**	**8%**	**6%**	10%	6%
For-Profit Organizations												
High Priority	**51%**	50%	51%	**48%**	**73%**	**50%**	**50%**	58%	48%	47%	45%	51%
Medium Priority	**31%**	31%	31%	**20%**	**21%**	**32%**	**30%**	26%	30%	36%	33%	32%
Low Priority	**11%**	12%	10%	**15%**	**6%**	**11%**	**10%**	8%	13%	12%	13%	10%
None	**7%**	7%	7%	**17%**	**0%**	**7%**	**10%**	7%	9%	5%	9%	7%
In General, Do You Think There is Too Much, Too Little, or About the Right Amt. of Attn Paid to Race/Racial Issues in SGF These Days?												
Too Much Attention	**22%**	**23%**	**20%**	30%	22%	21%	37%	16%	23%	25%	26%	21%
Too Little Attention	**42%**	**38%**	**48%**	46%	56%	40%	47%	48%	40%	40%	37%	42%
Right Amount	**36%**	**39%**	**32%**	24%	22%	38%	16%	36%	37%	36%	37%	37%

Questionnaire

November 11, 2020

Dear Springfield Resident:

Please help us shape the future of Springfield! Your household has been randomly selected to participate in the 2020 Springfield Community Survey on Public Safety, Law Enforcement, and Race Relations. Your opinions about crime, policing, and race relations in Springfield will help us make decisions that affect our City.

Please have an **adult** in the household (age 18 or older) take a few minutes to complete this survey. Your participation is very important and the information you provide is **completely anonymous** and will not reveal your identity or household.

Mail your completed questionnaire in the enclosed postage-paid, self-addressed envelope by **Saturday, November 28, 2020**. Your completed questionnaire will go directly to Opinion Research Specialists, LLC, a local independent research company, who will collect and analyze the results.

For your convenience, you also have the option of completing the survey online rather than by mail. To access the online survey, please go to **www.SpringfieldSurvey2020.com**.

If you have any questions, please call (417) 380-3352. Thank you for your time and participation!

Sincerely yours,

Ken McClure

Ken McClure
Springfield Mayor

2020 CITY OF SPRINGFIELD COMMUNITY SURVEY

Please have an adult in the household (age 18 or older) take a few minutes to complete this survey. Your input is an important part of the City of Springfield's on-going efforts to identify and respond to resident concerns. A postage-paid return envelope is provided for your convenience. Thank you.

CRIME IN THE COMMUNITY

For each question below, please circle the number or check the box that most closely matches your opinion.

1. How safe or unsafe from crime do you feel:

	Very Safe	Safe	Neither Safe Nor Unsafe	Unsafe	Very Unsafe	Don't Know
a. In your neighborhood during the day?	1	2	3	4	5	9
b. In your neighborhood after dark?	1	2	3	4	5	9
c. In Springfield's downtown area during the day?	1	2	3	4	5	9
d. In Springfield's downtown area after dark?	1	2	3	4	5	9

2. How safe or unsafe do you feel in Springfield from crimes:

a. Against persons (e.g., murder, rape, assault)?	1	2	3	4	5	9
b. Against property (e.g., theft, vandalism)?	1	2	3	4	5	9
c. Against society (e.g., drugs, weapons violations)?	1	2	3	4	5	9

3. Please rate your overall feeling of safety in Springfield.

☐ Very safe ☐ Safe ☐ Neither safe nor unsafe ☐ Unsafe ☐ Very unsafe ☐ Don't know

4. Over the past 12 months, have your feelings of safety from crime in Springfield increased, decreased, or stayed about the same?

☐ Increased ☐ Decreased ☐ Stayed the same ☐ Don't know

5. During the past 12 months, were you or anyone in your household the victim of a crime in Springfield?

☐ No ☐ Yes

6. Would you prefer to see a larger/more visible police presence in Springfield, a smaller/less visible police presence, or keep police presence/visibility as is?

☐ Larger/more visible police presence in Springfield

☐ Smaller/less visible police presence in Springfield

☐ No change

☐ Don't Know

Race Relations and Policing in Springfield

7. **What is your overall impression of Springfield police officers?**

☐ Very favorable ☐ Somewhat favorable ☐ Somewhat unfavorable ☐ Very unfavorable ☐ Don't know

8. **Which one of the following two statements comes closest to how you feel about Springfield police officers?** (Select one response only.)

☐ Most Springfield police officers **are not biased** towards racial minorities.

☐ Most Springfield police officers **are biased** towards racial minorities.

☐ Don't know

9. **In the past 12 months, have you or any member of your household contacted the Springfield Police Department to seek services, ask a question, or file a complaint?**

☐ No --> Skip to Question 10 below.

☐ Yes --> **Please rate your overall level of satisfaction with the Springfield Police Department employees that were contacted with regard to each of the following:**

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know
a. How easy they were to contact	1	2	3	4	9
b. Courtesy of employees	1	2	3	4	9
c. Professionalism of employees	1	2	3	4	9
d. Time it took for your request to be completed	1	2	3	4	9
e. The resolution of your issue/concern	1	2	3	4	9

10. **Please indicate if you have had any interaction with a Springfield police officer in the past 12 months for any of the following reasons. (Check all that apply.)**

☐ No interaction in the past 12 months (Skip to Question 11)

☐ Officer initiated an enforcement action (vehicle stop, issued a ticket, made an arrest, etc.)

