

**CITY OF LOS ANGELES
CALIFORNIA**

**CIVIL + HUMAN RIGHTS AND
EQUITY DEPARTMENT**

200 N. Spring Street, 15th Floor
Los Angeles, CA 90012
(213) 978-8354
www.civilandhumanrights.lacity.org

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Community Dinner Dialogue Pilot Program and Reconvening Report
City of Los Angeles Human Relations Commission (City HRC)

April 2021

This report was prepared by
Courtney Morgan-Greene, Commissioner

Synopsis

The Human Relations Commission Dinner Dialogue Pilot Program facilitated nine small dialogues in 2018 and 2019 with a diverse cross-section of the Black community in South Los Angeles. Utilizing a best practices methodology, City HRC was able to gather experiences, perceptions, and community-sourced recommendations from 92 youth and adult participants for building trust with the Los Angeles Police Department (LAPD).

During the dialogues, patterns and themes quickly emerged, including sentiments that City HRC does not traditionally hear during community dialogues when LAPD is present. First, the participants expressed widespread empathy for LAPD officers. Second, they emphasized a desire for a changed relationship. Conversations gravitated towards interrelated themes including (1) transparency, (2) accountability, (3) training and procedure, (4) community engagement and recruitment, and (5) fundamental fairness. Participants provided many concrete recommendations for building trust.

On January 21, 2021, City HRC hosted the virtual follow-up program "*Policing and the Black Community: Where do we go from here?*" The goal of the program was to reconvene 15-20 original dialogue participants, thank them for their participation, and engage in follow-up dialogues about how the events of 2020-2021 have impacted their thoughts on policing.

The event was well attended by LAPD and Human Relations Commissioners, community members, and City leaders. LAPD Chief of Police Michel Moore and General Manager of the Civil + Human Rights and Equity Department Capri Maddox gave remarks expressing gratitude to participants for their service to the City.

After opening remarks, attendees were dispersed into one of four breakout rooms. There were two breakout rooms for original dinner dialogue participants, including one for young adults who had originally participated in a youth group. City HRC added two additional breakout rooms for critical stakeholders, one for Community-Based Organization (CBO) leaders and a pilot dialogue for a small group of LAPD rank-and-file officers assigned to South Los Angeles.

The reconvening of community participants confirmed the patterns and themes established in the 2018-2019 dialogues but showed a distinct evolution of thought on these issues. Empathy not only remained but was heightened by the current challenges facing the LAPD, in particular an uptick in crime and the Covid-19 pandemic. The desire for a changed relationship also remained, enhanced by the fact that several participants said they were already beginning to see positive change. The themes of transparency, accountability, training and procedure, community engagement and recruitment, and fundamental fairness remained consistent. However, the participants spoke to these issues in more targeted and nuanced ways after the events of 2020 and 2021. They talked about strategic goals, civilian experts, legal policies, and the LAPD budget.

While it is impossible to glean patterns and themes from one small sample of LAPD officers, it is worth noting that both the community members and the LAPD participants gravitated towards many of the same pressing themes and issues. Both were deeply concerned about the events of 2020 and 2021. Both wanted the same things: dignity, safety, and genuine respect. While a greater sampling of LAPD voices would allow experiences, perceptions, and recommendations to be compared and contrasted, this report will remain centered on its primary mission, listening to and elevating community voices including community leaders.

The Community Based Organization (CBO) leader dialogue revealed that there is a group of individuals in Los Angeles who deeply understand the concerns of both law enforcement and the community. During their dialogue, the community leaders succinctly and accurately identified the issues raised by each of the other groups. They are eager to support and improve the circumstances of both the LAPD and the community. They want to assist in fostering a positive relationship between the police and the Black community.

While there remains a disconnect between the Black community and the LAPD, these groups are not polar opposites. The gap in thinking and culture is not nearly as wide as the social chasm that has been created between them.

City HRC remains hopeful that a bridge can be thoughtfully constructed and maintained between the LAPD and Black residents and community members in the City of Los Angeles. LAPD is in a position to lead this process in partnership with the community. Through LAPD policy and programming, these differences can be addressed and diminished in a significant and meaningful way that enhances public safety, dignity, and understanding throughout Los Angeles.

Based on everything we have learned, City HRC makes the following recommendations to the Los Angeles Police Department (LAPD):

1. In partnership with the community, create an equity mission statement that identifies and reinforces LAPD's long-term equity goals. Develop a strategic, outcome-oriented, Diversity, Equity, and Inclusion (DEI) plan to achieve the mission statement.
2. Implement as many community-sourced recommendations as possible, particularly the easy lifts, like the creation of basic customer service standards compelling officers to say, "hello" and employ common courtesy. Most recommendations speak to creating more positive points of contact between the community and law enforcement and fewer negative points of contact between the community and law enforcement. See Appendices A and B.
3. Hold continued dialogues for the Black community and expand dialogues to include other BIPOC and LGBTQ+ communities as well as specific dialogues for women. The Police Commission rightfully began this project with the Black community because an LAPD survey confirmed that

this is where there is the most work to be done, but other communities should be included in any Diversity, Equity, and Inclusion strategy.

4. Create intradepartmental dialogue opportunities and interactive cultural exchange programming for rank-and-file officers in South Los Angeles and elsewhere, creating proximity and mutual understanding between officers and the people they serve. There is great value in the voice and perspective of the rank-and-file officer and meaningful change cannot happen without them.
5. Engage in a formal effort to shift LAPD culture among all ranks to match LAPD equity goals including the expansion of the Community Safety Partnership Bureau (CSPB) model to all bureaus and officers.
6. Engage in a public relations campaign to shift public perception of the LAPD such as a campaign to promote equity in recruitment and retention.
7. Embrace and support the strategic, gradual, and responsible transfer of certain calls and details such as homeless intervention, mental health intervention and wellness checks, drug intervention and intoxication, and routine traffic stops to civilian experts. Embrace and support action to eliminate pretextual stops and set as low priority other non-violent misdemeanor violations that are disproportionately enforced against marginalized communities.
8. Utilize an emergency response team to facilitate community and stakeholder dialogue in response to officer-involved incidents that have sparked community outrage.

