

# Local Conversation on the Department of Justice Report



## **Community Corrective Action Report**

**January 2015**

TABLE OF CONTENTS

Why We “Still” Can’t Wait 2015..... Page 3

Background-Department of Justice Report..... Page.5

Cleveland Demographics..... Page 7

Ohio Peace Officer Training..... Page 8

Health Disparities in African Americans..... Page 9

    A.    Mental Health..... Page 9

    B.    Deadly Force..... Page 10

    C.    Criminal Justice Fact Sheet (Incarceration)..... Page 10

Local Conversation on the Department of Justice Report

    A.    Clergy Overview..... Page 11

    B.    Registration..... Page 13

    C.    Local Conversation

        1.    Green..... Page 15

        2.    Red..... Page 19

        3.    Blue..... Page 21

        4.    Black..... Page 24

        5.    White..... Page 27

    D.    Colored Groups Combined Solutions..... Page 30

    E.    Colored Groups Shared Solutions..... Page 36

    F.    Notes..... Page 37

Collaborating Agencies..... Page 38

Local Conversation on the Department of Justice Advisory Committee..... Page 39

Dear Department of Justice, Mayor Jackson and Local, State and Federal Representatives:

What will it take for us to realize that we must address all the issues outlined in the Department of Justice Report dated December 4, 2014?

We cannot afford the loss of more innocent victims. The local conversation was necessary because it was an opportunity for us as citizens to be the voice of the voiceless and the disenfranchised. The youth were leading marches but we knew that marches were not going to change the policies that are so broken and fragmented. We knew that out of the marches in the 60's came real policy changes that impacted all of America - the Civil Rights Act and Voting Rights Act, the greatest achievement in social justice the world has ever seen. We forced America to look at itself, and today we must do the same because 50 years later the rallying cry is still the same: *"Why We 'Still' Can't Wait 2015"*.

Lack of justice in law enforcement is spiraling toward a tipping point. The continuing cycle of denial, silence and lack of solutions is reaching a critical mass that necessitates the enactment of principles designed to benefit all but that are only accorded to some. The polarizing and stigmatizing effects of unequal treatment by law enforcement have produced fear for the safety of family and friends in the hands of those who take an oath to protect and serve and silence is construed as community apathy. Knowing that African American young men are 21 times more likely to be shot dead by police than their white counterparts, should send an alarm that something is wrong. When my cosmetologist is required to have more training hours for certification than the "Peace Officer" patrolling my community, I say to all conscientious citizens, this is *"Why We 'Still' Can't Wait"*.

When I look at the faces of the young that have aged out of the foster care system and I know the likelihood that they are impacted by mental health disorders that cloud their judgment and their ability to have rational thoughts, it concerns me that our police officers are not prepared to deal with them because their training does not include serving at risk populations. We know that our young people have been exposed to violence and that that exposure increases their risk of mental illness, but when I review the training curriculum for the "Peace Officer" and nowhere does it place an emphasis on cultural competency. Then, you should understand me when I say *"Why We 'Still' Can't Wait."*

When I look to individuals that have identified themselves as community leaders and they have no stand or will not stand up for the least of these then every bone in my body cries out loudly with boldness and a new found strength. This is *"Why We 'Still' Can't Wait."*

If you fear me and I have no power then just think of my fear for you with all of the power. The "Local Conversation" was designed to provide a voice for the families that have lost loved ones, the people that are scared to speak up, the forgotten people that the world has dismissed.

The voices that were present were there to provide solutions because they were tired of attending "listening" sessions. The participants are dedicated to the community and willing to take a stand. In the words of Fannie Lou Hamer, these were folks that were "tired of being sick and tired" and they understand that "Justice begins with Just Us."

Rev. Dr. Martin Luther King Jr. stated "Law and order exist for the purpose of establishing justice and when they fail in this purpose they become the dangerously structured dams that block the flow of social progress."

*The Community Corrective Action Report* provides principles for engagement, support, and implementation of practices that reflect the ideological underpinnings of equitable treatment under the

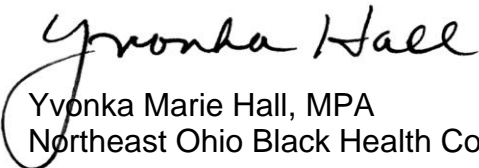
law. This document is the first of its kind to provide an actionable plan that captures the insight and experiences of those who are disproportionately affected by law enforcement practices. Recent grassroots responses across the United States indicate the need for solutions that link community vision with fair practices. *The Community Corrective Action Report* provides these linkages through

- Identification of key factors that create, maintain and naturalize problematic practices in law enforcement
- Providing recommendations for addressing these factors
- Providing a framework for assessment of progress

Passively waiting for change continues to be the enemy of justice. Dr. King mentions that "Time itself is neutral; it can be used either destructively or constructively...Human progress is neither automatic nor inevitable...Every step toward the goal of justice requires sacrifice, suffering, and struggle; the tireless exertions and passionate concern of dedicated individuals." We must always remember that "we must walk not because we want to walk, we walk because we have to walk."

This is "*Why We "Still" Can't Wait 2015.*"

Sincerely,

A handwritten signature in black ink that reads "Yvonka Hall". The signature is fluid and cursive, with the first letter of "Yvonka" being a large, stylized capital "Y".

Yvonka Marie Hall, MPA  
Northeast Ohio Black Health Coalition

## BACKGROUND

### Justice Department and City Of Cleveland Agree To Reform Division of Police after Finding a Pattern or Practice of Excessive Force

#### FOR IMMEDIATE RELEASE

Dec. 4, 2014

Attorney General Eric Holder announced today that the Justice Department's civil rights investigation into the use of force by the Cleveland Division of Police has found a pattern or practice of unreasonable and unnecessary use of force. To address these findings the Justice Department and the city of Cleveland have signed a statement of principles committing them to develop a court enforceable consent decree that will include a requirement for an independent monitor who will oversee and ensure necessary reforms.

"Accountability and legitimacy are essential for communities to trust their police departments, and for there to be genuine collaboration between police and the citizens they serve," said Attorney General Eric Holder. "Although the issues in Cleveland are complex, and the problems longstanding, we have seen in city after city where we have been engaged that meaningful change is possible. There are real, practical and concrete measures that can be taken to ensure not only that police services are delivered in a constitutional manner, but that promote public safety, officer safety, confidence and collaboration, transparency, and legitimacy."

The investigation, launched in March, 2013, assessed use of force practices of the Cleveland Division of Police following a number of high profile use of force incidents and requests from the community and local government to investigate the division. The investigation concluded that there is reasonable cause to believe that Cleveland police officers engage in a pattern or practice of unreasonable and in some cases unnecessary force in violation of the Fourth Amendment of the Constitution. That pattern or practice includes:

The unnecessary and excessive use of deadly force, including shootings and head strikes with impact weapons;

The unnecessary, excessive or retaliatory use of less lethal force including Tasers, chemical spray and fists;

Excessive force against persons who are mentally ill or in crisis, including in cases where the officers were called exclusively for a welfare check; and

The employment of poor and dangerous tactics that place officers in situations where avoidable force becomes inevitable.

After determining that a pattern or practice of unconstitutional conduct exists, the investigation assessed the causes for the pattern and developed recommended remedial action. The investigation concluded that Cleveland officers are not provided with adequate training, policy guidance, support, and supervision. Additionally, systems of review that would identify problems and correct institutional weaknesses and provide individual accountability are seriously deficient. The investigation found that division fails to:

Adequately review and investigate officers' uses of force;

Fully and objectively investigate all allegations of misconduct;

Identify and respond to patterns of at-risk behavior;

Provide its officers with the support, training, supervision, and equipment needed to allow them to do their jobs safely and effectively;

Adopt and enforce appropriate policies; and

Implement effective community policing strategies.

The investigation also found that this pattern of excessive force has eroded public confidence in the police. The trust between the Cleveland Division of Police and many of the communities it serves is broken. As a result, public safety suffers and the job of delivering police services is more difficult and more dangerous. Throughout the investigation, the Department of Justice provided its observations and concerns to the city, and in response, the division has begun to implement a number of remedial measures, however much more work is needed. This afternoon Attorney General Eric Holder, Acting Assistant Attorney General Vanita Gupta and U.S. Attorney Steven Dettelbach will host a joint meeting with community leaders, law enforcement officials and elected officials to discuss how to improve their working relationship and address the problems and challenges identified by the Department of Justice.