☐ Officer responding to a 911 call

☐ Officer initiated a positive interaction (e.g., a friendly conversation)

During these interactions were you treated:

	Yes	No	Sometimes
a. Professionally	1	2	3
b. Respectfully	1	2	3
c. Courteously	1	2	3
d. Fairly	1	2	3

11. All Springfield police patrol officers will be wearing body cameras that record interactions between officers and the public. How strongly do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. Body cameras will lead to greater transparency of the Springfield Police Department.	1	2	3	4	9
b. Body cameras will increase the accountability of officers.	1	2	3	4	9
c. If encountered by a police officer, I feel better knowing the interaction is being recorded.	1	2	3	4	9

12. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how much of a problem, if at all, are each of the following with respect to Springfield police?

	Serious Problem	Moderate Problem	Minor Problem	Not a Problem	Don't Know
a. Use of overly aggressive behavior/tactics when restraining or arresting racial minorities.	1	2	3	4	9
b. Racial bias and discrimination towards minorities when enforcing laws.	1	2	3	4	9
c. Unwillingness of suspects to obey police orders when being questioned or arrested.	1	2	3	4	9
d. Pulling over a disproportionate number of racial minorities for traffic or vehicle violations.	1	2	3	4	9
e. Lack of respect for Springfield police officers and law enforcement.	1	2	3	4	9
f. Lack of cultural understanding/empathy by Springfield police when dealing with racial minorities.	1	2	3	4	9
g. Safety concerns for Springfield police officers in the current political and social environment.	1	2	3	4	9

13. How strongly do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. Springfield police department should explore the use of technologies as crime prevention and investigation tools instead of adding more police officers.	1	2	3	4	9
b. Sending social workers, counselors, or EMTs in response to calls regarding social issues such as homelessness, drug abuse, and mental illness instead of police officers.	1	2	3	4	9

14. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements?

Springfield POLICE officers treat citizens:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. With respect, regardless of the other person's race.	1	2	3	4	9
b. Fairly, regardless of the other person's race.	1	2	3	4	9
c. Courteously, regardless of the other person's race.	1	2	3	4	9

Race Relations in Springfield

15. Based on your personal experiences in Springfield or what you have witnessed in Springfield, how strongly do you agree or disagree with each of the following statements?

PEOPLE in Springfield treat other people:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. With respect, regardless of the other person's race.	1	2	3	4	9
b. Fairly, regardless of the other person's race.	1	2	3	4	9
c. Courteously, regardless of the other person's race.	1	2	3	4	9

16. How would you describe the Springfield community in terms of being inclusive (open, accepting, and respectful) of people with diverse backgrounds?

☐ Very inclusive ☐ Somewhat inclusive ☐ Not very inclusive ☐ Not inclusive ☐ Don't know

17. How would you rate the following types of area organizations in terms of their efforts to promote/ encourage diversity and racial inclusion in the Springfield community?

	Excellent	Good	Only Fair	Poor	Don't Know
a. City of Springfield	1	2	3	4	9
b. Greene County	1	2	3	4	9
c. Educational institutions	1	2	3	4	9
d. Nonprofit organizations	1	2	3	4	9
e. Faith-based organizations	1	2	3	4	9
f. For-profit organizations	1	2	3	4	9

18. How much of a priority should the following organizations place on promoting/encouraging diversity and racial inclusion in the Springfield community?

	High	Medium	Low	None	Don't Know
a. City of Springfield	1	2	3	4	9
b. Greene County	1	2	3	4	9
c. Educational institutions	1	2	3	4	9
d. Nonprofit organizations	1	2	3	4	9
e. Faith-based organizations	1	2	3	4	9
f. For-profit organizations	1	2	3	4	9

19. In general, do you think there is too much, too little, or about the right amount of attention paid to race and racial issues in Springfield these days?

☐ Too much attention ☐ Too little attention ☐ Right amount of attention ☐ Don't know

Demographics

These last few questions are about you and your household and are used to group responses to the survey. Your responses are completely confidential and anonymous.

20. About how many years have you lived in Springfield? _____ years

21. Do you own or rent your current residence?

☐ Own ☐ Rent

22. Your home ZIP code? 65 _____

23. Do any children under the age of 18 live in your household?

☐ Yes ☐ No

24. Your gender: ☐ Male ☐ Female ☐ Other

25. Your race:

☐ Asian/Pacific Islander ☐ White/Caucasian

☐ Black/African American ☐ Multiracial

☐ Hispanic/Latino ☐ Other

26. Your educational level:

☐ Did not complete high school

☐ High school graduate/GED/HiSET

☐ Some college/Vo-Tech

☐ College graduate

☐ Post-graduate studies (e.g., Masters, Ph.D., MD, JD, etc.)

27. What is your birth year? 19 _____ **or 20** _____

THANK YOU FOR YOUR PARTICIPATION!

