Community Feedback on Recruitment, Staffing and CPOP Policies

Cleveland Division of Police
City of Cleveland

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CITY OF CLEVELAND
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Introduction

The City of Cleveland (City), Cleveland Division of Police (CDP), Cleveland Community Police Commission ("CPC"), United States Department of Justice, and the Court-appointed federal monitoring team community collected feedback on the CDP's proposed new plans on three separate but interrelated areas: (1) community and problem-oriented policing ("CPOP"); (2) staffing; and (3) recruitment and hiring (recruitment). The Settlement Agreement between the United States and City of Cleveland requires, among other things, that the Cleveland Division of Police:

- "[D]evelop and implement a comprehensive and integrated community and problem-oriented policing model in order to promote and strengthen partnerships within the community, engage constructively with the community to ensure collaborative problem-solving, and increase community confidence" (paragraph 27) (the "community and problem-oriented policing plan" or "CPOP");
- "[D]evelop an effective, comprehensive Staffing Plan that is consistent with its mission, including community and problem-oriented policing, and that will allow CDP" to comply with several specific requirements (paragraphs 319-321) (the "staffing plan");
- "[D]evelop . . . a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community" (paragraph 302) (the "recruitment and hiring plan").

As a result of these requirements, CDP, the City of Cleveland, and the CPC convened a series of community listening sessions in September 2016 on these and other issues. Subsequently, CPD set to work on creating plans in each of these three areas consistent with the Settlement Agreement's requirements and the values of the community.

In June 2018, initial drafts of all three plans were posted on the websites for CDP, the City and CPC. In addition, flyers were developed in English, Spanish, Cantonese and Mandarin and were forwarded to CDP District Commanders and their staff to distribute to community organizations. Community members were able to obtain and review all three plans by either: 1) Accessing them through CDP or City websites, or 2) attending a second series of community listening sessions held in all five CDP districts in June 2018.

While these draft plans reflect CDP's efforts to date in creating plans that comply with the Settlement Agreement, CDP understood that these plans could not be finalized and approved until community feedback was obtained and incorporated into all three plans. The 5 community meetings took place in June 2018 at different locations throughout Cleveland. Meetings were organized to introduce each of the three new plans with 10 minute presentations by commanding officers instrumental to each plan. After the 10 minute presentations, participants split up into focus groups with other community members, CPOP officers, and designated facilitators to discuss each plan and record commentary. During this group time, participants were also asked to voluntarily complete the survey concerning the 3 plans. Each group facilitator then shared important items, comments, suggestions, and criticism of the plan with the audience. The transcribed commentary will be included in the community feedback report as well as all surveys collected during the designated timeframe.

Data Collection Methods

In an effort to gain community feedback regarding the new Staffing, Recruitment, and CPOP plans, stakeholders in the Settlement Agreement worked together in designing a survey to solicit and receive input about these policies within the Cleveland community. The survey was designed for community residents to provide input either through an online survey or through in-person completion of the survey at one of the several community listening sessions. For those only accessing the three plans online, a link was provided to an online survey.

Table 1. Number of Completed Surveys at Community Forums Locations			
	District	Number of Completed Surveys	% of All Completed Surveys
Benedictine High School	4	68	26.1
East Professional Center	3 & 5	7	2.7
Our Lady of Mount Carmel Church	1 & 2	28	10.7
Sterling Recreation Center	3 & 5	19	7.3
Westfield Reserve Theater	3 & 5	13	5
Online - Civilian	NA	104	39.8
Other Submissions	NA	22	8.4
Total		261	100.0

At the beginning of the survey, participants were asked standard demographic questions such as age, gender, race, and ethnicity. Participants were also asked how they became familiar with the three plans.

With each respective plan, eight close-ended questions were designed to measure progress towards the perceived understanding, impact, and effectiveness of the new policy initiatives among the Cleveland community. In answering the close-ended questions, participants were asked to choose an answer that mostly accurately represented their agreeability to eight statements. The options for selection ranged from *"Strongly Disagree", "Disagree", "No Opinion", "Agree",* and *"Strongly Agree".* After the eight questions presented in each of the three plan areas, two open-ended responses for the participant to provide suggestions and additional comment on the proposed plans.