"We look forward to working together with the city of Cleveland, members of the Cleveland community and Cleveland police officers to address the deficiencies that have led to this pattern of unnecessary and excessive force," said Acting Assistant Attorney General Gupta. "Together, we can build confidence in the division that will ensure compliance with the Constitution, improve public safety and make the job of delivering police services safer and more effective."

"Our independent investigation, conducted at the request of the Mayor and others, revealed troubling patterns of the use of force in the Cleveland Division of Police," said U.S. Attorney Dettelbach. "We applaud the division and the city for beginning to implement necessary reforms and are pleased that the city has entered into a statement of principles agreeing to negotiate a consent decree with outside monitoring that will guide the development of a sustainable blueprint for reform. It will take a joint effort by all stakeholders to ensure that this critical initiative is a success."

The investigation was conducted jointly by the Civil Rights Division's Special Litigation Section and the U.S. Attorney's Office for the Northern District of Ohio. The investigation involved an in-depth review of thousands of pages of documents, including written policies and procedures, training materials, and internal reports, data, video footage and investigative files. Department of Justice attorneys and investigators also conducted interviews with officers, supervisors and command staff, and city officials; and spoke with hundreds of community members and local advocates. This investigation was separate from any criminal investigation of any specific incident of alleged misconduct.

Individuals who wish to have input into developing the reforms or who have information relevant to the Justice Department's investigation into the use of force by the Cleveland Division of Police are encouraged to contact us by email at [community.cleveland@usdoj.gov](mailto:community.cleveland@usdoj.gov) or by calling our toll free number, (202) 307-6479.

### City of Cleveland Data

| Indicator   | Cleveland City |         |         |
|---|----------------|---------|---------|
|   | 1990           | 2000    | 2010    |
| Resident population   | 505,647        | 478,403 | 396,830 |
| Percent increase or decrease in the resident population                 | NA             | -5.4    | -17.1   |
| Percent white   | 49.5           | 43.2    | 37.3    |
| Percent black   | 46.6           | 51.5    | 53.3    |
| Percent Hispanic  | 4.6            | 7.3     | 10.0    |
| Percent younger than 18 years of age                                    | 26.9           | 28.5    | 24.6    |
| Percent 18 years of age and older                                       | 73.1           | 71.5    | 75.4    |
| Percent 65 years of age and older                                       | 14.0           | 12.5    | 12.0    |
| Ratio of adults to children   | 2.7            | 2.5     | 3.1     |
| Number of families  | 122,952        | 111,998 | 89,826  |
| Number of families with children < 18 years of age                      | 60,877         | 58,482  | 42,155  |
| Percent of families with children < 18 years of age, headed by a female | 44.5           | 49.9    | 58.4    |

| Indicator   | Cuyahoga County |           |           |
|---|-----------------|-----------|-----------|
|   | 1990            | 2000      | 2010      |
| Resident population   | 1,412,140       | 1,393,978 | 1,280,122 |
| Percent increase or decrease in the resident population                 | NA              | -1.3      | -8.2      |
| Percent white   | 72.6            | 68.7      | 63.6      |
| Percent black   | 24.8            | 27.7      | 29.7      |
| Percent Hispanic  | 2.2             | 3.4       | 4.8       |
| Percent younger than 18 years of age                                    | 23.9            | 25.0      | 22.7      |
| Percent 18 years of age and older                                       | 76.1            | 75.0      | 77.3      |
| Percent 65 years of age and older                                       | 15.7            | 15.6      | 15.5      |
| Ratio of adults to children   | 3.2             | 3.0       | 3.4       |
| Number of families  | 370,083         | 354,615   | 319,996   |
| Number of families with children < 18 years of age                      | 165,364         | 165,812   | 138,294   |
| Percent of families with children < 18 years of age, headed by a female | 26.9            | 30.4      | 36.5      |

Source: NEO CANDO system, Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University (<http://neocando.case.edu>).

## OHIO PEACE OFFICER BASIC TRAINING

### REQUIREMENTS AND OPTIONS FOR ATTENDING

As of July 1, 2014, the required number of hours for successful completion of peace officer basic training is 605. A person may attend basic training in one of several categories. The following are descriptions of each process from application to certification.

The Ohio Peace Officer Training Commission approves and monitors all schools, which offer peace officer basic training. There are about 60 sites, which provide this training. All schools must comply with statutory requirements (topics, hours, facilities and process) in order to be approved to operate the school.

Therefore, attendance of a school at any approved site will provide the student with the same opportunity to obtain a certificate of peace officer basic training.

Some school sites will accept all of the students listed below. Other schools will accept students in only certain categories. The student must contact the school directly to determine which categories that particular school will accept.

Revised 3/6/2014  
Ohio Peace Officer Training Commission  
Office 800-346-7682  
Fax 740-845-2675  
P.O. Box 309  
London, OH 43140  
[www.OhioAttorneyGeneral.gov](http://www.OhioAttorneyGeneral.gov)

### Ohio Peace Officer Training Curriculum

Administration  
Legal  
Human Relations  
Firearms  
Driving  
Subject Control  
First Aid  
Patrol  
Civil Disorders  
Traffic  
Investigation  
Physical Conditioning  
Homeland Security

Please note that courses were recently updated



## **AFRICAN AMERICAN COMMUNITY MENTAL HEALTH FACT SHEET**

- African Americans in the United States are less likely to receive accurate diagnoses than their Caucasian counterparts. Schizophrenia, for instance has been shown to be over diagnosed in the African American population
- African Americans tend to rely on family, religious and social communities for emotional support rather than turning to health care professionals, even though this may at times be necessary. The health care providers they seek may not be aware of this important aspect of person life.
- Experiences of mental illness vary across cultures, and there is a need for improved cultural awareness and competence in the health care and mental health workforce.
- Some studies suggest that African Americans metabolize some medications more slowly than Caucasian Americans, yet they often receive higher doses of psychiatric medications, which may result in increased side effects and decreased medication compliance.
- African Americans comprise 40 percent of the homeless population and only 12 percent of the U.S. population. People experiencing homelessness are at a greater risk of developing a mental illness.
- Nearly half of all prisoners in the United States are African American. Prison inmates are at a higher risk of developing a mental illness.
- Children in foster care and the child welfare system are more likely to develop mental illnesses. African American children comprise 45 percent of the public foster care population.
- Exposure to violence increases the risk of developing a mental illness; over 25 percent of African American children exposed to violence meet criteria for posttraumatic stress disorder.

NAMI • The National Alliance on Mental Illness • [www.nami.org](http://www.nami.org)

## **DEADLY FORCE IN THE AFRICAN AMERICAN COMMUNITY**

Young black males have a 21 times greater risk of being shot dead by police than their white counterparts.

The 1,217 deadly police shootings from 2010 to 2012 captured in the federal data show that blacks, age 15 to 19, were killed at a rate of 31.17 per million, while just 1.47 per million white males in that age range died at the hands of police.

<http://www.propublica.org/article/deadly-force-in-black-and-white>

## **CRIMINAL JUSTICE FACT SHEET**

### **Incarceration Trends in America**

- From 1980 to 2008, the number of people incarcerated in America quadrupled-from roughly 500,000 to 2.3 million people
- Today, the US is 5% of the World population and has 25% of world prisoners.

### **Racial Disparities in Incarceration**

- African Americans now constitute nearly 1 million of the total 2.3 million incarcerated population
- African Americans are incarcerated at nearly six times the rate of whites
- One in six black men had been incarcerated as of 2001. If current trends continue, one in three black males born today can expect to spend time in prison during his lifetime

<http://www.naacp.org/pages/criminal-justice-fact-sheet>

## Clergy Overview

*The following is a summary submitted on behalf the involved clergy who supported each of the breakout groups during the suggestion and recommendation periods on January 17, 2015.*

*The Clergy that participated were: Rev. Gordon Martin, Rev. James Murray, Overseer David L. Owens and Rev. Dr. Yvonne Conner*

On Saturday January 17, 2015 over 150 residents from the Greater Cleveland area set aside other pressing responsibilities to have a “Local Conversation” in response to the Department of Justice’s invitation for citizen’s recommendations for improvements after it’s recently released report to the Mayor of the City of Cleveland. These individuals gathered because they know “Justice begins with each of them!”