Please return your completed questionnaire by **Saturday, November 28**, in the postage-paid envelope provided.

GENERAL COMMENTS

City of Springfield, you are making a problem where there is none! The police are not the problem! Black Lives Matter is creating issues that are in their heads! Equal rights have been promoted since the 1970s. Equality of opportunity exists. Equality of ***outcomes*** depends on individuals! Wake up and don't go along with groupthink as you seem to be doing!

The City should only enforce equality of opportunity, not equality of results or outcomes. Equality of results/outcomes is just another form of discrimination, i.e., reverse discrimination. Woke white liberals are making it very difficult/impossible for police officers to do their jobs for fear of being labeled a racist or fear of losing their job.

The discussion of "race" has changed over the last few years. We should always respect and include people—no matter what their race is. But now people argue that respect should be based ***UPON*** their skin color. I think ***THAT*** is racism.

I hope the African-American population in Springfield has a chance to respond directly. Very underserved and underrepresented group in SW MO.

There is too much leeway given to Blacks because of their skin color.

Should not have to "babysit" citizens of any color. Race is irrelevant. ***Everyone***, regardless of race, has a responsibility to be law abiding and to help others, etc.

People are people. Highlighting differences prevents inclusion.

Mayor and City Council needs to stop trying to model our city government after other dysfunctional cities in the U.S.

Forced direct hiring (of minorities) does not work. Organic hiring unbiased of anything other than merit works.

We don't need to promote diversity. It is what it is. It is not their job (to promote/encourage diversity and racial inclusion in the Springfield community.)

I think it would be great if we had more of a visible crack down on the known and obvious meth houses in the community. The world we live in is a world none have seen before. And it will only get worse. All we can do is try to combat the obvious (problems) and prepare for the future.

Do ***NOT*** defund the Police Department! We need safety and security in our town.

This survey is nothing more than race baiting B.S. Please stop. Do your job, lift all these idiotic restrictions, and let the people of Springfield get back to work and live free!!!

Equality under the law! Otherwise the City and County should not promote a racial or social agenda. That is the domain of private and non-profit groups and individuals!

Everyone should be treated the same! Some people of "diverse backgrounds" are shown too much favoritism.

Social workers, counselors, or EMTs should ***accompany*** police officers in responding to calls regarding social issues such as homelessness, drug abuse, and mental illness, but not go ***instead*** of police officers.

If you send a social worker accompanied by a police officer I would favor that.
I don't like all the traffic cops tagging working individuals (those driving nice cars during the work week) for minor, yet expensive, traffic violations.
I seldom (one or two times per year) see a patrol officer in my neighborhood. I have been a victim of theft twice and the police did not investigate.
LaDonna Wolfe

Note: Elderly cannot walk in parks anymore without being nervous. People smoking pot under bridges on trails…very bad drug deals are happening in parking lots—need undercover police.

Something needs to be done about all the drug houses in this town.

The DWI Unit needs attention. Too much power for some officers.

We've personally called the police and they are great at responding, but not always about doing things about the problems. We wish that police would focus on homelessness and drug abuse as well as theft on the north side where we reside and that it would be better handled. Northside needs to be looked at for safety concerns. Thanks.

I think our problem with society is just a lack of respect for the other person. My concern is that with the chaos we have in society our officers will never be respected like they should be. It is a sad time in our country that one, two, or three bad officers make all our devoted, caring, and kind officers feel they cannot do their jobs without fear. I want to thank all our officers for what they do and I fully support them and we need them on the streets! They do need to understand how to deal with disabilities though. With training, situations could be de-escalated appropriately.

There is too much attention paid to race and racial issues in Springfield these days and it has officers fearful of losing their jobs, or of being labeled "racist." I have witnessed this personally and it's really sad because criminals use this to their advantage. I have a lot of personal insight on the whole racial issue. Unfortunately, it is only getting worse with criminals in Springfield as they hold the cards. I am a person from both sides, and feel that people who are on both sides can give the most feedback on this topic. My address is 206 W McGee Street.

Dear Mayor McClure, I have filled out your questionnaire, but I feel like there was a lack of questions on public safety and police interaction. Crime is currently running rampant in this city. Between the thieves and the druggies, the good citizens of Springfield are starting to feel outnumbered. Many citizens have reported drug houses, and the police do nothing. Many citizens have reported stolen property at these same houses, and police do very little. Most of these houses are being rented out by the same slumlords, but it keeps going unchecked. This is especially a problem on the north side of town. There is an extreme lack of police interaction, and unbelievably long response times. I have witnessed a junkie threaten lives and destroy property. It took 15 calls and 45

minutes for police to show up. I have also called after witnessing a theft, and after two hours police just drove by. The citizens of this city feel abandoned by the city leaders, and most importantly, abandoned by the Springfield police and Chief Williams. It really doesn't help that you spend more effort on the mask ordinance and trash cans. Please try and do something for this city.
A lifelong resident of Springfield, Thomas Ray Davis

My sister's house was broken into during the day. The first officers did not even file a report. Too little attention is being paid to theft—crimes with little-to-no monetary return to the department. We believe most officers mean well. There are a few with misguided views of power. Many policies in the department, to this extent, need to change.