Community Feedback Survey Results

As stated in the Settlement Agreement, Cleveland Division of Police recognizes the importance of community input into police policy, reform, and services. In an effort to promote community confidence and a positive relationship with the Cleveland community,

the survey asked for specific community input into the new Recruitment, Staffing, and CPOP policies. By facilitating ongoing mechanisms to strengthen communication channels between CDP and the citizens they protect, the following answers provide valuable suggestions and information to the development of each new plan.

The purpose of this section is to present results from community feedback surveys completed at community meetings, through online survey platform, and from surveys distributed informally throughout neighborhoods. The section will summarize results of the survey regarding respondent demographics, close-ended responses, and open-ended text responses.

Survey Respondent Demographics

At the beginning of the survey, several questions were asked to obtain the demographic profiles of survey respondents. All questions were voluntary, as are all questions in the survey.

Participants were asked the following questions:

- Current Age
- Gender Identity
- Race/Ethnicity
- Are you Hispanic?
- How did you hear about the survey?
- How have you familiarized yourself with the new Recruitment, Staffing, and Community and problem-Oriented Policing plans?

Table 2. Age of Respondents		
	Frequency	**%**
<18	7	3.2
19-25	11	5.1
26-44	65	30.3
45-64	72	33.7
>64	59	27.6
TOTAL	**214**	**100.0**
Missing	47	

Table 3. Gender

	Frequency	%
Male	118	47.2
Female	122	48.8
Prefer not to say	9	3.6
Other	1	0.4
TOTAL	**250**	**100.0**
Missing	11	

Table 4. Race

	Frequency	%
African-American /Black	95	38.5
Asian	14	5.7
Caucasian / White	112	45.3
Prefer not to say	19	7.7
Other	7	2.8
TOTAL	**247**	**100.0**
Missing	14	

Table 5. Hispanic Ethnicity of Respondents

	Frequency	%
Hispanic	5	2.1
Non-Hispanic	230	97.9
TOTAL	**235**	**100.0**
Missing	26	

Table 6. How did you hear about the survey?

	Frequency	%
Community Meetings	119	48.4
Social Media	56	22.8
City Website	13	5.3
Other	1	0.4
Email	57	23.2
TOTAL	**246**	**100.0**
Missing	15	

Table 7. How did you familiarize yourself with the new plans?		
	Frequency	**%**
Only Listened to community presentations	95	42.6
Only read the full plans	23	10.3
Only read the summaries	60	26.9
Attended community presentations and read full plans	4	1.8
Attended community presentations and read summaries	22	9.9
Read the full plans and summaries	7	3.1
Attended community presentations, read full plans, and read summaries	12	5.4
Total	223	100.0
Missing	38	

Recruitment

After reading a short summary of the Recruitment plan, as attached to the survey, participants answered 8 questions designed to measure their agreeability with the statements, and 2 open-ended questions urging participants to share their personal suggestions and comments concerning the recruitment plan.

The close-ended recruitment questions posed to survey participants are listed below:

1. The proposed Recruitment Plan will have a positive impact on the Cleveland community.
2. The proposed Recruitment Plan is an effective tool to attract and hire "a diverse group of qualified applicants from a broad cross-section of the community".
3. The proposed Recruitment Plan increases my understanding of policing practices in Cleveland.
4. The proposed Recruitment Plan makes progress towards attracting and hiring "a diverse group of qualified applicants from a broad cross-section of the community".
5. I feel community participation is an important part of the Recruitment planning process.
6. The summaries and community meetings are useful tools to promote transparency in the Recruitment planning process.
7. The Recruitment Plan offers advertisement strategies that will be effective to increase interest in CDP careers across a broad racial and ethnic cross-section of the community.
8. Overall, my knowledge about Recruitment strategies has increased after learning about details of the new plan.