A group of fourteen (14) different organizations, spearheaded by Ms. Yvonka Hall, Northeast Ohio Black Health Coalition sponsored this Local Conversation on the Department of Justice Report (DOJ). Which was issued by the United States Department of Justice (DOJ) after the DOJ spent nearly two years investigating the Cleveland Division of Police’s (CPD) use of force.

The DOJ report, which was announced publicly December 4, 2014, states that the Department of Justice has reasonable cause to believe that CPD engages in patterns or practices of using excessive force. Patterns manifested in a range of ways, including:

- The unnecessary and excessive use of deadly force, including shootings and head strikes with impact weapons;
- The unnecessary, excessive or retaliatory use of less lethal force including tasers, chemical spray and fists;
- Excessive force against persons who are mentally ill or in crisis, including in cases where the officers were called exclusively to check on the welfare of these persons;
- The employment of poor and dangerous tactics that place officers in situations where avoidable force becomes inevitable and places officers and civilians at unnecessary risk.

The findings are grouped into four primary broad areas of concerns-Insufficient Accountability, Inadequate Training, Ineffective Policies and Inadequate Engagement with the Community. These broad areas framed the work of panels and break out sessions. The Local Conversation morning panel consisted of the follow professionals:

Mike Tobin, Public Information Officer, DOJ  
 Michelle Heyer, Assistant US Attorney, DOJ  
 Eric Brewer, Former Mayor City of East Cleveland  
 Cheryl A. Boyce, Retired Founding Executive, Health Disparities Collaborative of Ohio

Local Conversation participants had an opportunity to ask limited questions of the panel. However, their greatest opportunity to participate came during the four (4) breakout sessions where everyone’s voice was heard.

Each breakout group was resourced with two (2) scribes committed to capturing each recommendation verbatim; two (2) moderators working to repeat and clarify recommendations offered by participants a monitor to ensure that each participant was allotted an equal amount of time to

share their ideas and a floater which was a clergy person was available to assist those that had stories and needed assistance in crafting their solution.

The breakout sessions were populated based on the folder color participants received during registration to ensure that equal numbers of participants were randomly assigned to each group. The groups were asked for specific suggestions and recommendations as they related to each of the four (4) areas designated in the DOJ report. The Moderators took time to make sure each person's recommendation or suggestion was documented with the intent the participant expressed. Each topic was given approximately 35 minutes for discussion by participants. Suggestions/recommendations that could have been considered in multiple categories were listed on a sheet designated "parking lot" to be discussed later in sessions for inclusion under the most suitable category.

Moderators gave ample time for participants to express their ideas and tried to find clarity frequently since participants were of differing education levels and varying skill sets suitable for conveying their thoughts into words. The scribe took the time needed to list those suggestions/recommendations on the appropriate sheet so that when the thought conveyed, would be discussed after a topic was finished; it still maintained its ability to be included in items listed for inclusion in the final suggestions/recommendations to be made.

This process allowed each participant to be fully engaged and to talk with others to complete the suggestions and recommendations that will become the content used in the final documentation submitted in response to "Local Conversation on the DOJ Report" convened Saturday January 17, 2015.

Respectfully submitted,

*Rev. Gordon Martin*  
Prince of Peace Outreach and Deliverance Ministries

*Rev. James Murray*  
Greater Avery AME Church

*Overseer David L. Owens*  
Body of Christ Assembly Heights

*Rev. Dr. Yvonne Conner*  
Enhancement Ministries, Inc.

## Registration

The volunteer Registration Team, National Coalition of 100 Black Women-Greater Cleveland Chapter, arrived at 7:00 a.m. to prepare and setup for the Local Conversation on the Department of Justice Report. There were five (5) Volunteers.

Registration was setup in two locations; the Chapel and second level to make every attempt to capture all attendees of the Local Conversation. Each participant was greeted at the door by two Greeters directing them to a Registration Table. Upon arriving at a Registration Table each attendee was asked to read the Limited Liability Waiver Statement.




# REGISTRATION PLEASE SIGN IN HERE

LOCAL CONVERSATION ON THE DEPARTMENT OF JUSTICE REPORT - CLEVELAND, OHIO  
SATURDAY, JANUARY 17, 2015 - 8:00 am - 1:00 pm at Enhancement Ministries, Inc.  
5246 Broadway Avenue Suite 300, Cleveland, Ohio 44127

Limited Liability Waiver Statement

I release the Local Conversation on the DOJ Report Planning Committee and its staff from liability for any claims by me or any third party in connection with my participation. By signing below, I hereby grant The Local Conversation on the DOJ Report planning Committee to use my name, voice, image/appearance, comments, and demographic information such as age, hometown and/or major, in any of its materials, including print, digital, or audio, for internal and external audiences. These materials include but are not limited to: photographs, advertisements, brochures, view books, news releases, newspapers, newsletters, radio, video, websites, electronic mail and social media accounts. I further agree that my participation in any marketing or communications materials including websites produced by the Local Conversation on the DOJ Report Planning Committee confers upon me no rights of ownership whatsoever.

Each attendee was asked to Sign-In. We collected the following data; first name, last name, signature, mailing address, email address, contact number and requested that each person place a Check Mark giving their consent to the Waiver.

|  <b>LOCAL CONVERSATION ON THE DEPARTMENT OF JUSTICE REPORT - CLEVELAND, OHIO</b><br><b>SATURDAY, JANUARY 17, 2015 - 8:00 am - 1:00 pm at Enhancement Ministries, Inc.</b><br><b>5246 Broadway Avenue Suite 300, Cleveland, Ohio 44127</b><br><b>Participant Sign In Sheet</b>   |           |           |                 |               |                |                        |
|--|-----------|-----------|-----------------|---------------|----------------|------------------------|
| I release the Local Conversation on the DOJ Report Planning Committee and its staff from liability for any claims by me or any third party in connection with my participation.<br>By signing below, I hereby grant The Local Conversation on the DOJ Report planning Committee to use my name, voice, image/appearance, comments, and demographic information such as age, hometown and/or major, in any of its materials, including print, digital, or audio, for internal and external audiences. These materials include but are not limited to: photographs, advertisements, brochures, view books, news releases, newspapers, newsletters, radio, video, websites, electronic mail and social media accounts. I further agree that my participation in any marketing or communications materials including websites produced by the Local Conversation on the DOJ Report Planning Committee confers upon me no rights of ownership whatsoever. |           |           |                 |               |                |                        |
| First Name   | Last Name | Signature | Mailing Address | Email Address | Contact Number | (Check) Here I consent |
| 1  |           |           |                 |               |                |                        |
| 2  |           |           |                 |               |                |                        |
| 3  |           |           |                 |               |                |                        |
| 4  |           |           |                 |               |                |                        |
| 5  |           |           |                 |               |                |                        |

Each attendee received a Colored Coded Folder (Red, Black, Blue or Green). The following were placed in each folder; the Local Conversation Brochure (Agenda, Speakers, Committee Members, Ground Rules and upcoming events); the Investigation of the Cleveland Division of Police DOJ Report dated December 4, 2014; Leadership Development Guide; Joint Statement of Principles by the US DOJ and the City of Cleveland Regarding the Cleveland Division of Police; One page letter "The Department of Justice Needs Your Help, Ideas and Input; Blank Paper; Note cards and a Ink pen.

Upon leaving Registration Attendees were invited to avail themselves of the Refreshments (Coffee, Tea, Fruit, Yogurt, Pastries) that were donated and hosted by the National Council of Negro Women – Cuyahoga Section prior to moving to the Opening Session in the Chapel.

The participants were given instructions on which Break out Session they would attend based upon the Color of their folder at the conclusion of the Opening Session. This allowed for greater diversity in the groups and the breaking up of friends, family and homogeneous groups.