Mayor Ken McClure and the City of Springfield,
I strongly encourage you to listen to the "Just Thinking" podcast and consider their perspective. Specifically, episodes: 102—Black Lives Matter? 98—George Floyd and the Gospel; 92—Racial Reconciliation? 67—Whiteness. These are all very helpful. Thank you!

I found a Black man had broken into our rental property. I chased him out and followed him until the police could detain him. They only gave him a warning ticket because the jails were full. They didn't even know his name. I found drugs on my property from him. This is pathetic!

To whom it may concern:
You wanted my opinion so here it is. We need more good officers on the police force and the new young officers need more training. We also need police officers to come over this side of town and on our street we need them to do some surveillance on people and pets down at the bottom of the street who don't need to be there. We have a man that lives on Lombard Street and Western that keeps that street blocked. I can go down the streets and find two or three officers parked in their cars just sitting there. Our town is going to hell in a hand basket. There are speeders on the streets and as they go by the officers they are not stopped and given tickets. The officers ought to do more driving the streets instead of just parked around. There is a man that lives on Page and Western Street that does not have new license plates on his car (they are still 2019). He

runs all over town. So that is why the officers ought to stay on the streets and check our street to catch people who drive fast all the time. That is my opinion. Virginia Shisler

Very interesting… Hope you get your police/citizen racial thing fixed.

Mr. Mayor, Thank you for this survey. As a white person, I might have given the City more credit! At one time I called the police every night as someone was banging on my windows early morning, each night. All the officers (usually four at a time), except the female (go figure), were very friendly and encouraging. However, I was married to an African-American for 23 years. My name is most often popular with black women (I am white). One morning at 5:00 a.m. two officers ran past my husband brandishing two cocked pistols, yelling for me to get out of bed, their guns trained on me the whole time. My husband was on his knees begging them not to kill me. I told them I worked for the City (i.e., the City does not hire criminals), but they did not care. They said twice they wanted to take me downtown naked. I was not in favor of that. They were screaming commands the whole time and really went crazy when I had to walk naked to the closet. I was able, under duress, and with underwear not reachable, to get something on. I expected to get shot for it. My crime? A $50 fine that had already been paid. I will never forget that day as long as I live. This is the cumulative trauma our people of color go through, even here in saintly Springfield. In my work with the City, I have seen departments pay lip service to inclusion and equality, and this extends to the white poor. I am sick of employers rarely hiring people of color for jobs for which they qualify. Nationally it's easier for felons (white ones) to be hired than black males with no felonies. I write because your sanitized survey will not show these realities. Congrats and you can now wash your hands. Hopefully, a duly anonymous Springfield resident.

To whom this may concern:

1. Several questions limit to within the past twelve months.
2. This tends to exclude trends that may or may not be on going. For example, over the past five to seven years there were multiple home break-ins in this general neighborhood, even next door to my residence.
3. The incidence of four major external light sources on this property (light bulbs being removed that provided entry security was reported so I

believe the residence was being cased. Several small items removed from back entryway were not reported.

4. Within the past four months, two large ornamental metal lions sitting on the front steps along with two large urns were taken. They will never be recovered, but had sat in that location for twenty years—basically at the front door. So, should this make me feel more unsafe in Springfield, or does it reflect an increase in theft, vandalism, etc. in this neighborhood?
5. There have been shootings in the peripheral of the neighborhood which make me question if this is a trend or movement in a certain geographical area.
6. The survey appears to be heavily racially oriented.
7. Unfortunately, it would appear absentee ownership and rentals do not contribute to the overall stability and security of neighborhood well being.
8. The presence of officers is important messaging. Because there could be law enforcement issues it would seem the presence of police officers could be important with the option to call in specific available social issue people and not be left "holding the bag," so to speak.

To whom it may concern:
Upon taking the survey I felt it was important to speak of situations regarding this national Black Lives Matter epidemic. I can't speak for anywhere else, but here in Springfield I have personally witnessed, and unfortunately it is the absolute truth. Before I begin explaining let me start by saying I can't say that absolutely no unjustified issues occur from perception of races because there is always going to be something or someone in the world. However, the extent that this whole epidemic has created is definitely not as extreme as the officials and citizens of Springfield are portraying it to be. Now I am aware of the fact that I, myself, am also a citizen, but, truth be told, I am and have been part of both worlds. In simpler terms and for accurate explanation, I can go from "ghetto" to "professional" in one second. So, with that being said, everything I/m going to speak about is 100% factual. The officials of Springfield (police department) have basically been molded and made to believe that one means of "racism" constitutes their professional positions. Through personal observation it was stated directly to me (by the officer) that "I let the suspect go because I can't just arrest a Black male for leaving the scene of a disturbance—running down the street after a home invasion. I told the police officer that I could/would identify

the individual (as there were three individuals) and the officer's response was, "We can't do that." Long story short, the individual was running from the scene and dropped a backpack which was later identified with narcotics in there. Neither here nor there, this is not okay. Another instance was breaking down an actual door—again, same three males, but with a female as well—who saw me as I was giving description, ran out the back entrance where they saw a Springfield police officer and then ran back out of the front entrance. The police officer CHOSE not to pursue them. When I specifically asked as to why as I witnessed the entire situation, I was told, "That's not something we pursue by ourselves." Well, that's absolutely wonderful. So that's the second time the "suspects" were not apprehended. The officers of Springfield are not racist. That is not the problem. They are fearful of the individuals committing the crimes or are afraid of being called racist or losing their jobs… So we now live in a city with NO authority, and crime is becoming excessive daily because they can get away with it. This is the new unacceptable problem. It's not even about race anymore. It's a new unjustified epidemic that has been repeatedly made to or molded upon the entire City of Springfield. This is what the survey should have consisted of.