Results for each question regarding the Recruitment Plan are as follows:

Table 8. The proposed Recruitment Plan will have a positive impact on the Cleveland community.

	Frequency	%
Strongly Disagree	13	5.5
Disagree	15	6.4
No Opinion	27	11.5
Agree	124	52.8
Strongly Agree	56	23.8
Total	**235**	**100.0**
Missing	26	

Table 9. The proposed Recruitment Plan is an effective tool to attract and hire "a diverse group of qualified applicants from a broad cross-section of the community".

	Frequency	%
Strongly Disagree	10	4.3
Disagree	20	8.7
No Opinion	28	12.1
Agree	121	52.4
Strongly Agree	52	22.5
Total	**231**	**100.0**
Missing	30	

Table 10. The proposed Recruitment Plan increases my understanding of policing practices in Cleveland.

	Frequency	%
Strongly Disagree	8	3.4
Disagree	27	11.6
No Opinion	46	19.8
Agree	112	48.3
Strongly Agree	39	16.8
Total	**232**	**100.0**
Missing	29	

Table 11. The proposed Recruitment Plan makes progress towards attracting and hiring "a diverse group of qualified applicants from a broad cross-section of the community".

	Frequency	%
Strongly Disagree	10	4.3
Disagree	17	7.3
No Opinion	24	10.3
Agree	140	59.8
Strongly Agree	43	18.4
Total	234	100.0
Missing	27	

Table 12. I feel community participation is an important part of the Recruitment planning process.

	Frequency	%
Strongly Disagree	7	3.0
Disagree	15	6.4
No Opinion	9	3.8
Agree	96	40.9
Strongly Agree	108	46.0
Total	**235**	**100.0**
Missing	26	

Table 13. The summaries and community meetings are useful tools to promote transparency in the Recruitment planning process.

	Frequency	%
Strongly Disagree	7	3.0
Disagree	15	6.5
No Opinion	16	6.9
Agree	116	50
Strongly Agree	78	33.6
Total	**232**	**100.0**
Missing	29	

Table 14. The Recruitment Plan offers advertisement strategies that will be effective to increase interest in CDP careers across a broad racial and ethnic cross-section of the community.

	Frequency	%
Strongly Disagree	9	3.9
Disagree	18	7.8
No Opinion	41	17.8
Agree	124	53.9
Strongly Agree	38	16.5
Total	**230**	**100.0**
Missing	31	

Table 15. Overall, my knowledge about Recruitment strategies has increased after learning about details of the new plan.

	Frequency	%
Strongly Disagree	4	1.7
Disagree	18	7.7
No Opinion	31	13.3
Agree	141	60.5
Strongly Agree	39	16.7
Total	**233**	**100.0**
Missing	28	

The following open-ended questions were posed to survey participants in addition to questions from the previous section in an effort to better understand the needs, concerns, and suggestions of the Cleveland community.

1. Do you have any suggestions on how the Recruitment Plan could be improved? Please Explain.
2. Please provide any additional comments and/or feedback regarding the proposed Recruitment Plan.
3. Do you have any suggestions on how the Staffing Plan could be improved? Please Explain.
4. Please provide any additional comments and/or feedback regarding the proposed Staffing Plan.
5. Do you have any suggestions on how the CPOP Plan could be improved? Please Explain.
6. Please provide any additional comments and/or feedback regarding the proposed CPOP Plan.

The majority of useable suggestions and comments fell into 3 categories. Answers typically touched on some aspect of paying the officers a higher initial salary, recruiting or advertising in select areas to maximize exposure and recruitment, and organizing events aimed toward improving the relationship between the community and police department through cultural exposure. Comments pertaining to recruitment numbered over 150 responses and a select

number of them are listed below. If the comment came from a CDP officer, the quote is attributed as such. All others are from civilian participants.

"There needs to be incentives for officers to live in the neighborhoods they work in, and incentives for residents of neighborhoods to want to work for the police department."