There were a total of 129 persons that registered on Saturday, January 17, 2015. The majority of attendees arrived prior to 8:30 a.m. to hear the Welcome and Purpose of the Local Conversation on the Department of Justice Report. There were 77 Females (60%) and 52 Males (40%) that made up the combined total of 129. We did not ask for race but a subjective count would be 18 (14%) Caucasian and 111 (86%) Black or Other. There were approximately 21 people that choose not to register that participated in workgroups.

Registration ran smoothly with all involved that day. The volunteers and attendees were very upbeat and positive in their interactions.

**Green (Full List/Top Areas are Highlighted)**

| <b>INSUFFICIENT ACCOUNTABILITY</b>  |  |
|---|--|
| <b>1. The community has to be a part of the community review board.</b>   |  |
| <b>2. Officers should be charged for breaking the law and held to a higher standard.</b>  |  |
| 3. The Mayor is at the top and should have an understanding and be aware of how the system operates. The Mayor's office should be accountable and tested on the standards of operation of the peace officers.   |  |
| 4. Conduct a nationwide search for a new Safety Director the search should be independent of the current process. There should also be an independent monitor to oversee this process.  |  |
| 5. Stay engaged and hold the officials accountable for the offenses they committed. We should go to the officers who committed the crime and hold them accountable by way discipline, suspension, termination and prosecution.  |  |
| 6. The name of the Police officers who commit a crime should be published/made public immediately.  |  |
| 7. Officers should be suspended without pay during investigation period to curb the perception of a vacation.   |  |
| 8. Implement practices that cause officers to feel the same fear residents feel when committing a crime.  |  |
| 9. Officers should be mandated to wear body cameras and have to immediately release video footage. Officers should be automatically dismissed if they tamper with the dash camera.  |  |
| 10. Should have an independent and objective review of complaints against officers  |  |
| 11. In the occurrence of deadly force all officers present should be required to submit a time stamped report and the officers should be immediately separated to lessen story collaboration  |  |
| 12. The Administration should be held accountable for all reports and punished for lost reports.  |  |
| 13. Demand resignation of Cleveland Police Chief  |  |
| 14. Every time an incident occurs, in addition to the Police officers being sent out to investigate the complaint, a Community Relations person (who is also employed by the Police Department, but is not an officer) will also be sent out to investigate the complaint. And both the Police Officer and the Community Relations person will complete a report. |  |
| a. Then an independent audit should be conducted to determine if there are any discrepancies between the two reports.   |  |
| b. Lastly, a community review board should review the reports within 48 hours.  |  |

15. A Community Review Board should be selected (and not appointed by the Mayor) to review the actions of the Cleveland Police Department

- a. Those on the committee should be experienced and capable to serve and it should be checked to make sure that all committee members are both alive and active on the committee

16. Human Resources Department hiring practices need to be defined. If policies are not followed appropriately, then HR Director should be fired.

17. Supervisors need to be held accountable and punished for mandates broken by officers. Accountability is needed on all levels.

### INEFFECTIVE POLICIES

**1. How does the police chief deal with the presence of mental challenges and mental health of the officers after viewing challenging situations throughout the years. There should be continuous mental evaluations of the officers to ensure they haven't become jaded.**

**2. How do we break down the "system"? The present system is too closed to evaluate the issues. We need to structuralize the system so that it works efficient and it doesn't break down. We need a public representative to serve as a monitor someone who is a strong arm and who is not afraid of the system.**

**3. The community must feel safe and comfortable reporting a crime. The community's safety and confidentiality must be maintained if they report a crime.**

**4. There should be a set timeframe for investigations**

**5. There should be strong protections for officers who speak out against other officers who commit a crime. There should be protections in place for "whistle blowers"**

6. Create a victim advocate department to aid the victims in walking through the process. Victims feel intimidated therefore they are apprehensive

7. Supervisors need to be more in touch with their staff and address any shortcomings, mediate any issues, identify "red flag" situations.

8. Change name from Police Officer to Peace Officer

9. Place officers in appropriate office or task based on skill set.

10. Police departments should allow 3rd party complaints to ensure the safety of the complainant.

11. Why have police lost compassion for the people? This is needed to effectively serve as a police officer in the community.

12. The Central Business district and surrounding neighborhoods seems to be disconnected from the larger community. Police officers need to be able to prevent the community/people's rights from being infringed upon.

13. Officer should not be able to shoot anyone fleeing on foot or in a vehicle. And if they do, there



should be discipline procedures that should be followed.

### INADEQUATE ENGAGEMENT WITH THE COMMUNITY

1. **There is a need for officers to get out of their cars and "walk the beat"**
2. **Community needs to form a committee to oversee the implementation and to hold the system accountable.**
3. All must be involved and the strong must uphold the weak to be a support for the vulnerable who are afraid. Must engage residents in a manner where they feel comfortable. The leaders should write down others solutions to include in the report.
4. Officers should be required to engage the community places such as community centers and churches to get to know the people they serve. Minimum requirement should be 2 hours a week. A community member should serve as the monitor to report progress.
5. Educate voters to ensure they are informed on the current community issues. They should be knowledgeable of what and whom they are voting for.
6. Actively recruit and incentivize young people from community as potential officers.
7. Host ongoing conversations with officers and the community outside of crisis situations.
8. The community must hold the elected officials accountable at the ballot
9. How can we assure the commitments are implemented and how will it be monitored? The independent agency must report back to the community to keep us informed
10. The community should have access to records and be able to monitor the process.
11. Continue to connect with Matt Zone or current safety committee chair to stay engaged.
12. Create a community newsletter to share updates on consent decree
13. Revise unwritten rule that citizens are unable to speak at the city council meeting
14. How can the public find out why a solution was not included in the consent decree?
15. Educate community to do their own research and not rely on media to provide information on candidates related to their issue positions, beliefs, and values.
16. Introduce and continue community conversations, which can be included as high school and/or college credit.
17. Incentivize police volunteer efforts in order for the police to get a better understanding of the community.
18. Community should have an active role in evaluating Cadets. Cadets should attend community forums to explain why they want to be an officer. The community will pose questions to evaluate officers for hire.

19. Host a meeting where the officers and the community come together to discuss the issues presented in the DOJ report
20. Community should investigate their districts and become familiar with staff and request reports.
21. Review the Collective Bargaining Agreement with the Police Department and the Police Union.
22. Mayor should set up a Police Community Relations Board inside the Cleveland Municipal School District that should be student/teacher centered.
23. Engage street clubs for resolutions and connect to what's going on in the neighborhoods

### INADEQUATE TRAINING

- 1. Increase the hours of police training**
- 2. Change the mindset about policing and the training should start with the Mayor.**
- 3. Need diversity, cultural awareness and anger management training**
- 4. Review curriculum in officer training academy and determine if there should be more added.**
- 5. Address the bias encompassed in the training curriculum.**
- 6. The Code of Blue needs to be addressed in training curriculum.**
7. Have existing supervisors and officers reevaluated in an effort to reprogram their thinking
8. Change the bias that officers acted justifiably this systemic change is needed in the prosecutor's office, judicial system etc.
9. Officers need to be trained to not allow their personal views or bias to affect how they police the community.
10. Who develops the curriculum and who are the trainers? The community members need to be involved and there should be independent experts in the field to develop and train and the community review board should evaluate the content.
11. Police supervisors need more training to ensure they are capable and prepared to address potential issues.
12. Have Expert Psychologist recreate the current evaluations that officers undergo. The restructuring of the evaluations will help eliminate persons unsuitable for a position as a police officer. The evaluations need to identify characteristics conducive of inappropriate behavior.
13. Increase the number of hours required to become a peace/police officer. Currently, the requirement is 579 hours.
14. Implement continuing education requirements for our police officers on a regular basis (i.e. as it is done in other professions)
15. How are police trained to deal with people who have mental health issues? Effective training

needs to be put in place.

16. Test to become a police officer should be administered by an outside source. The test has not changed since 1964 and the test answers are available to the test takers.

