

May 23 Community Meeting Findings and Next Steps

Communication & Community Engagement

What more do we need to know

- 1) Overview of how GRPD does engagement
 - a. How many meetings are held?
 - b. How are meetings organized, advertised, evaluated?
 - c. What other communication is done and how is it evaluated?
 - d. What has been implemented from Coffee with the Captain and other engagement meetings?
 - e. How does GRPD share learnings/feedback from engagement activities across the department? How is this shared publicly?
 - f. How are patrol officers doing engagement? How is this evaluated? What is the difference between CPO's and "non" community?
 - g. How have resources been increased since January 2015 for engagement?
 - h. What is being done to engage youth?
- 2) How does GRPD review policies to maximize trust building
 - a. How does GRPD work to ensure all interactions are community-building?
 - b. How do we train GRPD to de-escalate situations to build trust?
- 3) Explain how the Community Relations Committee, Civilian Appeals Board, and Public Safety Committee work to improve community/police relations.
 - a. What is each role, and what authority do they have to address issues?
 - b. How are meetings advertised?
 - c. What have they accomplished in the past 2 years?
 - i. Ex. How many CAB reviews occurred? What are the results?
- 4) How was the community voice incorporated into the GRPD Strategic Plan beyond the mission statement?

Next Steps

- 1) The goals of police/community meetings (like Coffee with the Captain) should be stated and Captains evaluated on their abilities to meet these goals. These goals should include both process measures (attendance expectations, number of meetings...) and outcome measures (what is changing because of the meetings).
- 2) Captains should be responsible for community participation in such meetings.
- 3) Meetings should further the goals of the service area communication plans.
- 4) Community input should solicit and utilize information from the meetings to develop localized policing strategies.
- 5) Updated data (use of force in area, traffic stops, arrests) should be provided broken out by race and gender to publicly track progress on racial disparities.
- 6) Evaluations should be completed at the end of the meeting and factored into GRPD performance reviews.

- 7) Captains should submit quarterly reports explaining how community involvement has shifted policing strategies, tactics, referrals, and practice.
- 8) The GRPD should be able to articulate and evaluate communication goals. Goals should be established at the city and service area levels.
- 9) Performance reviews of Captains and Chief should include the advancement of communication objectives.
- 10) The strategic plan should be reviewed and updated to ensure adequate focus is placed on identifying and eliminating racial disparities in police practices. For example it should include the following assumptions:
 - a. The work of improving community relations will never be complete. Thus the goal is not to implement the "12 point plan" but to continually improve transparency, trust and accountability.
 - b. That all communities are unique and thus the universal goal of maintaining strong relations must be targeted and implemented differently across different communities to accomplish the same end result. Such strategies must consider race and socio-economic status, among other factors.
 - c. Data and evaluation is a necessary part of knowing if progress is being made. Thus a plan must also articulate how its effectiveness is being measured on a regular basis. Such data should be intentionally collected and processed to ensure adequate representation across multiple segments of the population.

Other values expressed to improve community engagement

1. Makeup of the police force matters
 - a. Increase the number of officers who are residents and minorities
(See diversity hiring recommendation for policies)
2. Time in community matters
 - a. Officers should spend time during each shift out of their cars talking with residents
 - b. GRPD should consider opening police centers in neighborhoods
3. Better utilization of technology can improve engagement efforts
 - a. App for reporting crimes, incidents and negative police behavior
4. Share data quarterly to increase transparency
 - a. Arrests by race, gender and neighborhood
 - b. Traffic stops by race, gender and neighborhood

Policy recommendation

1. Require regular surveys of the community to be completed to gauge their experiences and perceptions of the police and the use of the information to inform: GRPD policies and practices, officer pay incentives, officer evaluations.

Diversity and Inclusion

What more do we need to know

1. How are we measuring success?
 - a. What is GRPD's goal for the demographic makeup of the police force?
 - b. What are the current demographics?
2. Recruitment practices
 - a. How is GRPD intentionally working to recruit people of color?
 - b. What are the demographics of the pool of candidates versus hires?
 - c. What is being done to ensure officers live in and understand the neighborhood?
 - d. Who's administering the training and testing of candidates? How has training evolved over the years and become more inclusive?
3. Demographics of force
 - a. How many people of color work for GRPD and in what positions?
 - b. How many females work for GRPD and in what positions?

Policy recommendations

1. Make changes to hiring practices utilized in last round of GRPD hiring permanent.
2. Reinstate community-involved task force to review city hiring practices outside of GRPD.
3. Develop quarterly reporting process that shows applicants, each interview round and new hires breakdown by department and major pay scale categories reporting information by race, age and gender.
4. Develop and publicly report a strategy and timeline for achieving representative proportion of employees who are people of color through outreach, recruitment and changes to HR practices.
5. Reviewing city policies and practices regarding diversity and inclusion should be a regular part of GR practices. Best practices from the Government Alliance for Racial Equity (GARE) should be incorporated into the process.
6. All staff should be able to demonstrate that they considered potential racial implications of policies, practices or other changes that are proposed.