Best Practices

The small dinner dialogue methodology is an effective strategy to collect community sentiment on any issue before the government. This focus group model allows for the creation of more precise, targeted policy and programming to more efficiently address the concerns of the community, alleviate tensions, and promote public safety. In addition to data collection and community input, the act of listening builds trust with project participants and their sphere of influence. Stakeholders can use this report to reference community sentiments on issues of policing and the Black community.

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I. The Human Relations Commission

The Human Relations Commission was established in 1966 via City Charter in response to the Watts Civil Unrest of 1965. A McCone Commission recommendation, City HRC seeks to prevent and alleviate the causes of civil unrest, including intergroup tensions and systemic discrimination, by developing and improving the relationships between Los Angeles' diverse community groups and between the government and people it serves.

A City advisory body, the HRC mandate is to “[p]romote the general welfare and safety of all residents through activities and programs designed to reduce discrimination, prejudice, tension, and violence; improve intergroup relations; support efforts to create a City free from all forms of discrimination based on race, religion, sex, sexual orientation, national origin, age, disability, immigration status, gender, gender identity, gender expression, or any other arbitrary factor, and otherwise promote healthy human relations among individuals and diverse constituencies in all aspects of the civic life of the City.” City of Los Angeles, [Ordinance No. 181193](#), Article 5, Sec. 22.475, City Council File 10-0706-sl (July 27, 2010).

The Human Relations Commission is best known for incubating the following programs and activities: The Mayor’s Office of Immigrant Affairs, LAPD’s Transgender Policing Policy, The Transgender Advisory Council, which was the first of its kind in a major metropolitan city, EmbraceLA, which ultimately saw 100 dinners on the subject of race across the City in one week, the prevention of hate, bias, and extremism initiative recognized by the Obama Administration as a model and best practice on combating extremism, the replacement of Columbus Day with Indigenous People’s Day, the Day of Religious Pluralism Resolution, the Youth Ambassador Program, The Watts Gang Task Force, as well as a myriad of anti-hate initiatives, interfaith programming, cultural competency training, immigration programming, emergency facilitation in response to community crises such as officer-involved shootings, and the Dinner Dialogue Pilot Program and reconvening summarized here.

An integral part of the Civil + Human Rights and Equity Department, the City HRC works toward eradicating racism and other hate-based discrimination in the systems and culture of Los Angeles in pursuit of an anti-racist, ethical culture and system of governance.

II. Introduction

This report includes a summary of goals, best practices, and findings, including community-based recommendations and City HRC recommendations, from both the initial Dinner Dialogue Pilot Program and follow-up program, *“Policing and the Black Community: Where do we go from here?”* Community sourced recommendations from the initial Dinner Dialogue Pilot Program are enclosed in Appendix A. Community-sourced recommendations, including from CBO leadership, made during the follow-up program can be found at Appendix B. Community quotes from the initial dinner dialogue program can be found at Appendix C. Community quotes from the follow-up dialogue, including quotes from CBO leaders can be found at Appendix D. Based on information learned throughout the project, the HRC

includes eight recommendations to the LAPD for building trust and improving public safety, dignity and respect for all Angelenos.

III. What is the Dinner Dialogue Pilot Program?

A. The Initial Dinner Dialogue Pilot Program and Report

In 2018, then-Police Commissioner Cynthia McClain-Hill approached the Human Relations Commission with a problem: The Los Angeles Police Department had recently conducted and released a survey which found a significant lack of trust in the LAPD by the African American Community.

The Commissioner wanted to hold a series of small dialogues with a diverse cross-section of the Black community in South Los Angeles to hear their personal experiences, assess perceptions of law enforcement, and gather concrete, actionable community-based recommendations for building trust. The full Police Commission voted to approve the project and the City HRC convened the first Dinner Dialogue Ad Hoc Committee to design and carry out the dinner dialogues. The first small dinner dialogue was held in June 2018.

In total, the Human Relations Commission held nine dialogues during 2018 and 2019 with 92 Black community members in South Los Angeles. City HRC developed a best practices model that was successful at eliciting experiences, perceptions, and community-sourced recommendations for building trust between the Black community and the LAPD.

In December 2019, HRC generated a report of its findings including direct quotes from participants of common experiences and perceptions, as well as a robust list of community-sourced recommendations. The report was initially presented to LAPD Chief Michel Moore, Police Commission President Eileen Decker, and Police Commission Executive Director Richard Tefank in December of 2019. In the aftermath of George Floyd's death and the accompanying social justice movement, then-City HRC President Courtney Morgan-Greene and Director Francisco Ortega presented the report to the Police Commission on October 10, 2020.

B. Follow-up Program: "*Policing and the Black Community: Where do we go from here?*"

In 2021, City HRC convened a second Dinner Dialogue Ad Hoc Committee to conduct a follow-up and conclusion to the original Dinner Dialogue Pilot Program. On January 21, 2021, the Human Relations Commission held "*Policing and the Black Community: Where do we go from here?*" Due to Covid -19 social distancing guidelines and safety considerations, the event was held virtually on the Zoom platform. Inspiration for the reconvening came directly from LAPD Chief of Police Michel Moore who, after hearing initial results, wanted to personally thank participants for their service to the City.

IV. Goals

A. The Dinner Dialogue Pilot Program and Report

The primary goals of the initial Dinner Dialogue Pilot Program were to:

1. Facilitate small dialogues with a diverse cross-section of the Black community in South Los Angeles to gather experiences, perspectives, and community-sourced recommendations for building trust with the LAPD,
2. Create a best practices model for eliciting and elevating community voices,
3. Advise the City (LAPD, Police Commission, City Council, and Mayor's Office) of findings and recommendations to inform policy and programming aimed at improving the relationship between the Black community and the LAPD,
4. Act as a liaison between the LAPD and the Black community regarding policing in the Black community,
5. Alleviate tensions and build trust between the Black community and the LAPD, and
6. Advance Public Safety.