## Red (Full List/Top Areas are Highlighted)

### INSUFFICIENT ACCOUNTABILITY

1. **Citizen Review Board**
2. **Make Police Records Public**
3. **Non Biased Prosecutor/ Dedicated Prosecutor Outside of City**
4. **Court Intervention to Union Contracts**
5. **Make Records Public of Citizens Concerns**
6. Community Education
7. Safety Committee Tasks w/synthesizing information from the “Listening Tours”
8. Assigning Responsible Parties to follow through on Consent Decree
9. Forfeiture of Benefits and Citizenship Due to Excessive use of Force
10. Need Courts to Supersede Union and Less Arbitration

### INEFFECTIVE POLICIES

1. **Revisit Union Contracts**
2. **Mental Health Advocate as First Responder w/Officer**
3. **Require Psychological Behavioral Assessment**
4. **Mental Health Training**
5. **Extensive Background Checks**
6. Compensation Non Paid Leave
7. Assessment w/temperament
8. Data Widely Available and Accessible to the Public
9. In Community Graduation Introduction
10. No Affiliations with Hate Groups
11. Residency Clause Reinstated
12. Renaming from Police to Peace Officer Culture Change

- |  |
|--|
| 13. Revocation of benefits for Poor Performance                            |
| 14. Interpretation Services  |
| 15. Body Language  |
| 16. Revocation of Retirement Funds and other Benefits                      |
| 17. Change Promotion and Incentive Standards                               |
| 18. Non Traditional funding Source to Leverage Economic Power              |
| 19. Escrow Property Taxes to Better Enforce Public Services to Communities |
| 20. Public Data  |
| 21. Reports Should Be Made Public and in layman's terms                    |

### INADEQUATE ENGAGEMENT WITH THE COMMUNITY

- |  |
|--|
| <b>1. Engage Community</b>   |
| <b>2. Block Clubs</b>  |
| <b>3. Know Your Neighborhood – Good Neighbor Policy</b>                            |
| <b>4. Improve Community Activism</b>   |
| <b>5. Engage with Community Regularly</b>  |
| <b>6. Every Ward should have a Facebook Page</b>                                   |
| <b>7. State Level Representative Engage at the Community Level</b>                 |
| <b>8. Lines of Communication</b>   |
| 9. CMHA Community Policing Model   |
| 10. Blog Email w/ Crime Facts and Updates  |
| 11. Information Sharing  |
| 12. Community Events   |
| 13. Civic Engagement   |
| 14. Citizens Engagement and Political Structure                                    |
| 15. Hold Elected Officials Accountable   |
| 16. Trust Bank Models  |
| 17. Councilperson go door to door be more involved in the community they represent |
| 18. Asset Mapping  |
| 19. Open Resources Available to the Community                                      |

### INADEQUATE TRAINING

|  |
|--|
| <b>1. Continuing Education</b>   |
| <b>2. Required Psychological/Behavioral Assessment</b>   |
| <b>3. Racial Sensitivity Training</b>  |
| <b>4. Mental Health Training</b>   |
| <b>5. Cross training for Police</b>  |
| 6. Top to Bottom Training  |
| 7. Chief of Police walks the beat  |
| 8. Empathy Training  |
| 9. Body Language Training  |
| 10. Improved Dispatcher Training   |
| 11. Cross Training Police and EMT Personnel  |
| 12. Medical Conflict Resolution Training   |
| 13. Community Service Requirement during and after training  |
| 14. Ongoing Evaluations License Renewals   |
| 15. Interpretation Services-Identifiable by Color Coded License Plates (Hearing Impaired, Blind, etc)  |
| 16. EMT as 1st Responders in cases where NO WEAPON is reported instead of police   |
| 17. Cross Training Police for Medical Conflict Resolution and De-escalation  |
| 18. Community Education: Public forums, voting forums, local civil process, curriculum in public high schools, early vocational training for police in high school |
| 19. More extensive psychological/re-entry training for officers coming out of the military   |

### Blue (Full List/Top Areas are Highlighted)

| INSUFFICIENT ACCOUNTABILITY  |  |
|--|--|
| <b>1. Elected community review board.</b>  |  |
| <b>2. Uphold principle mission of police force</b>   |  |
| <b>a. Prevent crime and maintain order</b>   |  |
| <b>3. Laws should prevent from manipulating body cameras/all cameras.</b>                      |  |
| <b>4. Police should not investigate itself.</b>  |  |
| <b>5. Communications accountability.</b>   |  |
| <b>a. Dispatcher failed to relay all info</b>  |  |
| <b>6. Accountability of residents.</b>   |  |
| <b>a. Police ourselves to prevent problems.</b>  |  |
| <b>7. Inform the public when there is excessive use of force in writing. (monthly reports)</b> |  |

8. Body cameras for all with proper training.
9. Cameras inside of cars should not be tampered with or there will be penalties.
10. City leadership should ensure cameras and equipment are operable.
11. Protocol for maintenance of equipment with accountability.
12. Proof of continuing education
13. Protocol on who is called to a scene that is enforced and consistent
14. City Council should create an objective investigative team.
15. Objective investigative team should be called for all excessive force scenes.
16. Mayor should be held ultimately accountable.
17. Review connection between City Council and Police Department.
18. Bring back Safety Coordinators to the wards.

### INEFFECTIVE POLICIES

- 1. Require involvement from City Council to create school program to address trust between student and police; and investment & expansion of existent Explore Program to include k-12 implemented City Wide**
- 2. Information should be open accessible and reported to the community.**
- 3. Revisit residency requirements to include**
  - a. History of living in city that they serve**
  - b. 15 mile radius of assignment**
  - c. Merit points for living in the city**
- 4. Training on how to deal with individuals with mental health issues or disparities for officers and dispatchers.**
- 5. District holds monthly meetings**
- 6. Revisit use of force continuum model**
7. Refresher weapons training
8. Eliminate checkboxes for explaining what happened and require written reports.
9. City Council allowed funds to investigate excessive force separate from the police department; create a unit that reports to City Council
10. Officers should be physically fit to work the streets
11. Prosecute or terminate for bad behavior or violations of the constitution – possibly strip them of their pensions
12. No stop and frisk
13. Diversity training by civilians

14. Require police to have outside mentoring
15. Police for the public on how to not provoke officers
16. Dispatchers should have training and education on how to communicate more effectively with call and relay info.
17. Stop reimbursement for educational training
18. The public should have a role in the hiring/firing policies and standards.
19. Create a behavioral board for handling crimes involving mental health issues
20. Educate the community on when to call and information needed to help the police help you.
21. All policies and standards should be consistent and universal from one community to the other.

### **INADEQUATE ENGAGEMENT WITH THE COMMUNITY**

- 1. Training in community policing.**
- 2. Weekly reports on crime.**
- 3. Police officers should come from the community they serve.**
- 4. Police should establish relationships with children, with the school system (DARE Program)**
- 5. Organize social events for communities to meet with and mingle with the police officers who police their community.**
6. Engage young people/ Police should be present in the community/ have mini-stations
7. Recruit police officers from the community that they serve.
8. Quarterly reports to community on police activity, stats, etc.
9. Grassroots unarmed community controls.
10. Quality of life enhancement teams.
11. Families should build relationships with police officers, ie. Organize community meetings.
12. The same police officers who police the community should also visit the schools..
13. Each community should have a safety committee.
14. Brings back Mary Bounds' Theory – Guru of community policing

### **INADEQUATE TRAINING**

- 1. Documented continued education to maintain shields.**
  - a. With suspensions and other actions for failure to complete**

|   |
|---|
| <b>2. Hold more community meetings</b>                                    |
| <b>3. Require more hours of training to become a police officer</b>       |
| <b>4. De-escalation training (non physical)</b>                           |
| <b>5. Universal law enforcement training.</b>                             |
| 6. Review healthcare education requirements                               |
| 7. Update and restructure use of force and continuum model                |
| 8. Raise the bar for conflict resolution training and train the community |
| 9. Separate accreditation boards separate from police oversight           |
| 10. Sensitivity training with youth focus                                 |
| 11. Better self defense trainings   |