Listening Tour Summary of Submitted Written Comments

Three in-person listening sessions were held Nov. 9 and 23, 2020 at Drury University Wilhoit Theatre

Attendees were invited to share their thoughts via the online comment form;
• 24 different individuals did so. (25 different sets of comments were provided, but one individual submitted two sets of comments.)
• Some individuals commented about one issue while most commented about several.
• In all, comments were given about 49 different issues.

Demographic Summary

The following is a demographic summary of those individuals who provided comments.

Race/Ethnicity: White, 52%; Black/African American, 4%; Asian, 4%; Mixed race, 4%; No answer, 32%

Gender: Female, 52%; Male, 24%; No answer, 24%

Age: 25-39, 12%; 40-59, 32%; 60 and up, 24%; Did not/preferred not to answer, 32%

Zone of residence: Zone 1, 20%; Zone 2, 4%; Zone 3, 24%; Zone 4, 16%; Outside city limits, 12%; Did not/preferred not to answer, 24%

Have you experienced barriers to fully participating in the Springfield community?:
Yes, 44%; No, 52%; Did not answer, 4%

Have you or someone you know experienced unlawful hostility or discrimination by Springfield police?:
Yes, 52%; No, 44%; Did not answer, 4%.

Concern for public safety & perceived increase in crime
Five comments expressed concern for public safety in Springfield and noted they perceive crime in Springfield to be increasing.

Six comments addressed the problems of perceived lack of enforcement of laws and ordinances:
• Ignoring petty crimes like speeding and others creates a lax environment
• Older adults living in fear of home invasion
• Combination of code enforcement and new Council action needed
• City government would rather negotiate and waive ordinances to avoid conflict
• Traffic laws are not enforced

• Fear that Springfield is slipping into a nuisance cycle like Detroit and Columbus

Policing

• Two comments offered general support for the police
• Four comments specifically addressed perceived racial profiling by police
• Four comments addressed general complaints about police and police procedures
    - Response time
    - Attitude
    - Not believing the complainant
    - Lack of enforcement of disability protections

• Nine comments provided suggestions for SPD
    - Should be trying to generate voluntary compliance
    - Keep the Citizen Police Academy prerequisite for serving on the Civilian Police Review Board
    - Review the MOU between SPD and SPS, pressing charges as last resort
    - Increasing the role of Police Officer – adding pastors and mental health personnel to the force.
    - Judicial reform
    - People in their neighborhood are too scared to report crime – allow online police reporting , with the ability to upload pictures and video.
    - Stricter body-worn camera policy than one proposed
    - Should be more transparent
    - Employ a counselor or social worker to present a program to discuss racial issues with individual officers

Discrimination and Race Relations

Comments regarding discrimination and race relations ranged. Some suggested that there are no discrimination problems, others suggested that there are, and several offered solutions to racism.

• Two comments suggested that Springfield does not have a race or discrimination problem
• Three comments supported the idea that there is discrimination in the community
• Five comments addressed racism and race relations generally, some offering solutions to racism and others suggesting origins for racism:
    - We should be looking very closely at our beginning school years and the interactions
    - Better prospects and living for our lower income and POC. Help small business owned by POC will strengthen our economy.
    - We have some very sad schools that are going to produce trouble for all, including police.

- Address PASSIVE discrimination: age, gender, sexual orientation, ethnicity, socioeconomic status, demographic (ex: north side vs. south side), business type . . lending refusals (without cause), education [based on the name of the school].
- The lack of parenting, education and discipline and overuse of social media and lack of friendly and helpful interaction with government agencies promotes distrust as does television, movies and news media

Additional comments

There were a number of comments that did not directly address the topics of the listening tour.

• Support for body cameras/ eliminating neck hold restraints
• Support of legalizing drugs
• Lack of masking a concern

Three comments referred to the listening process itself
• Disagree with in-person listening sessions during COVID
• The scheduled meet and greets won't bring out the information that you need to be productive.
• Disagree with being asked to provide place of residence

2020 Listening Sessions
Summary of Narrative Comments

Springfield City Council held two listening sessions on November 9 and 23, 2020. (The October 26 session was cancelled because only two people registered.) The sessions focused primarily on crime in the community, policing, diversity and race relations. Attendees were invited to share their thoughts via the online comment form; 24 different individuals did so. (25 different sets of comments were provided, but one individual submitted two sets of comments.) Some individuals commented about one issue while most commented about several. In all, comments were given about 49 different issues.