B. "Policing and the Black Community: Where do we go from here?"

The primary goals of the reconvening were to complete the Dinner Dialogue Pilot Program by hosting an event to reconvene original participants, thank them for their participation, provide a report, and facilitate additional dialogues to ascertain any changes to experiences, perceptions, and recommendations resulting from societal changes and events in 2020 and 2021.

Such events include the Minnesota police killing of George Floyd and the resulting social justice movement, the largest in our nation's history. It is important to note that the program took place the day after the historic inauguration of President Joe Biden and Vice President Kamala Harris replacing incumbents Donal Trump and Michael Pence after a highly contentious election, mere weeks after the January 6, 2021 Capital Insurrection seeking to overturn that election, and at the height of the Covid-19 pandemic in Los Angeles County.

V. Methodology

In 2018, public meetings and town hall forums between the Black community and the police often derailed or shut down completely. Government and community participants often became defensive. Community members were often interrupted by well-intentioned officers attempting to help resolve their issues or educate them. In some cases, parties left feeling unheard and often more frustrated than when they had arrived. These larger, non-structured, face-to-face gatherings were not conducive to productive and solution-oriented conversations. For this reason, our methodology is intently focused on providing a community centered approach allowing neutral facilitated discussions.

A. Dinner Dialogue Pilot Program Best Practices

City HRC formulated a best practices methodology to successfully elicit experiences, perceptions, and recommendations from average community members. The core model consisted of small, HRC facilitated groups of 8-12 people, both youth and adults, in trusted community spaces, without LAPD personnel present, and over a meal. At times, an HRC Commissioner or a Police Commissioner attended but were asked not to participate in the conversation except for a brief introduction and participation in the ice-breaker. This was an exercise in listening.

The result of this unique community-centered methodology was relaxed, calm, open, productive conversations in which most community members appeared comfortable and all demonstrated respect for each other, City staff and officials present. Each of the participants contributed to the conversation, speaking more than once. Many conveyed deeply personal and often painful stories, general perceptions of the LAPD, and recommendations for improving trust. Even those participants who were initially skeptical or suspicious of the process remained receptive to participating throughout the dinner, and no one left due to discomfort or anger.

Best practices: The small dinner dialogue methodology is a productive and beneficial strategy for collecting community sentiment on any issue before the government. This focus group model allows the government to create more precise, targeted policies and programming to more efficiently address the concerns of the community, alleviate tension, and promote public safety. In addition to data collection and community input, the act of listening builds trust with project participants and their sphere of influence. HRC does not convene for the sake of convening. Words must turn into action to keep the community's trust.

B. Policing and the Black Community: Where do we go from here?

Due to the global pandemic, the reconvening of participants occurred remotely via Zoom. While social distancing guidelines prevented us from reconvening in person, the Zoom platform allowed City HRC to convene one large group for opening remarks and then disperse participants into multiple breakout rooms for additional dialogues.

The event was well attended by LAPD and Human Relations Commissioners, community members, and City leaders. Brief remarks of gratitude and a report on the initial Dinner Dialogue Pilot Program Report were made by Civil + Human Rights and Equity Department Senior Project Coordinator Francisco Ortega and City HRC Commissioner Courtney Morgan-Greene.

Notably, Los Angeles Police Chief Michel Moore expressed gratitude to the participants for their service to the City and introduced Police Commission President Eileen Decker and Police Commission Director Richard Tefank. General Manager of the Civil + Human Rights and Equity Department Capri Maddox provided remarks about the enormous momentum towards equity within the City and acknowledged several City HRC Commissioners in attendance including City HRC President Angelica Solis-Montero, City HRC Vice President Irma Bessera Nunez, Courtney Morgan-Greene, Nirinjan Singh Khalsa, Rosa Russell, Melany De La Cruz- Viesca, Herpsima Khatchadorian, and Stacy Twilley.

After opening remarks, participants were dispersed among four breakout rooms for a follow-up dialogue. As with the original dialogues, breakout rooms included a youth group and an adult group of prior participants. We also had the advantage of including two additional breakout rooms for critical HRC community partners and stakeholders, one for leaders of Community-Based Organizations (CBO) and the other for LAPD rank-and-file patrol officers assigned to South Los Angeles Divisions.

CBO leaders are deeply entrenched in the community, privy to community struggles and triumphs, and have first-hand knowledge of how things are changing on the ground. Hearing from them was essential. Typically, community dialogues with LAPD consist of high-ranking officers or individuals assigned to community policing programs within the department. Uniquely, the LAPD breakout room consisted of rank-and-file officers assigned to South Los Angeles. There has been significant discourse across the United States about police officers and police reform in 2020 and 2021, but we do not often hear from police officers. However, the single small group sample was not sufficient to reach scientific data saturation, the point where common themes and patterns have emerged. Therefore, this project and report will remain centered on the voices of the community participants, including community leaders. However, City HRC believes it is critical to hear directly from rank-and-file police officers about their thoughts, feelings, and perspectives on policing and the Black community.

We asked participants to speak with one another on a personal level drawing on their wealth of professional knowledge, but to do so not as representatives of their respective organizations, but speaking as individuals about their thoughts, perceptions, and experiences.

Community members, community leaders, and police officers are critical voices in the conversation on policing and graciously lent their time to the project. Aside from eating a meal together, the basic format within the breakout rooms mirrored that of the in-person dialogues.

VI. Initial Dinner Dialogue Pilot Program: Summary of Results and Findings

A. Empathy and a Desire for a Changed Relationship.

During the 2018-2019 initial dinner dialogues, we heard two prevalent sentiments running throughout all of the conversations, youth and adult, that we do not usually hear in other formats where LAPD is present: (1) a sincere desire for a changed relationship with the LAPD and (2) empathy for the LAPD.