### **Black (Full List/Top Areas are Highlighted)**

| <b>INSUFFICIENT ACCOUNTABILITY</b>   |  |
|--|--|
| <b>1. Independent review board with diverse groups of people</b>   |  |
| <b>2. Independent Auditor within CPD, with independent civilian director</b>                                 |  |
| <b>3. Police should be prosecuted when they use excessive force against citizens</b>                         |  |
| <b>4. Police need to be protected for reporting police misconduct</b>  |  |
| <b>5. Police held accountable for not reporting police misconduct</b>  |  |
| 6. Independent community police commission   |  |
| 7. Elected officials accountability  |  |
| 8. Transparency in accountability - manuals on web-site  |  |
|  |  |
| <b>INEFFECTIVE POLICIES</b>  |  |
| <b>1. Psychological assessments for character and fitness</b>  |  |
| <b>2. Hiring practices; community members involved in the process</b>  |  |
| <b>3. Misconduct reports should remain in files, instead of being removed annually</b>                       |  |
| <b>4. Office of Professional Standards needs to be revamped with no police, retired or current, involved</b> |  |
| <b>5. Implement lie detector tests during the interview process</b>  |  |
| <b>6. Civilian review board should not be appointed by the mayor, but elected through the</b>                |  |



**voting process**

7. Reduction of use of lethal force/Revamp use of force policies and de-escalation continuum
8. Incorporation for a reprieve/psychological reprieve (mental health day)
9. Shorten the process of the implementation of the consent decree and ensure that people are aware of the process
10. Address the breakdown of the FOP and police unions in regards to defending and representing the police and the community
11. Decrease nepotism
12. More city council involvement
13. Community approach increase diversity
14. Increase police recruitment from the communities
15. Yearly mental health evaluations
16. Psych evaluation during interview process
17. Formal process for complaints, including timeline and final report to complainant
18. Address “isms” during the hiring process (sexism, ageism, racism)
19. Union reps should not have jurisdiction in police criminal investigations
20. Bias-free policing; pro-active policy changes
21. Stop police from utilizing military equipment when going into citizen’s home
22. Mental Health Panel – independent of the police
23. Testing for mental illnesses and personality disorders
24. Psychological evaluations
25. Priority in budget for annual training
26. Salary review
27. Redesign report forms to include ethnicity
28. Independent board which takes away power from mayor to hire police officers
29. Create an avenue got police to report police misconduct
30. Incentives for police to live in the communities they work in
31. Community involvement in hiring and policies
32. Crisis intervention committee

**INADEQUATE ENGAGEMENT WITH THE COMMUNITY**

1. **Community policing**
2. **Buddy program between police and children to facilitate bonding and relationship**

**building****3. Improve methods for police community engagement****4. Engagement with officers/getting officers to engage****5. Strategically define what we want-justice & harmony, not punishment or revenge**

6. Police should visit schools and daycares

7. Police should be more involved with youth programs like Boys &amp; Girls Club and Boy Scouts

8. Relationship and understanding between police and the residents

9. Codify code words “top of the morning” brand to recognize those involved in program with the police

10. Show public how to get involved

11. Walk with the officers program

12. People can activate themselves

13. Mobilization “on ramp” to get involved when situations occur people are able to get involved easily; “how can I get involved?”

14. Define the desired ends as a means: “what do we want?”

15. Responding in a communal manner; people come together to address the issues

16. Respect-police need to stop bullying and intimidation; causes children to retaliate and challenge the police

17. Community should have better access to community resources

18. Communities establish discussion panels

19. Community-centered policing collaborative

**INADEQUATE TRAINING****1. Annual review of constitutional law course for police****2. De-escalation techniques training****3. Crisis management training****4. Ongoing mental health training****5. Cultural competency/diversity training**

6. Supervisors trained at all levels

7. Continuing education units for officers

8. Reassess “what is a community”

9. Study on unarmed police officers

10. Constitutional policing

11. Racism and racial I profiling should be addressed

- |   |
|---|
| 12. CPD need attitude adjustment                          |
| 13. More professionalism classes for police               |
| 14. Wealth equity education to address economic disparity |

## White (Full List/Top Areas are Highlighted)

### INSUFFICIENT ACCOUNTABILITY

1. Independent review board with diverse groups of people
2. Have computer systems updated in the units and at the District, so that the officer and office are able to know exactly what is going on with the calls they are responding to; this would leave no room for error in reporting from dispatch.
3. Residency clause be reinstated or revised (must have resided in Cleveland for at least ten years).
4. Institute a system of revocation of pension/retirement as sanctions for findings of abuse or criminal activity
5. All charges, investigations, trials and sanctions facilitated and administered by an outside entity.
6. All sanctions be in addition to regular sentence for the crime
7. Regular evaluations of officers and dispatch operators.

### INEFFECTIVE POLICIES

1. Mandate that at least 50% of Officers must come from the neighborhoods of Cleveland
2. Have a first responder arrive with police with all mental health calls
3. Have police protocols listed on the website
4. Questions on the police written & verbal exams need to reflect today's needs & problems with more "What If" based on current time events
5. A citizen advocate not picked by the mayor or connected to police, for citizens to contact with complaints, questions, etc. The person can't be afraid to talk. The group would get clearer answers and follow up with people in a timely manner
6. Develop a phone bank for police, fire, EMS complaints – use 211 First call for Help as the model
7. Develop a follow-up procedure on complaints
8. Revamp Standard Operating Procedures

|  |
|--|
| a. Documented with signatures of officers/no funny business then   |
| 9. Review Board of Officers yearly/ records complaints training where they need more training etc  |
| a. Non appointed review board volunteer  |
| 10. Add a box like the “Felony Box”, to ask ”Have you ever applied or worked for another police department? If yes, where, when, why did you leave” If the box is checked have HR check it out. Any applications in question gets further review |
| 11. List union bylaws on the website   |
| 12. Be transparent about issues that impact the community within each district   |
| 13. GIS the zip codes of the 600 victims to pinpoint which police district/districts are having issues and provide additional training that targets those districts  |
| 14. Update current laws that are on the books for Cleveland and are not in line with the State of Ohio   |
| 15. Residency clause be reinstated or revised (must have resided in Cleveland for at least ten years).   |
| 16. Officer training curriculum offered in high school (similar to other vocations) also offered as course studies or major in all community colleges and state funded universities  |
|  |
| <b>INADEQUATE ENGAGEMENT WITH THE COMMUNITY</b>  |
| <b>1. Reopening mini stations is not the answer, the police need to be more visible in the community walking, talking, engaged</b>   |
| <b>2. Have police adopt high schools that are within the communities they serve, that helps the police to know the young adults they are patrolling and vice versa</b>   |
| <b>3. Host a yearly basketball, baseball, kickball game with the police and youth in the community</b>   |
| <b>4. Provide talks in high schools to get students interested in working on the police force</b>  |
| <b>5. Police issuing report to community on police practices – data about crime, neighborhood data, trends sand suggestions</b>  |
| 6. Public should be given opportunity to ask for specific area to be added to community report. Report is an evolving document   |
| 7. Report to the public can be annual or a more regular report could e issued by independent and or inspector general for the police department  |
| 8. Police should be held to a higher standard than citizens - i.e. drunk and carrying guns   |
| 9. Take red light cameras and speeding cameras down and mount in high crime areas, no additional cost for buying cameras if police doing job, no need for speeding and red light cameras   |
| 10. Police should hold meetings in each district about the report as it relates to that district   |
| 11. System for recognizing and rewarding “Good Cop” practices or positive reinforcement.   |

- |  |
|--|
| 12. Induction ceremony of academy graduates performed as a community welcome celebration   |
| 13. Instatement of a panel of officer ambassadors to regularly engage with and inform community representatives monthly or quarterly reports; all positions to be elected and not appointed. |
| 14. Transparency of union laws and by-laws.  |

### INADEQUATE TRAINING

- |  |
|--|
| 1. <b>Provide Mental Health Training for Officers as they are going through Peace Officer Training and provide a yearly skills building session for all officer.</b>   |
| 2. <b>Train all dispatch personnel prior to employment and update skills yearly</b>  |
| 3. <b>Real life scenario training to help our officers stay safe, and our community stay safe</b>  |
| 4. <b>Psychological training for officers on what happens to them in shootings and stressful situations and how to deal with it</b>  |
| 5. <b>Psychological training from community organizations for officers</b>   |
| 6. Training of dispatch operators reviewed and revised to ensure the transfer of key information.  |
| 7. All trainees be investigated for previous affiliations with hate groups.  |
| 8. Increase Ohio Peace Officer Training from 604 hours to 1500 hours and annual re certification class. Fifteen hundred (or more) hours of academy training with the following divisions: <ul style="list-style-type: none"> <li>a. Medical (similar to E.M.T)</li> <li>b. Conflict Resolution</li> <li>c. Situation Assessment</li> <li>d. De-escalation</li> <li>e. Weapon Efficiency</li> </ul> |
| 9. Periodic continued education requirement  |
| 10. Training on how to deal better with violent aggression and keep your emotions in check   |
| 11. Revamp psychological tests and tests in general to become an officer   |
| 12. Trainees evaluated for compassion, humanity, de-escalation, and weapon efficiency and placed in a position in the force, accordingly.  |