Demographic Summary

The following is a demographic summary of those individuals who provided comments.

Race/Ethnicity: White, 52%; Black/African American, 4%; Asian, 4%; Mixed race, 4%; No answer, 32%

Gender: Female, 52%; Male, 24%; No answer, 24%

Age: 25-39, 12%; 40-59, 32%; 60 and up, 24%; Did not/preferred not to answer, 32%

Zone of residence: Zone 1, 20%; Zone 2, 4%; Zone 3, 24%; Zone 4, 16%; Outside city limits, 12%; Did not/preferred not to answer, 24%

Have you experienced barriers to fully participating in the Springfield community?:
Yes, 44%; No, 52%; Did not answer, 4%

Have you or someone you know experienced unlawful hostility or discrimination by Springfield police?:
Yes, 52%; No, 44%; Did not answer, 4%.

This following summary organizes the narrative responses to make them easier to understand. Demographic information about the person who made the comment is provided in parentheses at the end of the comment. However, the summary necessarily loses the detail provided by some respondents. Thus, reading the full responses are recommended.

Crime in the Community

Respondents had comments about what they perceive to be an increased in crime in Springfield and attributed some of that increase to lax enforcement.

Five comments expressed concern for public safety in Springfield and noted that they perceive crime in Springfield to be increasing. Excerpts include the following:

- As a senior citizen, I have become more hesitant to travel within the City alone, including to the shopping areas and a nearby park. . . . I would feel safer if there was even a citizen volunteer program to monitor activities in the parks and in the parking areas of the mall. (60+ white female)
- I have watched this city become a cesspool of crime. . . I personally have watched my neighborhood deteriorate in just five years. Our parks are full of drug users; Our streets are not

safe to walk at night. Homelessness seems to be very prevalent as well. . . . What is being done? I see no improvement in this city. (40-59 white female)

- The crime in Springfield has increased significantly in the last few years. We need to increase the number of law enforcement officers and give them the resources to fight this crime. (40-59 female)
- I believe we do not have enough law enforcement in Springfield. Crime soaring at all levels. We need to protect our children and our lives from the drugs and thugs. (60+ white female)
- Policing: Patrolling or lack of . . . not enough, no visibility; My home suffers trespasses TEN-FOUR IA DAY. . . One more than one occasion my elderly neighbors have found homeless or lost subjects on their porch or in their house. (male)
- My truck has been broken into three times. . . The structures on my property have acquired six bullet holes over the years (from drive-bys and shoot-outs). (unknown)
- Attached are links to articles and web site where I gathered my information that I am sharing this evening. Please look at it and use it to make our city safer. (40-59 white male) **[This individual provided two websites relating to crime in Springfield that he said he had sent to each individual council member.]**

Six comments addressed the problems of perceived lack of enforcement of laws and ordinances:

- There are many levels of crime happening on our streets that can be seen on social media. . . There are too many older adults living in fear of home invasion. . . Also, most any major street in Springfield suffers from reckless high-speed driving . . . By ignoring these petty crimes, even the law abiding citizens are losing respect for law and the abilities of the police to enforce. (male)
- The biggest problem in Springfield is that there is no accountability or enforcement. Most of the issues can be resolved by enforcing City code and the remaining would require action by City Council to create the ordinance . . . The bottom line is the City Council is aware of the problems in Springfield . . . All that needs to be done is for Council to take action and DO something about it. (unknown) **[Examples provided included business operating without licenses, unregistered/expired vehicles, selling expired food and health products from pallet sales, and so forth.]**
- What appears to be . . . happening is city government would rather negotiate and waive ordinances and statutes to avoid conflict, civil disobedience and criminal behavior. Violence and or the threat of violence by those rioting or threatening to riot. . . to gain an advantage in negotiations is more like extortion. Even though the Green County [jail] is full, it should not deter the Springfield City government and its police department from doing their duty. (male)
- The Springfield Police Department seems to be doing a good job over all except for traffic enforcement. I see a lot of vehicles driving around with expire temporary tags. . . this is quite frustrating for those of us who try to play by the rules . . .(40-59 white male)
- My current issue is the speeding of all traffic on at (sic) Atlantic Street. . . this includes county law vehicles as well. . . I have already called and tried to get SPFC PD to try and enforce it to be told my request would last two weeks. Nothing was done. . . I'm asking for your help. PLEASE! (40-59 white female)
- Springfield, Mo is slipping into the nuisance cycle similar to Detroit, MI and Columbus, OH. . . . Springfield can address nuisance properties by incorporating the relevant information contained within the links below. (unknown) **[This individual provided a pages-long list of potential code violations and websites relating to how various nuisance property issues have been dealt with elsewhere.]**

Policing

Comments regarding policing included some supportive of police, some detailing examples of perceived police profiling against minorities, several describing general complaints about police and police procedures, and a number offering suggestions to the Springfield Police Department.