First, the participants expressed a strong desire to change and improve the community's relationship with the LAPD. "No one likes it this way, this lack of trust, this tension, and this stress." One teenager said, "I want to know 'em like I know my postman." Several others asked if officers could "get out of the car?," "say hi," and "ask us how we're doing?" They warned that people probably wouldn't trust it at first but to just keep doing it until it becomes normal.

Another young man walked in, shirt and tie, and said "I thought they were going to be here," meaning the police, "because I was going to tell 'em." When we told him that the police were not going to be present he relaxed, leaned back, laughed, got a plate, and was one of the first participants to say

something that ran through every dialogue from beginning to end, and that is empathy for LAPD officers.

Participants couched pronouncements with statements like, “I know it’s hard for them” and “I know they are under a lot of stress.” One child even went so far as to say he knows why officers routinely stop and are suspicious of him. He said he walks down the street looking as big and as mean and as tough as possible, constantly looking over his shoulders. He added that he knows the police are trained to think that is the behavior of someone who’s up to no good, but in reality, he is just trying to get from point A to point B without getting beat up. And the word he didn’t say, which was very present, was “again.” “Can you tell them that?” he asked, conveying this idea that the posture of a victim often mimics the posture of a perpetrator.

In the small group format, people were comfortable and open - sharing deeply personal experiences, sharing historical and current community perceptions, and offering thoughtful ideas for how to build trust and improve public safety.

B. Themes: Transparency, Accountability, Training and Procedure, Community Engagement, and Fundamental Fairness

The Human Relations Commission found the same interrelated themes running through all of the dinners, youth and adult. They are transparency, accountability, training and procedure, community engagement and recruitment, and fundamental fairness. Participants offered many concrete recommendations which are listed in Appendix A. We will go through a few here.

1. Transparency: There was a call to be as transparent as possible including in policy, procedure, training, hiring, the complaints process, and discipline. Where there are policies or laws prohibiting transparency, the community wants the LAPD to advocate on their behalf by working to change them.
2. Accountability: There was a call to make accountability and discipline fair and transparent, to reward positive community interactions and not negative interactions, and create a culture where officers step in and intervene when another officer is acting out of policy.
3. Training and Procedure: One teenage girl suggested a novel idea for an “LAPD and the Black Community 101” course. She asked whether officers knew about the long and complex history that shaped the present relationship, because the community definitely does. Participants wondered if officers knew that it wasn’t personal and that when the community sees them, they also see a uniform and a badge with a long, troubled history.

There were a lot of questions about the training of officers to deal with particular situations such as mental health crises, homelessness, and drug interventions as well as traffic stops and school policing. Again, these conversations occurred in 2018 and 2019, in advance of the national conversation about the possibility of unburdening the police with these assignments

and re-directing them to civilian experts similar to the way we now divert medical emergency calls to the paramedics.

4. Community Engagement: There was talk of everyday indignities, rudeness, impatience, a lack of common courtesy, and disrespect, including lights shined in faces and profanity. There is a sense in the community that Black people are largely not seen by police as valuable members of society deserving of service and protection, but rather as a threat to society. The constant “are you on probation or parole,” the assumption that community members are criminals that need to be feared until they prove otherwise. There is a perception that officers in South LA are trained to believe that their job is to protect Los Angeles from the people of South LA rather than to protect and serve the people of South LA.

There was a lot of conversation about how the community should respond to interactions with the police. There were questions as to how community members should behave when sometimes fear and historical trauma trigger fight or flight; literal anger or running away. There was considerable debate, but a consensus emerged that ultimately the onus should not be on untrained children and adults to de-escalate and cope in these encounters, but rather on the trained officer to be empathetic and defuse the situation even in the face of anger and fear.

In terms of hiring, the community urged recruitment and changes in policy and procedure that work to exclude community members, such as low credit scores, neighborhood and family associations. Participants maintained that hiring from the community itself is an act of trust that creates good jobs and keeps L.A. dollars in L.A.

5. Fairness: There was a lot of conversation about how the community wants to be treated the way affluent white communities are treated. There is the sense that different communities are offered different faces of the LAPD. There was a conversation about how South of the 10 there is a push of containment - to stop, to arrest, to interfere, and intervene with people's lives. Participants spoke about how LAPD knows how to be community-oriented and service-oriented because they do it every day north of the 10 and west of La Cienega and that model needs to be expanded to the entire city and be offered no matter the community income or color.

C. Report

After the dinners were complete the Human Relations Commission [drafted a report](#) that presented the voice of the community, their words, their thoughts, and their recommendations directly to the highest levels, including the Chief of Police and the Police Commission, among others. LAPD has expressed gratitude to the participants and a desire for continued dialogue. Further, the City has begun the process of discussing and implementing many of the recommendations made by the community and this process has only accelerated since the George Floyd social justice movement.

VII. Policing and the Black Community: Where Do We Go From Here, Summary of Results and Findings

A. Community Dialogue Summary of Results and Findings

The Human Relations Commission approached the follow-up dialogues with the same methodology as the initial dialogues, asking only a few open-ended questions about how policing and the Black community have changed, if at all, in 2020 and 2021. This strategy allowed participants to carry the conversation to what was most important to them. There was one youth dialogue and one adult dialogue.

B. Community and CBO Leaders: Results and Findings

1. Evolution of Recurring Themes

The reconvening confirmed the patterns and themes established in the earlier dialogues but showed a distinct evolution of thought on these issues.

For example, community empathy for LAPD is heightened given all that law enforcement is contending with during these difficult times, in particular the uptick in crime and the Covid-19 pandemic. Similarly, the community desire for a changed relationship persists, but now many perceive that some positive changes are already beginning to take place.