## Colored Groups Combined Solutions

| Insufficient Accountability  | Green | Red | Blue | Black | White |
|--|-------|-----|------|-------|-------|
| The community has to be a part of the community review board.                        | ✓     |     |      |       |       |
| Officers should be charged for breaking the law and held to a higher standard        | ✓     |     |      |       |       |
| Citizen Review Board   |       | ✓   |      |       |       |
| Make Police Records Public   |       | ✓   |      |       |       |
| Non Biased Prosecutor/ Dedicated Prosecutor Outside of City                          |       | ✓   |      |       |       |
| Court Intervention to Union Contracts  |       | ✓   |      |       |       |
| Make Records Public of Citizens Concerns   |       | ✓   |      |       |       |
| Elected community review board.  |       |     | ✓    |       |       |
| Uphold principle mission of police force. Prevent crime and maintain order           |       |     | ✓    |       |       |
| Laws should prevent from manipulating body cameras/all cameras.                      |       |     | ✓    |       |       |
| Police should not investigate itself.  |       |     | ✓    |       |       |
| Communications accountability. Dispatcher failed to relay all info                   |       |     | ✓    |       |       |
| Accountability of residents. Police ourselves to prevent problems                    |       |     | ✓    |       |       |
| Inform the public when there is excessive use of force in writing. (monthly reports) |       |     | ✓    |       |       |
| Independent review board with diverse groups of people                               |       |     |      | ✓     |       |
| Independent Auditor within CPD, with independent civilian director                   |       |     |      | ✓     |       |
| Police should be prosecuted when they use excessive force against citizens           |       |     |      | ✓     |       |
| Police need to be protected for reporting police misconduct                          |       |     |      | ✓     |       |
| Police held accountable for not reporting police misconduct                          |       |     |      | ✓     |       |
| Independent review board with diverse groups of people                               |       |     |      |       | ✓     |

|  |  |  |  |  |   |
|--|--|--|--|--|---|
| Have computer systems updated in the units and at the District, so that the officer and office are able to know exactly what is going on with the calls they are responding to; this would leave no room for error in reporting from dispatch. |  |  |  |  | ✓ |
|--|--|--|--|--|---|

| Ineffective Policies   | Green | Red | Blue | Black | White |
|--|-------|-----|------|-------|-------|
| How does the police chief deal with the presence of mental challenges and mental health of the officers after viewing challenging situations throughout the years?<br>There should be continuous mental evaluations of the officers to ensure they haven't become jaded.                                     | ✓     |     |      |       |       |
| How do we break down the "system"? The present system is too closed to evaluate the issues. We need to structuralize the system so that it works efficient and it doesn't break down. We need a public representative to serve as a monitor someone who is a strong arm and who is not afraid of the system. | ✓     |     |      |       |       |
| The community must feel safe and comfortable reporting a crime. The community's safety and confidentiality must be maintained if they report a crime.  | ✓     |     |      |       |       |
| There should be a set timeframe for investigations   | ✓     |     |      |       |       |
| There should be strong protections for officers who speak out against other officers who commit a crime.<br>There should be protections in place for "whistle blowers"   | ✓     |     |      |       |       |
| Revisit Union Contracts  |       | ✓   |      |       |       |
| Mental Health Advocate as First Responder w/Officer  |       | ✓   |      |       |       |
| Require Psychological Behavioral Assessment  |       | ✓   |      |       |       |
| Mental Health Training   |       | ✓   |      |       |       |
| Extensive Background Checks  |       | ✓   |      |       |       |
| Require involvement from City Council to create school program to address trust between student and police;<br>and investment & expansion of existent Explore Program to include k-12 implemented City Wide  |       |     | ✓    |       |       |
| Information should be open accessible and reported to the community.   |       |     | ✓    |       |       |

|  |  |  |   |   |   |
|--|--|--|---|---|---|
| Revisit residency requirements to include: history of living in cit that they serve; 15 mile radius of assignment; merit points for living in the city   |  |  | ✓ |   |   |
| Training on how to deal with individuals with mental health issues or disparities for officers and dispatchers   |  |  | ✓ |   |   |
| District holds monthly meetings  |  |  | ✓ |   |   |
| Revisit use of force continuum model   |  |  | ✓ |   |   |
| Psychological assessments for character and fitness  |  |  |   | ✓ |   |
| Hiring practices; community members involved in the process  |  |  |   | ✓ |   |
| Implement lie detector tests during the interview process  |  |  |   | ✓ |   |
| Office of Professional Standard needs to be revamped with no police, retired or current police, involved   |  |  |   | ✓ |   |
| Reduction of use of lethal force/Revamp use of force policies and de-escalation continuum  |  |  |   | ✓ |   |
| Mandate that at least 50% of Officers must come from the neighborhoods of Cleveland  |  |  |   |   | ✓ |
| Have a first responder arrive with police with all mental health calls   |  |  |   |   | ✓ |
| Add a box like the "Felony Box", to ask "Have you ever applied or worked for another police department? If yes, where, when and why did you leave" If the box is checked have HR check it out. Any applications in question get further review |  |  |   |   | ✓ |
| Have police protocols listed on the website  |  |  |   |   | ✓ |
| Update current laws that are on the books in Cleveland that are not in line with the State of Ohio   |  |  |   |   | ✓ |

| Inadequate Engagement with the Community  | Green | Red | Blue | Black | White |
|---|-------|-----|------|-------|-------|
| There is a need for officers to get out of their cars and "walk the beat"                             | ✓     |     |      |       |       |
| Community needs to form a committee to oversee the implementation and to hold the system accountable. | ✓     |     |      |       |       |
| Engage Community  |       | ✓   |      |       |       |
| Block Clubs   |       | ✓   |      |       |       |



|  |  |   |   |   |   |
|--|--|---|---|---|---|
| a. Know Your Neighborhood – Good Neighbor Policy   |  |   |   |   |   |
| Improve Community Activism   |  | ✓ |   |   |   |
| Engage with Community Regularly  |  | ✓ |   |   |   |
| Every Ward should have a Facebook Page   |  | ✓ |   |   |   |
| State Level Representative Engage at the Community Level   |  | ✓ |   |   |   |
| Lines of Communication   |  | ✓ |   |   |   |
| Training in community policing.  |  |   | ✓ |   |   |
| Weekly reports on crime.   |  |   | ✓ |   |   |
| Police officers should come from the community they serve.   |  |   | ✓ |   |   |
| Police should establish relationships with children, with the school system (DARE Program)   |  |   | ✓ |   |   |
| Organize social events for communities to meet with and mingle with the police officers who police their community.  |  |   | ✓ |   |   |
| Community Policing   |  |   |   | ✓ |   |
| Buddy program between police and children to facilitate bonding and relationship building  |  |   |   | ✓ |   |
| Police should visit schools & daycares to establish relationships  |  |   |   | ✓ |   |
| Police more involved with youth programs like Boys & Girls Clubs & Boy Scouts  |  |   |   | ✓ |   |
| Improve methods for police community engagements   |  |   |   | ✓ |   |
| Reopening mini stations is not the answer, the police need to be more visible in the community walking, talking, engaged                                     |  |   |   |   | ✓ |
| Have police adopt high schools that are within the communities they serve, that helps the police to know the young adults they are patrolling and vice versa |  |   |   |   | ✓ |
| Host a yearly basketball, baseball, kickball game with the police and youth in the community   |  |   |   |   | ✓ |
| Provide talks in high schools to get students interested in working on the police force  |  |   |   |   | ✓ |
| Police issuing report to community on police practices – data about crime, neighborhood data, trends and suggestions   |  |   |   |   | ✓ |