"Visit local High Schools in the county and reach out to potentials. Advertise more on social media and in low income areas. Recruit high school athletes and other activities that teach structure and teamwork."

"One of the biggest factors in attracting qualified, educated employees, is [a higher] initial rate of pay." - Officer

"Meeting with social workers or partner with social service providers to learn how to handle mental health issues"

"Actually use people that have prior recruiting experience. Use social media as a tool instead of a crutch. You need fit, charismatic people who can sell the city of Cleveland as a place to work." - Officer

"Recruitment needs to be aimed at early teens to help set their path toward a future in law enforcement. Those 21 and over are for the most part are set in their ways..." - Officer

"Recruitment must be aimed at children at [or] just before the critical ages where they make decisions that will affect their future. The focus must be on a hopeful future and not just law enforcement, but having a trusted law enforcement officer involved will naturally aim them toward that career." - Officer

"Personality tests as part of the hiring process – target [empathetic people]."

"You should be making more data-driven decisions about hiring."

"I think more events held by the police in more urban communities should be implemented so that (1.) People become familiar with their police officers and (2.) For some who cannot go to some events, the police officers can be in their community making themselves more accessible and personable. "

"There needs to be more engagement from active patrol officers to talk to those interested in the job. More "Coffee with a Cop" or station open houses would be great."

"Community policing has to be accepted from the top down. You must get the current officers to accept the community policing which requires not only recruiting a cross section of community members but educating and a willingness of the rank and file to accept it... The new recruits can be given all the classes you want, but their attitudes soon change to whatever and whomever is there training officer. The officers already on the force must be willing to accept the changes brought forth by [CPOP]."

"Get the word out to the black churches in the neighborhoods."

"Equip patrol officers with recruitment materials- pamphlets, etc.

Staffing

The Staffing Plan questions posed to survey participants are listed below:

1. The proposed Staffing Plan will have a positive impact on the Cleveland community.
2. The proposed Staffing Plan is an effective tool to reduce violent crimes and implement the Community and Problem-Oriented Policing Plan.
3. The proposed Staffing Plan increases my understanding of policing practices in Cleveland.
4. The proposed Staffing Plan makes progress toward reducing violent crimes and implement the Community and Problem-Oriented Policing Plan.
5. I feel community participation is an important part of the Staffing planning process.
6. The summaries and community meetings are useful tools to promote transparency in the Staffing planning process.
7. The Staffing Plan shares organizational charts, department numbers, and detailed data points that contribute to public understanding of certain policing practices.
8. Overall, my knowledge about Staffing strategies has increased after learning about details of the new plan.

Results for each question regarding the Staffing Plan are as follows:

Table 16. The proposed Staffing Plan will have a positive impact on the Cleveland community.		
	Frequency	**%**
Strongly Disagree	6	2.8
Disagree	10	4.7
No Opinion	35	16.6
Agree	118	55.9
Strongly Agree	42	19.9
Total	**211**	**100.0**
Missing	50	

Table 17. The proposed Staffing Plan is an effective tool to reduce violent crimes and implement the Community and Problem-Oriented Policing Plan.		
	Frequency	**%**
Strongly Disagree	12	5.7
Disagree	23	11
No Opinion	42	20.1
Agree	98	46.9
Strongly Agree	34	16.3
Total	**209**	**100.0**
Missing	52	

Table 18. The proposed Staffing Plan increases my understanding of policing practices in Cleveland.

	Frequency	%
Strongly Disagree	7	3.3
Disagree	16	7.6
No Opinion	35	16.7
Agree	120	57.1
Strongly Agree	32	15.2
Tota	**210**	**100.0**
Missing	51	

Table 19. The proposed Staffing Plan makes progress toward reducing violent crimes and implement the Community and Problem-Oriented Policing Plan.

	Frequency	%
Strongly Disagree	12	5.7
Disagree	21	10
No Opinion	32	15.2
Agree	115	54.5
Strongly Agree	31	14.7
Total	**211**	**100.0**
Missing	50	

Table 20. I feel community participation is an important part of the Staffing planning process.