The themes of transparency, accountability, training and procedure, community engagement and recruitment, and fundamental fairness remained consistent. However, the community spoke to these issues in new and more nuanced ways after the events of 2020 and 2021, recommending setting and working towards strategic long terms goals of equality and equity in partnership with the community, a truth and reconciliation process, galvanizing an anti-racist culture shift within the LAPD, particularly among the rank-and-file officers, widespread civilian replacement of LAPD officers in specialized areas, setting as a low priority the minor traffic violations and non-violent misdemeanors, expansion of community policing efforts including the Community Partnership Bureau, LAPD budget reform that supports both the community and the rank and file officers, and enhanced partnership with community-based organizations.

2. Common Concerns: Covid-19, Crime, Capitol Riots, and White Supremacy, Police Culture, and Police Reform and Recovery

The majority of participants gravitated toward the same issues: (1) the devastating and disproportionate impact of Covid-19 on South Los Angeles, (2) the sharp increase in crime, particularly violent crime, during the pandemic, (3) the Capitol riots and white supremacy, (4) the status of police reform in Los Angeles, and (5) police culture and relationship to the community.

a. The Devastating Impact of Covid-19 and the Uptick in Crime

Community members spoke of the disproportionate impact that Covid-19 is having on South Los Angeles. The rate of joblessness is extremely high. Families are being decimated by poverty, sickness, and death. Children are remote learning, something that has proven too cumbersome for many families. As a result, many children are not in school at all. “We already knew there was a digital divide, but with schools shut down, it’s a digital crisis.” Even where families are getting technological support, other barriers such as language skills, technology deficits, and time to sit with children and assist with schooling are lacking. “If my wife and I are struggling together I can only imagine [what] our single-mother households, immigrant community are going through.... There is going to be a significant number of children left behind.” A lot of families do not have the time required to sit with their children during school, others don’t have the “soft skills, that foundational set” for remote learning.

Crime, particularly violent crime, within the community has sharply increased. The community talked about the closure of schools, job sites, churches, sports facilities, and other traditional spaces where community, civility, mutual respect, and inclusion are taught and built. The community spoke about how the void created by the closure of these spaces coupled with the desperation created by sickness and poverty is allowing people, particularly young people, to be preyed upon and recruited into criminal activity. The community also talked about formerly law-abiding people who are now in survival mode and, out of desperation, are breaking the law for the first time during the pandemic.

The highly-publicized killings of unarmed Black people and the Capitol Riots have left the community reeling. Many have the sense that, in addition to crime going up within the community, crime has gone up against the community, including hate crimes and intimidation perpetrated by white supremacists.

The convergence of these factors has left many community members feeling deflated, exhausted, and depressed, particularly the young people. Many are leery of going outside whether it be for errands or on an afternoon walk. One young person said, “it makes me not want to go outside and not be involved in the world...”

Amid these crises, empathy for the LAPD has drastically increased. Community members reiterated that officers have a hard job, that they see unimaginable trauma, that they are overwhelmed, that they need support, and that they can’t possibly be expected to deal with the confluence of crises happening across the City. One young man said he would be interested in joining the LAPD. They see the LAPD as seeking to establish a new relationship, and while they admit there are some in the community whose wounds are too deep to ever trust law enforcement, they view the vast majority of community members as being very open to that possibility.

The community participants talked about officers being more aggressive with them, but rather than expressing anger or frustration, they said they knew why and were just glad they were able to go on about their day. A youth group participant said, “I feel like police have been, since 2021 since all these killings and homicides started, they’ve been very aggressive. I work nights. I don’t come home until one

o'clock. I pretty much get pulled over every day and I only live about five minutes from work. Personally, I haven't been disrespected, they just want to make sure everyone is safe and abiding by the rules, but they have been really aggressive. More traffic stops than normal. Understandable, that's just them being cautious about what's going on right now."

b. White Supremacy and the Capitol Riots

"This nation is sitting on a powder keg."

Community participants expressed that whereas the social justice movement of 2020 made them hopeful, the discriminatory impact of the pandemic, the highly publicized police killings of unarmed Black people, and the January 6, 2021, white supremacist insurrection at the nation's Capitol made them feel hated and isolated.

The Capitol Riots seemed to prove things the participants didn't want to believe about their fellow Americans and about law enforcement. They talked about the Capitol Riots highlighting the prevalence of white supremacy in American society. They juxtaposed law enforcement's often harsh treatment of peaceful, law-abiding Black protestors marching for civil liberties with the lenient treatment of violent, law-breaking white rioters, attempting to overthrow the government. They discussed the reported widespread participation of law enforcement in those riots as shocking, painful, and inspiring additional fear of law enforcement.

As a result, participants expressed a heightened sense of despair. One youth participant said, "I've kinda given up on America after the capital." There is heightened fear of white supremacy and hate crimes perpetrated by community members and the police. Many people, particularly youth, talked about retreating, about a feeling of isolation, and a desire to separate themselves from the larger society. One participant said, "I'm a teacher, ya'll. The kids feel like nobody cares about them."

CBO leaders echoed this sentiment. While they said it was particularly grave among the youth, they felt it as well. CBO leaders candidly admitted that it took a lot of effort for them to regroup, reenergize, and refocus on their work. One prominent leader said, "That takes the wind out of you.... It's difficult. It's sobering." That being said, they were clear that 2020 has only made them more committed to their work. "The Social Justice movement made me even more passionate about my job. I've been more aggressive making those issues known." Covid and the residual effects are making an already difficult situation much harder. The fallout of the pandemic has placed the community in deep survival mode. One leader said, "I did this to help young men grow. Now I am in the business of saving lives."

c. Police Reform

Community members, including CBO leaders, are concerned about the status of police reforms in the City of Los Angeles that were announced after the killing of George Floyd and resulting protests. Primary concerns included budget, civilian experts, and LAPD policy.

1. Budget and Civilian Experts

“Police are not mental health providers. The money needs to go to people doing that work, so we can have healthy and safe communities.”

In the midst of widespread protest, the City pledged to reallocate \$150 million from the LAPD to the Black community. A prevalent question among all of the dialogues was, “Where is the money?”