Other changes & values to guide improvements

1. Hiring Practices
 - a. Recent hiring changes should be made permanent
 - b. Regularly revise and develop hiring practices based on outcomes.
 - c. Demographics should reflect the makeup of GR
 - d. Train on Cultural Competency and Implicit Bias (including testing)
 - e. Update public on progress of hires
2. Incentives for officers
 - a. Incentivize individuals that live within the neighborhood
 - b. Incentives to stay in GR
3. Broaden recruitment strategies
 - a. Share info among media outlets
 - b. Introduce career to students

Body Cameras and Operational Protocols

What more do we need to know

1. Are body cameras working?
 - a. How is the use of body cameras increasing officer accountability?
 - b. What happens if there is misconduct? Who decides what is misconduct?
 - c. Are officers required to turn on body cameras? What is the policy?
 - d. What changes have occurred based on what has been learned?
2. What are our privacy rights?
 - a. How are citizens protected?
 - b. How are we protecting juveniles?
3. Viewing and retaining footage
 - a. Who has access to view the body camera footage?
 - b. How is this data being protected and preserved?
 - c. Has any data been shared? For what purposes?
 - d. How has the data been evaluated? Any behaviors and patterns?
 - e. What is the policy for editing footage?
4. Obstruction of the camera
 - a. What are the policies for this?

Policy recommendations

1. The 12 point plan called for body camera evaluation after implementation; that evaluation should be completed and shared publicly. Many communities have reported a decrease in community complaints of police and a reduction of use of force by police. The evaluation should highlight whether similar findings occurred in Grand Rapids.
2. The evaluation should highlight how body cameras have impacted training.
3. Establish a system to track reports of missing data/footage

Next steps

1. Educate and inform the public
 - a. Share body camera policy via website and other platforms
 - b. Increase transparency with periodic updates on findings
2. Evaluation of footage
 - a. Give Civilian Appeals Board access to footage
 - b. Evaluate and publish results of police conduct
3. Protect the Public
 - a. Implement policies to protect juveniles
 - b. Safeguard footage (victims & individuals) prior to it being released to public

Racial Disparities

What more do we need to know

1. Reporting
 - a. Why just traffic stops and not all stops?
 - b. Where is the info on actual arrests?
2. Traffic Stop Study
 - a. What is being done to address disparities?
 - b. Who commissioned the former chief to debunk the recent study?
 - c. How is this info being used to impact training?
 - d. How is the consultant selected? How do residents play a role in the selection?
3. Timeline
 - a. Why are we waiting until 2018 for the next study?

Policy recommendations

1. Given the commitment to address the findings of the April 2017 study, priority should be placed on providing quarterly results of 2017. This will allow assessment of how effective efforts to address the result are and increase the rate of learning within the department.
2. GRPD data collected should be changed to track Hispanic/Latino along with race.
3. GRPD data collection should be changed to include post-stop activities such as removing citizens from vehicles, searching citizens, handcuffing citizens...as recommended by the 2017 study.
4. GRPD should make de-identified data available to the public to allow local universities and others to complete their own assessments of ongoing practices of the GRPD.
5. Analyze Racial Disparities of Arrests of People of Color: This study should be completed and shared publicly. The study should include 2016 information.

Next steps

1. Community Involvement and RFP process
 - a. Residents and community leaders assist with developing RFP and selecting consultant
 - b. Hire out-of-area consultant to lessen bias
2. Additional Data
 - a. Provide qualitative data on reported harassments, intimidations, etc.
 - b. Complete study to show racial disparities of arrests
 - c. Data on when weapons are removed from holsters
3. Consequences and Accountability
 - a. Discipline for officers displaying bias
 - b. Immediately address findings with policy change
4. Timeline
 - a. Complete study regularly

Independent Review of Police Actions

What more do we need to know

1. Civilian Appeals Board
 - a. What power does the CAB actually have?
 - b. Why is the CAB information only shared on social media or after incident?
 - c. Who is currently on the CAB? What have they done? Who selects members?
 - d. Report on the finding of the CAB?
2. Third Party Review
 - a. Why is the MI State Police (another policing institute) the third party who reviews these actions and complaints?
 - b. How is the victim and family included in review process?
 - c. How is the CAB involved in the investigation done by the state?
3. Consequences and Accountability
 - a. How are officers being held accountable?
 - b. How is information from reviews used to impact training?
 - c. How is the community being updated?

Policy recommendations

- 1) There has not been sufficient education about the role of the CAB. The recommendation needs to be re-evaluated and implemented with more intentionality. An engagement plan should be developed that will ensure effective communications to all citizens about their right to use the Civilian Appeals Board.
- 2) An evaluation plan should be developed to determine the effectiveness of the education campaign.
- 3) The City should review the March 24 incident to determine the degree to which existing protocol regarding CAB communication was followed.
- 4) The City should review the process of MSP investigation conducted for the March 11, 2017 officer involved shooting to determine if further changes are needed to the policy. Consideration should be given to:
 - a. the degree to which the process increased transparency of the incident
 - b. whether GRPD communication regarding the incident worked to increase trust of the GRPD
 - c. whether a MSP investigation was viewed as third party by the person shot and the community
- 5) The perspective of the Civilian Appeals Board should be considered. If the MSP report was not submitted to the CAB, the entire process should be re-evaluated to improve independence of the investigation.

Next steps

1. Third Party Review
 - a. Needs to be an outside agency, not another policing agency
 - b. Should be done any time a gun is pulled regardless if it is discharged

2. Civilians Appeals Board
 - a. Needs to be promoted outside of social media and website; residents need to be informed and educated on this option.
 - b. Must be resident-driven and comprised of residents and trusted leadership
 - c. Grant CAB power to influence next steps, serve as "grand jury"
3. Filing a Review for Investigation and the Process
 - a. App-based platform to get grievances over to CAB
 - b. Restorative justice and dispute resolution practices for police and residents
4. Transparency
 - a. Annual report of independent reviews and investigations