	Frequency	%
Strongly Disagree	5	2.3
Disagree	15	7
No Opinion	13	6.1
Agree	96	44.9
Strongly Agree	85	39.7
Total	**214**	**100.0**
Missing	47	

Table 21. The summaries and community meetings are useful tools to promote transparency in the Staffing planning process.

	Frequency	%
Strongly Disagree	5	2.3
Disagree	7	3.3
No Opinion	24	11.3
Agree	121	56.8
Strongly Agree	56	26.3
Total	**213**	**100.0**
Missing	48	

Table 22. The Staffing Plan shares organizational charts, department numbers, and detailed data points that contribute to public understanding of certain policing practices.

	Frequency	%
Strongly Disagree	6	2.9
Disagree	5	2.4
No Opinion	40	19.1
Agree	125	59.8
Strongly Agree	33	15.8
Total	**209**	**100.0**
Missing	52	

Table 23. Overall, my knowledge about Staffing strategies has increased after learning about details of the new plan.

	Frequency	%
Strongly Disagree	5	2.4
Disagree	8	3.8
No Opinion	31	14.8
Agree	133	63.6
Strongly Agree	32	15.3
Total	**209**	**100.0**
Missing	52	

After reading a short summary of the Staffing plan, as attached to the survey, participants answered 8 questions designed to measure their agreeability with the provided statements, and 2 open-ended questions urging participants to share their personal suggestions and comments concerning the Staffing plan.

The majority of useable suggestions fell into these categories: technological upgrades will free up officers to do more CPOP, data needs to be publically available and used in more aspects of Staffing, or people with proper knowledge about complicated issues must be sought out and used to create policy change.

Comments pertaining to Staffing numbered over 91 responses and a select number of them are listed below. If the comment came from a CDP officer, the quote is attributed as such. All others are from civilian participants.

"If the department had better technology it would free up man power. CDP is severely behind all other cities in the region technology wise and still does things the way it was done 30 years ago. Officers must be willing [to accept change]"

"Take advice from your frontline personnel! These men and women see where the hot spots are in the city. They have an extensive practical working knowledge base on the specific neighborhoods they work and how to deploy resources. This is a very broad survey. [Survey] at an acute platoon or unit level. Different districts require different plans." -Officer

"Too much paperwork, bring [the] department to the 21st century - half the shift is doing paperwork because nobody will look at how other big city departments handle paperwork" - Officer

"There is no effort on going in the reform to provide LGBTQ cultural competency training for the department or recruitment or engagement with Cleveland queer community. Why is the LGBT Community Center not being engaged as a community partner?"

"More community meetings and data needs to be accessible to the public."

"Quarterly feedback from field patrolman who are experienced in their zones concerning community needs." - Officer

"We need to be asking questions like, 'How many runs should a 2-man car take on average and be able to take the extra time needed to find evidence, assist detectives, and write a detailed report'? How many cases should a Detective be assigned per month? Per year? How many people should a Sgt. be able to affectively supervise? Added technology is great and will help reduce [administrative] tasks but if your detective is getting 4x the case load it's not going to fix the underlying problem." - Officer

"I think the online reporting is great, it makes it faster and easier for both the citizens and police officers. Using computers has made the job a lot easier." – Officer

"Hire [or partner with] social workers for each unit or district to connect individuals with reoccurring behaviors to proper mental health community partners."

"In addition to web based reporting, or maybe even more important, how about crime analysis? Determining where significant crimes are then use the specialized teams to target those areas. Utilize CPOP in those areas, walking or biking the beat, talking to the residents and store owners to build the trust back, get tips and info based off of relationships opposed to after the fact."

"More gang and NICE officers are needed. Gang related crimes are the biggest issue placing citizens at risk of violence."