The community would like to see certain details and calls that have traditionally fallen to law enforcement diverted to civilian experts. They perceive law enforcement as disagreeing with the community on this issue.

Further, the participants expressed that they thought the City Council voted to reallocate funds but have yet to see any changes. “A couple of months ago the Council voted to redirect – we heard it from both sides – some folks said that’s not enough and then LAPD said this will impact patrol and specialized units – damned if you do and damned if you don’t. I’m hopeful with that amount of money we [can] reimagine certain situations where LAPD is called, whether domestic violence or homelessness.”

In addition, community members and CBO leaders could not fathom why, given the large size of the LAPD budget, budget cuts are felt at the bottom, impacting rank and file officers’ salaries and overtime, rather than at the top with something like the helicopter program which is expensive and a nuisance to the community.

“When we were talking about transparency, we’ve all heard about the budget LAPD has. Where does all that money go? Where is it going, because it’s an enormous amount of money... When people started talking... wanting to defund, the other side is well we’re going to lose 400 officers. What I am trying to understand is with that amount of money, why are we losing 400 officers?”

2. LAPD Policy and Culture

“These things are in your heart. We are dealing with heart issues.”

Community participants talked about a need for a culture shift within the LAPD. They recommended that the LAPD acknowledge past wrongs, hear present grievances, and develop long-term equity goals, policies, and programs to accomplish them.

A youth participant said, “So [to build trust] I would say [they need to start by] accepting blame for everything they’ve done to Black people, in particular, and all other races as well... Accept blame, and then we can talk about trust and honesty.”

An adult participant said, “You want trust? We need accountability.”

“When you can’t say, ‘Black lives matter’ you are saying that you don’t care about me and I experience it that way.”

Community participants stated that the need for a culture shift is particularly true among the rank and file. “It’s not the community policing officers, it’s not the community relations officers, it’s not the captains – it’s the rank and file.”

A CBO leader said, “The young people we work with, their experience is with the rank and file. That’s where the problems occur. It has to do with the culture of the department. It has to do with the training of the department. A new officer came in to meet us and said ‘if it walks like a duck, quack likes a duck, then it’s a duck.’”

An adult participant said, “Go in and clean-house. There’s a lot of police officers that get away with a lot of stuff. We have to keep a record and when it gets to a certain number, they have to be disciplined. We have to fix the problem inside the police department first.”

“How do we start out the beginning with the training that says we are not the enemy?”

A community-based leader offered, “You are getting into this job because you want to help me. But I am worried that when you get out there, you’re going to meet this dude, and then you are going to start confusing me for this dude. I’m not this dude. For every one of this dude, there are 99 of me, and maybe this dude doesn’t deserve your kindness, but it’s better for this dude to get a little kindness that maybe he doesn’t deserve than for all 99 of us to be treated like him. It crushes us. Our confidence, our dreams.”

3. Community Based Policing

Community participants widely applauded the efforts of LAPD community initiatives. They talked about how they are beginning to see changes in the department. “Have you noticed they’ve started to introduce themselves?”

A CBO leader said, “CPB, that’s a program within LAPD ... I’m very optimistic that it will be helpful. I got pushback for that program in South Park. A year-and-a-half later some of my detractors are buddy-buddy and hugging the cops. Cops used to be kick butts, ask names later, but now they have a relationship. I’m very optimistic that our relationships with LAPD will be a lot better.”

Both community participants and CBO leaders advocated for officers to engage with the community in community spaces. They recommend providing an opportunity for kids to do projects with officers in safe spaces like schools so that, among their initial experiences with officers, they have positive experiences. Police should be on the church circuit and introduce themselves and get to know community members. There should be officer days at community-based organizations so people can get to know them and have a safe space to talk to officers about what is going on in the neighborhood. CBO leaders should meet with new officers to develop strong working relationships. Officers should know what community services are being offered so officers can make referrals. Leaders hope that this could be uniform across all divisions explaining that the old captain used to do this but the new captain

does not. Others advocated for civilian days where officers spend days in the community as civilians getting to know their surroundings and the people they serve.

4. Tactics

Community members were concerned about particular police tactics. The community wants to ban what they viewed as dangerous police tactics such as the chokehold, projectiles and pepper spray for crowd control, and no-knock warrants.

C. Community and CBO Leaders: The value of leadership.

It is important to note that the CBO leaders had their finger on the pulse of the issues addressed in the youth room, the adult room, and the LAPD room and are on the ground working diligently to resolve these issues.

They spoke to the low morale highlighted by both the community and law enforcement and desperately want to work to support them both.

They talked about how the fallout from Covid and the Capitol Riots has had a deep impact on the community that will have lasting effects. They worry about the high rate of depression and isolation among children. They are concerned about officers who feel they are treated unfairly and need more support. "Police morale is so low. That is going to continue to impact us."

"[Police feel] it's really unfair how people are talking about the police. 'Just because this happened in Minnesota.' And 'this didn't happen in LA.' This is the perception of law enforcement - that the officers have been picked on and it's unfair. If the majority of officers feel like they are not being supported, what does that mean in terms of them responding to us?"

They talked about the barriers presented by trauma - of going from a horrific situation to handing out lollipops. "I don't think there are in-house psychiatrists for LAPD. The amount of trauma they see on a daily basis needs to be addressed. The things they see? Trauma needs to be a focal point, supporting LAPD [needs to be a focal point]. How do we support them?"

They expressed that at a time where people are looking toward healing, recovery, a better way forward, and asking what the "new normal" is going to be, it presents a ripe opportunity for LAPD to enter this malleable space and define a new normal, restructuring a positive relationship between LAPD and the community of South Los Angeles. There is an opportunity for law enforcement here. They have to play like great athletes who have the ability to play two to three plays ahead." They emphasized that it is important to create a partnership with long-term common goals. "If we are not both trying to understand what success looks like for us down the line and if we are not trying to achieve that, we're always going to be butting heads."