Two comments offered general support for the police:

- I feel that law enforcement officers are doing the best they can given the conditions and circumstances they face daily. They are putting their lives on the line every day . . .I believe they have more than enough training. The criminals who are yelling discrimination just need to accept their role in the event that is playing out. (40-59 female)
- . . . I think we have some of the best officers. They need to be able to do their job. They do not need to be hampered by needless restrictions. (60+ white female)

Four comments specifically addressed perceived racial profiling by police:

- I have lived in this city my entire life. I had never had so many encounters with the police, until I started dating a black man. . . . [Once] the cop informed us that someone called the cops after "seeing a black male pull out a plastic bag from a car. . ." . . . with the same partner, I have been followed in my car by police officers while he rode in the passenger city [seat]. . . Me being asked to sit in the car with the officer. Separating me from my then partner during a routine traffic stop. (25-39 white female)
- . . . I saw a well-dressed, middle-age black man standing between a police car and his newer model car. . . It appeared to be a traffic stop. In the past, I would have pulled into my driveway and gone into my house. My feeling about this encounter was different. . . I . . stood on the sidewalk to be a witness to what appeared to me as a racially motivated stop by the police. (60+ white female)
- As a [retired] high school teacher I spoke with a number of young black male students who were stopped while on the way to school and asked a number of questions, while there was seemingly little reason for such a stop. (60+ white woman)
- My son [half Mexican and often mistaken for half black] was pulled over . . .the officer said he saw him ingest meth. He was beaten by three officers. . . I asked the police for body cam footage. I was told they had no body cams. . . The internal Affairs investigation concluded that yes, excessive Force was used, but the cop was within his rights . . ? . . . And honestly, isn't having Internal Affairs housed within the police department a conflict of interest? (60+ white woman)

Four comments addressed general complaints about police and police procedures:

- . . . my house was burglarized after someone broke in the window in one of my doors. I called 911 . . . After waiting an hour, I called the dispatcher back. The dispatcher sounded frustrated that I called back and told me an officer would get to my house when t hey could.. . . The officer arrived an hour and 40 minutes after I called. The officer was professional and thorough. The worst part . . . was dealing with the police response. (60+ white female)
- I was in an area . . near the Animal Shelter. . . A police officer approached me and asked me in . . . a hostile tone "What are you doing here?" . . . To me, a better start to this encounter would have been "Good morning. Do you need some assistance?" (60+ white female)
- **Summary of a lengthy narrative about a specific situation (not verbatim):** The man called the police regarding a mentally ill person in a shed next door. The police didn't believe him, yelled at

him, said there was no shed. Another officer arrived, found the shed, and "went above and beyond, found a hammer, and put the boards back up. , , And if he had not shown up, and walked over to where I said to go - would the cops have turned on me? I really think twice before I call now. (40-59 white male)

- **Summary of a lengthy narrative regarding lack of police enforcement of disability protections, not verbatim:** SPD refuses to enforce criminal statutes protecting the disabled, and if plea bargains are involved, records are not kept. SPD refuses to enforce statues that allow service animals entry into public accommodations. The disabled are treated as sub humans without equal rights and officers are given no training regarding legal rights of the disabled. This is especially problematic for those with "invisible" disabilities. This individual is the ward of a disabled person and teaches his ward not to trust or talk to police and to always carry his guardianship papers with him. (male)

Nine comments provided suggestions for the Springfield Police Department:

- **Summary of a lengthy comment (not quoted verbatim):** It is important to know what council thinks of the police, and it is hard to get a reading about this. The police should be trying to "generate voluntary compliance" and it would be to their benefit to read and understand the book *Verbal Judo,* which teaches people how to use effective verbal communication skills to gain compliance. (60+ mixed race male)
- **Summary of a lengthy comment (not quoted verbatim):** It would be a mistake for SPD to remove the Civilian Police Academy prerequisite for serving on the Citizen Police Review Commission. "The training was highly objective, professional, and non-polemical, and . . . I am much, much better able to recognize the difference between fine police work and poor police work . . ." If this requirement is removed, the Commission would "devolve into a forum for relatively uninformed grieving and complaining." (60+ white male)
- Review the MOU between SPD and SPS regarding the scope of SROs [school resource officers], pressing charges as the last resort, outreach with SPS and SROs, recruit future LEOs in SPS and focus on minorities. (unknown)
- Increasing the role of the Police Officer. . . needs to be evaluated and reduced back to serving and protecting the public. . . . Recruiting enough Pastors for patrol to have two or more per shift . . . with a uniformed police officer. . . Public mental health should be left to the medical professionals . . . and added to the police department . . . and be readily available to advise and begin basic treatment . . . (male)
- Judicial reform. Tele court for municipal cases. More judges & public defenders. If public defenders are in short supply, then increase the labor pool by offering the education online. (unknown)
- **Summary of lengthy examples and suggestions, not verbatim:** This individual lives in a neighborhood where it is dangerous to them to have obvious police cars come to their house. They have tried to report break-ins to their truck, but are referred to 911, which means a squad car will arrive. They believe the crime rate is much higher than reported because people in their neighborhood won't report crime. Their suggestion: to allow online reporting, with the ability to upload pictures and video, with phone or email contact, and to receive the incident report (for insurance) via email. "Provide an option for an anonymous report similar to crime stoppers . . . providing citizens in high-risk neighborhoods a safe reporting method." (unknown)
- **.** . . the current (first) draft of the body worn camera policy . . . appears to bypass any real accountability**. [This individual suggests the following revisions, not verbatim]:** A neutral third party should control possible evidence against an officer, not any SPD employee; officers should

not be able to review footage prior to completing incident reports unless the civilian and his/her lawyer also can view it; Officers should not be able to intimidate victims/witnesses by shutting off their cameras when they refuse to speak. (25-39 white woman)