"I would like to see reports regarding officer's response times that would include how long they are on certain calls, and how long are they actually taking to respond to citizen calls. I would like to see that report show the country and state average verses Cleveland's average per department. I would like to suggest seeing an incident/problem analyst team implemented to help solve system failures and issues, or issues the departments are facing while doing their normal jobs. Including operating systems, the 911 dispatchers taking the call and what is being relayed to officers, to system outages and failed equipment. These issues should be prioritized by this team and worked based on priority with a set deadline for the fixes."

CPOP

The Staffing Plan questions posed to survey participants are listed below:

1. The proposed CPOP Plan will have a positive impact on the Cleveland community.
2. The proposed CPOP Plan is an effective tool to routinely and proactively engage the community and create partnerships to increase public safety and cooperative policing practices.
3. The proposed CPOP Plan increases my understanding of policing practices in Cleveland.
4. The proposed CPOP Plan makes progress toward building trust and confidence in community relations between residents and the CDP.
5. I feel community participation is an important part of the CPOP planning process.
6. The summaries and community meetings are useful tools to promote transparency in the CPOP planning process.
7. The CPOP Plan shares examples of community partnerships, clubs, festivals, meetings, neighborhood presentations, and other events I find useful and necessary.
8. Overall, my knowledge about CPOP strategies has increased after learning about details of the new plan.

Results for each question regarding the CPOP Plan are as follows:

Table 24. The proposed CPOP Plan will have a positive impact on the Cleveland community.		
	Frequency	**%**
Strongly Disagree	6	2.9
Disagree	12	5.9
No Opinion	27	13.2
Agree	110	53.7
Strongly Agree	50	24.4
Total	**205**	**100.0**
Missing	56	

Table 25. The proposed CPOP Plan is an effective tool to routinely and proactively engage the community and create partnerships to increase public safety and cooperative policing practices.

	Frequency	%
Strongly Disagree	8	3.9
Disagree	10	4.9
No Opinion	14	6.8
Agree	123	59.7
Strongly Agree	51	24.8
Total	206	100.0
Missing	55	

Table 26. The proposed CPOP Plan increases my understanding of policing practices in Cleveland.

	Frequency	%
Strongly Disagree	4	2.0
Disagree	10	4.9
No Opinion	20	9.8
Agree	134	65.4
Strongly Agree	37	18.0
Total	205	100.0
Missing	56	

Table 27. The proposed CPOP Plan makes progress toward building trust and confidence in community relations between residents and the CDP.

	Frequency	%
Strongly Disagree	6	3.0
Disagree	6	3
No Opinion	22	10.9
Agree	120	59.4
Strongly Agree	48	23.8
Total	202	100.0
Missing	59	

Table 28. I feel community participation is an important part of the CPOP planning process.

	Frequency	%
Strongly Disagree	4	2.0
Disagree	4	2
No Opinion	13	6.4
Agree	90	44.6
Strongly Agree	91	45.0
Total	**202**	**100.0**
Missing	59	

Table 29. The summaries and community meetings are useful tools to promote transparency in the CPOP planning process.

	Frequency	%
Strongly Disagree	4	2.0
Disagree	9	4.5
No Opinion	15	7.4
Agree	108	53.5
Strongly Agree	66	32.7
Total	**202**	**100.0**
Missing	59	

Table 30. The CPOP Plan shares examples of community partnerships, clubs, festivals, meetings, neighborhood presentations, and other events I find useful and necessary.

	Frequency	%
Strongly Disagree	4	2.0
Disagree	8	4
No Opinion	23	11.4
Agree	114	56.7
Strongly Agree	52	25.9
Total	**201**	**100.0**
Missing	60	

Table 31. Overall, my knowledge about CPOP strategies has increased after learning about details of the new plan.		
	Frequency	**%**
Strongly Disagree	2	1.0
Disagree	5	2.5
No Opinion	32	16
Agree	117	58.5
Strongly Agree	44	22.0
Total	200	100.0
Missing	61	

The Following chart represents overall percentages for agreeability for the all questions related to the CPOP plan. As shown below over 83% of questions answered by participants with regards to the CPOP plan were answered *"Agree"* or *"Strongly Agree"*.