VIII. Recommendations to LAPD

1. In partnership with the community, create an equity mission statement that identifies and reinforces LAPD's long-term equity goals. Develop a strategic, outcome-oriented, Diversity, Equity, and Inclusion (DEI) plan to achieve the mission statement.
2. Implement as many community-sourced recommendations as possible, particularly the easy lifts, like the creation of basic customer service standards compelling officers to say "hello" and employ common courtesy. Most recommendations speak to creating more positive points of contact between the community and law enforcement and fewer negative points of contact between the community and law enforcement. See Appendices A and B.
3. Hold continued dialogues for the Black community and expand dialogues to include other BIPOC and LGBTQ+ communities as well as specific dialogues for women. The Police Commission rightfully began this project with the Black community because an LAPD survey confirmed that this is where there is the most work to be done, but other communities should be included in any Diversity, Equity, and Inclusion strategy.
4. Create intradepartmental dialogue opportunities and interactive cultural exchange programming for rank-and-file officers in South Los Angeles and elsewhere, creating proximity and mutual understanding between officers and the people they serve. There is great value in the voice and perspective of the rank-and-file officer and meaningful change cannot happen without them.
5. Engage in a formal effort to shift LAPD culture among all ranks to match LAPD equity goals including the expansion of the Community Safety Partnership Bureau (CSPB) model to all bureaus and officers.
6. Engage in a public relations campaign to shift public perception of the LAPD such as a campaign to promote equity in recruitment and retention.
7. Embrace and support the strategic, gradual, and responsible transfer of certain calls and details such as homeless intervention, mental health intervention and wellness checks, drug intervention and intoxication, and routine traffic stops to civilian experts. Embrace and support action to eliminate pretextual stops and set as low priority other non-violent misdemeanor violations that are disproportionately enforced against marginalized communities.
8. Utilize an emergency response team to facilitate community and stakeholder dialogue in response to officer-involved incidents that have sparked community outrage.

IX. Acknowledgements and Gratitude

The City of Los Angeles Human Relations Commission expresses its sincere gratitude to the community members who participated in the dialogues. We thank you for your courage, and for sharing your experiences, your insight, and your recommendations. Your voices were heard and had a profound and positive impact on the people of this great City.

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We thank you all for your openness and determination to address and resolve one of the most complex and pressing societal issues of our time. Your work will enhance public safety and dignity for both law enforcement officers and the community for generations to come.

Appendix A: Initial Dinner Dialogue Pilot Program, Community Recommendations

Recruitment and screening

- Recruit from the neighborhoods where officers will serve. This might require changing some of the stringent measures that disqualify candidates.
- Screen for why a person wants to be a police officer.
- Screen for implicit and explicit racism, PTSD, inclination towards violence, emotional problems (e.g., hair-trigger temper)

Training and Duty Assignment

- Address recruitment and screening topics throughout initial and continual training.
- Assign officers to the neighborhood they live in (which depends on recruiting from that neighborhood). These officers should know and understand the history, culture, and dynamics of a community, get to know individual community members and take part in community activities.
- Get officers out of cars: walk the neighborhood; go into barbershops, talk to community members outside of stops, etc.; visit schools in a positive way (hang out with youth and get to know them). Officers who serve in schools or areas of transit have a particular opportunity to get to know and “look out for” those community members they see regularly, and to keep trying to build relationships even when they are initially met with suspicion.
- Better training about the use of guns and other force, especially when not to deploy them.
- Anger and frustration about profiling and targeting (people stopped just for “driving while black” or “walking while black”). Is there training that can overcome this?
- Police often function out of fear for their own safety. Is there a way to dispel that fear through orientation, training, and statistics?
- Train officers that the posture of a victim can often mimic the posture of a perpetrator.
- Train officers not to intimidate the community by unnecessarily using lights, elevated voices or profanity, not to put the community on hot hoods of the police cars unnecessarily, not to detain or line up individuals on the curbs and against walls unnecessarily.
- Train officers to speak to the children in the home when they respond to an incident. This can be as simple as a brief hello and a smile or more extended to inquire about the welfare of the child and assure them that they are there to make sure everyone is safe.
- Listen to physical complaints during arrest so as not to unnecessarily injure medically compromised individuals.
- Train officers that some people are taught that police officers are a threat and will run and hide even if they have done nothing wrong. Provide an LAPD 101 training providing the history of the LAPD and the history with the community.
- Teach officers that none of us created this problem, we inherited it but we are the ones who can fix the problem.
- Conduct cultural competency and cultural sensitivity training.
- Explicitly train that officers are in South LA to ‘protect and serve’ the people of South LA rather than protect the people of LA from South LA.

- Train officers about the richness and culture of South LA, including its people and establishments. Have community members help conduct this training.
- Train officers that the people of South LA often have PTSD and that they have the fight or flight mechanism perpetually turned on, and train officers on how to deal with individuals and communities with PTSD, and with individuals with mental health problems in general.
- Train officers to be respectful to the community and treat the community with dignity.
- Train in de-escalation and respect even when the community member is perceived as being disrespectful or hostile.
- Train officers to not discourage or become hostile when community members inquire about or assert what they perceive to be their rights.
- Train all officers from the top down in community policing on an ongoing basis.
- Train officers to provide the same customer service citywide.
- Train officers to be empathetic.

Monitoring and Oversight

- Take complaints and concerns from the public seriously and follow through with the officer(s) involved.
- Be especially thorough in investigating the use of firearms and other uses of force.
- Document and pay attention to repeated problems shown by specific officers; intervene early; remove them from the force if necessary.
- Publicize results of the above actions so that the public knows they are being heard and their concerns addressed.
- Provide regular and wraparound mental health support to officers. Allow space for officers to relieve stress and take time off when necessary.