| Inadequate Training   | Green | Red | Blue | Black | White |
|---|-------|-----|------|-------|-------|
| Increase the hours of police training   | ✓     |     |      |       |       |
| Change the mindset about policing and the training should start with the Mayor.                               | ✓     |     |      |       |       |
| Need diversity, cultural awareness and anger management training  | ✓     |     |      |       |       |
| Review curriculum in officer training academy and determine if there should be more added.                    | ✓     |     |      |       |       |
| Address the bias encompassed in the training curriculum.  | ✓     |     |      |       |       |
| The Code of Blue needs to be addressed in training curriculum.  | ✓     |     |      |       |       |
| Continuing Education  |       | ✓   |      |       |       |
| Required Psychological/Behavioral Assessment  |       | ✓   |      |       |       |
| Racial Sensitivity Training   |       | ✓   |      |       |       |
| Mental Health Training  |       | ✓   |      |       |       |
| Cross training for Police   |       | ✓   |      |       |       |
| Documented continued education to maintain shields with suspensions and other actions for failure to complete |       |     | ✓    |       |       |
| Hold more community meetings  |       |     | ✓    |       |       |
| Require more hours of training to become a police officer   |       |     | ✓    |       |       |
| Continuing Education  |       |     | ✓    |       |       |
| Required Psychological/Behavioral Assessment  |       |     | ✓    |       |       |
| Racial Sensitivity Training   |       |     | ✓    |       |       |
| Mental Health Training  |       |     | ✓    |       |       |
| Cross Training for Police   |       |     | ✓    |       |       |
| Annual review of constitutional law course for police   |       |     |      | ✓     |       |
| Increase Ohio Peace Officer Training from 604 hours to 1500 hours and annual re certification class           |       |     |      | ✓     |       |
| Crisis management training  |       |     |      | ✓     |       |
| Ongoing mental health training  |       |     |      | ✓     |       |

|  |  |  |  |   |   |
|--|--|--|--|---|---|
| Cultural competency/diversity training   |  |  |  | ✓ |   |
| De-escalation techniques training  |  |  |  | ✓ |   |
| Provide Mental Health Training for Officers as they are going through Peace Officer Training and provide a yearly skills building session for all officers |  |  |  |   | ✓ |
| Train all dispatch personnel prior to employment and update skills yearly  |  |  |  |   | ✓ |
| Real life scenario training to help our officers stay safe, and our community stay safe  |  |  |  |   | ✓ |
| Psychological training for officers on what happens to them in shootings and stressful situations and how to deal with it                                  |  |  |  |   | ✓ |
| Psychological training from community organizations for officers   |  |  |  |   | ✓ |

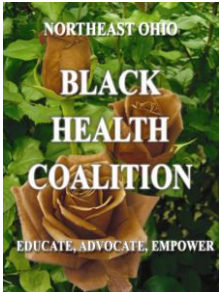
## Colored Groups Shared Solutions

| Structural & Systemic Deficiencies   | Green | Red | Blue | Black | White |
|--|-------|-----|------|-------|-------|
| Civilian Review Board revamped/elected with community representation           | ✓     | ✓   | ✓    | ✓     | ✓     |
| Mental Health Training   | ✓     | ✓   | ✓    | ✓     | ✓     |
| Hold Mayor/officials/supervisors accountable                                   | ✓     | ✓   | ✓    | ✓     |       |
| Rename to Peace Officers   | ✓     | ✓   |      |       | ✓     |
| Psychological Behavior Assessment  | ✓     | ✓   | ✓    | ✓     | ✓     |
| Mental Health Advocate/1 <sup>st</sup> Responder/Board                         |       | ✓   |      | ✓     | ✓     |
| "In Community" Graduation  |       | ✓   |      |       | ✓     |
| Residency w/in Cleveland communities; Incentives for living in Cleveland       |       | ✓   | ✓    | ✓     | ✓     |
| Revocation of benefits   |       | ✓   | ✓    |       |       |
| Diversity & Cultural Awareness Training  | ✓     | ✓   | ✓    | ✓     | ✓     |
| Increased training hours   | ✓     | ✓   | ✓    | ✓     | ✓     |
| Review/Update curriculum   | ✓     | ✓   |      |       | ✓     |
| Continuing Education Units (C.E.U.)  | ✓     | ✓   | ✓    | ✓     | ✓     |
| Police & Chief "walk the beat"/community policing                              | ✓     | ✓   | ✓    | ✓     | ✓     |
| Improved dispatcher training   |       | ✓   | ✓    | ✓     | ✓     |
| Deadly force/Use of force/De-escalation Training                               | ✓     | ✓   | ✓    | ✓     | ✓     |
| Community training/engagement/service requirement/social events                | ✓     | ✓   | ✓    | ✓     | ✓     |
| Body Cameras   | ✓     |     | ✓    |       |       |
| Engage K-12/young adults/visit schools & daycares/Boys & Girls Club/Boy Scouts |       |     | ✓    | ✓     | ✓     |
| Police prosecuted for misconduct   |       | ✓   |      | ✓     |       |
| Recruit from the community   | ✓     |     | ✓    |       | ✓     |
| Community/public role in hiring/firing   |       |     | ✓    | ✓     |       |
| Community policing, mini/substations   |       |     | ✓    | ✓     |       |

## NOTES

[illegible]

Collaborating Agencies



**Local Conversation on the Department of Justice Advisory Committee**

|  |  |
|--|--|
| Rev. Darnella Allen                            | Executive Director, Liver Education Advocacy & Prevention Services           |
| Kristina Austin , MA                           |  |
| Joe Black                                      | Neighborhood Engagement Manager, Sisters of Charity Promise Initiative       |
| Indigo Bishop, MSSA                            | Neighborhood Connections   |
| Orlando Boyd                                   |  |
| Deirdre Bryant , MNAL                          | Founder/Executive Director, Life Restored Inc.                               |
| Wyonette Cheairs, BA                           |  |
| Rev. Dr. Yvonne Conner, Ed.D                   | Enhancement Ministries Inc.  |
| Anisi Daniels-Smith, Ph.D Candidate Kent State | Dissertation Fellow Hiram College  |
| Angela Y. Davis, BA, AA, AS                    |  |
| Leonard Davis, AA                              | Exalted Ruler, Glenville Elks #1494  |
| Linda Dove McIntyre, RN                        | Executive Director, North Coast Nurses Coalition                             |
| Phillip Fagan                                  | Exalted Ruler Emeritus, Glenville Elks #1494                                 |
| Ed George, BS                                  |  |
| Jacqueline Gillon, BA                          |  |
| Alicia Graves, Esq.                            | Law Offices of Alicia N. Graves  |
| Loretta Gray, M.Ed                             | 1st Vice-President, National Council of Negro Women - Cuyahoga Section       |
| Patricia Gray                                  |  |
| Yvonka M. Hall, MPA                            | Executive Director, Northeast Ohio Black Health Coalition                    |
| Joshua Hellsing, BS                            |  |
| Robyn C. Hill , LPCC                           | Robyn C. Hill Counseling & Professional Development Services                 |
| Meryl Johnson, M.Ed                            | Retired Cleveland Municipal School District Teacher                          |
| Elizabeth A. Jones, MBA                        | President, National Coalition of 100 Black Women Cleveland Chapter           |
| Joy Jordan, DDS                                |  |
| Farai Malianga, MS                             |  |
| Gordon Martin, BA                              | Pastor/Program Director, Prince of Peace Outreach and Deliverance Ministries |
| Frank Miller Jr., MS                           |  |
| Deonna G. Moore, MS.ED, CTDS                   | Founder and CEO, Dempsey Consulting Group                                    |
| Rev. James E. Murray, Jr., BS                  | Pastor, Greater Avery AME Church   |
| Yuolanda Murray, BA                            | First Lady, Greater Avery AME Church   |
| David Owens, Pastor                            | Body of Christ Assembly Heights  |
| Jeanetta Price                                 |  |
| Lillian Sharpley, MBA                          | Deputy Director, Cuyahoga County Democratic Party                            |
| Angela Williams, BS                            |  |
| Sheila Wright                                  |  |

This report was prepared by the Local Conversation on the Department of Justice Report  
Community Corrective Action Report Team

216-802-8101  
ymhall@msn.com