- **Summary of lengthy comments, not verbatim:** SPD should be more transparent. Outside agencies should review officer involved shootings; Police Citizen Review Board should review and investigate all complaints against SPD; PCRB should have subpoena power; SPD officers should always ID themselves by name and badge number; all complaints against officers should be made public; do not judge officers on number of tickets written; SPD should have a mental health advocate with first responders to rape, domestic violence, suicide, missing persons, overdose, addiction calls. [Other suggestions were made as well; these were the main ones and were followed by a list of individuals and organizations that endorse these reforms.]
- . .. I am the daughter of a law enforcement officer and was married to an officer . . . I believe that problems with officers and racial issues must be addressed at the individual level. I would suggest researching a grant to employ a counselor or social worker to present a program and discussion to officers on a one-on-one basis. . . then the officer will be asked to read and sign a personal and professional oath not to shoot anyone. (Asian female)

Discrimination and Race Relations

Comments regarding discrimination and race relations ranged. Some suggested that there are no discrimination problems, others suggested that there are, and several offered solutions to racism.

Two comments suggested that Springfield does not have a race or discrimination problem:

- I . . . don't think we have anywhere near the level of racial issues as most cities of this size. There is and will always be some level of discrimination, but it is about many issues and not just racial. (60+ white female)
- I truly believe the community does not have a problem with racial discrimination. The display of support for minority groups shows this as well. (40-59 white female)

Three comments supported the idea that there is discrimination in the community:

- Prohibit landlords charging ($55) for a background check. Especially if the landlord does not lease a property to the applicant who does not have any priors. Or, if the landlord does not actually pull a background check. (unknown)
- I do not believe the issue of race lies just with our police. Springfield is not a place that is known for being welcoming to people who do not fit the norm of what you'll see out here. White, straight, cis, and Christian. (25-39 white female)
- Community relations and race related issues are about cultural division. We've lived in a culture of divisionist policies for far too many years. . . If government of our city can do anything positive it's to use the lessons of community policing and building understanding across all our spectrum of humanity. (40-59 white female)

Finally, five comments addressed racism and race relations generally, some offering solutions to racism and others suggesting origins for racism:

- Racism is not a matter of circumstance but of conditioning. Poverty is a factor . . . Useful meetings held by our neighborhood associations and organizations could be an outlet and source of information for not only PAR Officers but an interaction with residents. We should be looking very closely at our beginning school years and the interactions . . . presented in these

classrooms by segregation or separation and other pre-conceived abilities of these students. (male)

- . . . if resources were used for places like Grant Beach, North Springfield, Fast Night [Fassnight]. . .Better prospects and living for our lower income and POC. Help small business owned by POC will strengthen our economy. (25-39 white female)
- We have some very sad schools that are going to produce trouble for all, including police. Bowerman reads at around 17% at grade level or above. Is council willing to tolerate this year after year? (60+ mixed-race male)
- Address PASSIVE discrimination: age, gender, sexual orientation, ethnicity, socioeconomic status, demographic (ex: north side vs. south side), business type . . lending refusals (without cause), education [based on the name of the school]. [This individual perceives discrimination based on such factors.] (unknown)
- Race relations is nothing more than an excuse for bad manners. . . The lack of parenting, education and discipline and overuse of social media and lack of friendly and helpful interaction with government agencies promotes distrust as does television, movies and news media. (male)

Additional comments

There were a number of comments that did not directly address the topics of the listening tour. These miscellaneous comments are provided below.

Support for body cameras/eliminating neck hold restraints:

- I want to thank you guys for passing things such as the body cams, and the neck holds. There is still a long way to go with policing here. Not just with our citizens of color but also our low income. (25-39 white female)

Legalizing drugs:

- I would like to see more focus on legalization of drugs and group rehabilitation options available, than prison sentences . . . [and] to see a good study on the effects that rehab over prison can have on especially first time or low level drug offenders. (25-39 white male)

Lack of masking:

- I'd like to know why you have a county mask mandate in place but county offices are not following it. [An employee said] they did not have to wear a mask in the building if they didn't want to. This is UNACCEPTABLE. (unknown)

Three comments referred to the listening process itself:

- Please don't presume that citizens are not interested in discussing these issues just because we are unwilling to attend meetings you are hosting. We have been staying home since March . . . (60+ white female)
- The scheduled meet and greets won't bring out the information that you need to be productive. Please be creative and let people send emails or something. (40-59, black female)
- . . . It is disconcerting that the council seeks public input on various topics as if they actually care about what the public has to say . . . City officials fail or refuse to comply with state law that prohibits those in government requiring individuals in Missouri's safe-at-home address confidentiality program to disclose their place of residence. . . Mandating disclosure as a condition of exercising one's list of 1st Amendment rights. (male)