After reading a short summary of the CPOP plan, as attached to the survey, participants answered 8 questions designed to measure their agreeability with the provided statements, and 2 open-ended questions urging participants to share their personal suggestions and comments concerning the CPOP plan.

The majority of useable suggestions fell into these categories: increasing social media presence, improving communication between the community and police, and seeking out help from experts or members of the community.

Comments pertaining to CPOP numbered over 79 responses and a select number of them are listed below. If the comment came from a CDP officer, the quote is attributed as such. All others are from civilian participants.

"I do like the social media approach and we need to get out selves out there more" - Officer

"Partner with CMSD to connect with young people and influence community perspectives on police culture and their impact of the community."

"Communication needs to drastically change between the CDP and civilians. Police presence can be increased without deploying officers as well – through social media, online media, and changes to the CDP website and City of Cleveland website. Hire young people who understand how media works."

"Connect with the LGBTQ Community Center to develop recruitment strategies for the LGBT Community and to address the unique needs of the LGBTQ folks, specifically around transgender issues."

"Officers should be required to perform a small amount of community service within their district (8 hrs/yr among 1500 officers = 12,000 community service hrs/yr) in an attempt to foster positivity."

"Meeting with community leaders and activists about changing cultural bias towards officers and how best to connect with the community."

"Foot patrols - officers will know their sector, know who lives there and who [doesn't]. Residents will open up and share info with the officer."

"We need community involvement and trust. The best way to build these things is being an effective police department. Solving crime is the best way to show the community that you care, when the gang members and drug dealers start going to jail the community will see that and that is where you build your trust." – Officer

"Live stream meetings and post Q-and-As and conversations on social media with summary blog for those who cannot attend meetings."

"We need buy in from not only the officers but the administration. - Officer"

"What is missing is a public plan [stating] when an officer has killed someone, how should the police respond to it!"

"Officers must engage bodycams for every encounter with civilians during a stop or call to action. Acts of intimidation should not be tolerated as this destroys community trust and can indicate race based discrimination that are a violation of resident's civil rights. Officers who commit these acts are to be taken off the streets immediately and required to do further training and desk work. Citizens should be afforded multiple ways to file a police complaint that should be sent to the OIC, Chief, and CPC...The written form should be created and a copy should be given to the citizen and a copy forwarded to the OIC, chief, and CPC with numbers to call or a follow up e-mail. Second, [choice] should be from a website that allows the user to create and submit their complaint for review and contact. Officers should be helped accountable and reprimanded based on conduct and number of complaints. CPC should have the ability after a 6 month to a year review to have officers removed from duty that seem to have a pattern of violations/ and misconduct."

Summary of Community Feedback

Community feedback allows the CDP and key stakeholders to effectively connect with members of the Cleveland community in a meaningful and transparent way. Over 261 civilians participated in the survey providing a combined 320 comments about Recruitment, Staffing, and CPOP. Suggestions included ideas about officer starting pay, maximizing recruitment exposure to the Cleveland community, the need for technological upgrades, improved communication, and division buy-in to all aspects of the CPOP plan.

As displayed through each section above, an agreeability rate of 75% remained steady through all 3 plans with over 85% of answers pertaining to CPOP categorized as "Agree" or "Strongly Agree". Community meetings were well received, and created an open forum for members of the community to participate in the design of each new plan. The survey revealed in each plan, community members responded with an average of 85% agreeing that community participation was a crucial part of the process. The survey also revealed that the presentations and summaries made available by CDP contributed to community members increased knowledge about policing practices. Over 4/5th of respondents agreed that this process attributed to and increased understanding in recruitment, staffing, and CPOP strategies. As the Community Feedback period remains open, CDP and key stakeholders will continue to update this report and provide the feedback in a transparent and collaborative way. Overall, the community feedback through the survey and community meetings has been an effective and useful tool in helping the CDP make a positive impact with the Cleveland community.