More Respect & Better Accountability

- Take the above points to the highest levels of City governance.
- Treat people with respect – say “hello” first, be clear about why an interaction is happening.
- Be explicit and educate the community about how general stops should go and what officers should not do during a stop.
- Utilize a greater “customer service” style approach to law enforcement, with similar reward and punishment structures (i.e. a rating system based on interactions).
- Officers should apologize for inappropriately stopping and questioning someone.
- Realize that it’s not just individual officers who transgress or prevent accountability, but often the officers a step or two above them in the police hierarchy.
- Publicize results of complaints so that the public knows they are being heard and their concerns addressed.
- Be transparent in actions taken (don’t hide police wrongdoing).
- Invest more deeply in community resources and restorative justice efforts; provide and invest in alternatives to arrests.

Appendix B: "Policing and the Black Community: Where do we go from here?" Community and CBO Leader Recommendations

Healing

- Truth and Reconciliation: Take part in a Truth and Reconciliation Process.
- Acknowledge and apologize for past wrongs, hear present grievances, and develop long-term equity goals, policies, and programs to accomplish them.
- Take ownership of past and present transgressions including pretextual stops, over policing and not resolving these systemic issues earlier.
- Make a renewed commitment to officers and the communities served - to a New LAPD.

Planning

- Set and work towards long-term goals of equality and equity in partnership with the community.
- Advocate for and support the responsible shift towards the civilian replacement of LAPD officers in specialized areas such as mental health.
- Set as a low priority the minor traffic violations and non-violent misdemeanors. Create proportional policing / Stop over-policing Black and Brown communities. If something is not a priority in a white neighborhood, it shouldn't be a priority in a Black neighborhood.
- Ban the chokehold and similar restraints, no-knock warrants, and projectiles and pepper spray for crowd control.
- Advocate for the George Floyd Justice in Policing Act.

Culture

- Galvanizing an anti-racist culture shift within the LAPD, particularly among the rank-and-file officers.
- Create a field training program and training officers that reinforces academy training.
- Rotate officers through partners of different races.
- DEI training.
- Cultural Competency Training and Engagement.

Budget

- Support LAPD budget reform that supports both the community and the rank-and-file officers. Rank and file officers should not feel budget cuts.
- Enhanced partnership with community-based organizations.
- Mental Health Care and PTSD strategies for rank and file officers (i.e. train with ER doctors for how to transition from case to case).
- Specific training regarding how to best serve communities with widespread trauma and PTSD.

Community Engagement

- Expand of the Community Partnership Bureau.
- Provide an opportunity for kids to do projects with officers in safe spaces like schools so that their initial experiences with officers are positive experiences.
- Introduce yourselves and get to know the community.
- Host more community events.
- Host fun community events.
- Create and disperse literature regarding police policy and procedure.
- Host monthly community education events.

- Civilian days where officers spend days in the community as civilians getting to know their surroundings and the people they serve.
- Add a youth member from the community to the Police Commission.
- Allow the community to participate in hiring decisions.

Community Engagement through CBO (recommended by all groups)

- Put police officers on the church circuit.
- Create regular officer days at community-based organizations so people can get to know them and have a safe space to talk to officers about what is going on in the neighborhood.
- Regularly meet with CBO leaders.
- CBO leaders should meet with new officers to develop strong working relationships. Officers should know what community services are being offered so officers can make referrals. Leaders hope that this can be uniform across all divisions explaining that the old captain used to do this but the new captain does not.

Appendix C: Initial Dinner Dialogue Pilot Program, Community Quotes

“[There] is a cultural disconnect where police officers are unable to identify with the people they are policing.”

“There was a time when law enforcement knew people in the community and how long people have lived there, whereas nowadays there's a lack of learning on both ends. If we don't trust, that person is in a state of fear where we protect ourselves.”

“Police assume that each (black) person they stop or pullover is on parole or probation, or a gang member.” “They approach us with disrespect.”

“Where I grew up, my mom made sure I didn't carry my family's last name. If you had that last name, they automatically attached you to what...the men in my family did.”

“I got pulled over just on a random stop and pulled out my car and I'm not on parole, probation, ain't never been to jail in my life, and then being frisked early in the morning, and it was [voice cracking] ... yea, that's my truth.”

“Look at us. We're black and it's like our skin is contagious.”

“The way they handle it is not in the way they should handle it. They stopped (me and my cousin) and put lights on us, they put us against the gate, thinking we're somebody that we're not. That happens a lot.”

“The police rounded up all the black kids in my predominantly white high school. They said that it was because an unrelated gang member had entered the school and made threats.”

“As a Black man in general I feel like you put fear into police's hearts. Black men in general already have some perception...darker taller males are more likely to get approached than their white counterparts.”

“I've had many (encounters) over the years of being a black man, a teenager...generally the first position is one of impatience and disrespect. That's usually what comes first. Some change their position because of how I sound and how I present myself to them. 19 There's an attitude toward me until I speak to them. The first contact they're assuming I'm this criminal.”

“No more stereotyping...I don't want to be judged just by something I wear. Just anybody in general just because they wear something or carry themselves in a certain way I'm not going to judge them based on how they act.”

“I should be treated the same way as the person up the street, the person up the hill, the person over the mountain.”

“And like you said, unless they coming to get us, we calling for instance something happened to us, we’re waiting an hour, forty minutes, fifty minutes...Where I’m hanging in Beverly Hills and I’m seeing 30 seconds, one minute response times no matter what it is...And I’m saying so how can that be when you’re riding around the community and you see cops all the time.”

“Officer response times vary greatly across the city. We want comparable service in our neighborhoods.”

“I want to know them like I know my postman.”

“What I would like to see from the police is that really cheesy utopia you’ll see in like Bob the Builder or some cartoon or... coloring books where you’ll see walking down the street some police officers and a black guy and a white person and everything’s fine. That really silly cheesy utopia, seeing that would be amazing.”

“I can rely on you. That is what trust means to me. I can call you and you’ll be there.”

“To ‘protect and serve,’ that means a lot. When I think of ‘protect and serve’ I think of my brother, I want to protect him, I have a son, I want to protect and serve him...putting their needs in front of my own.”

“My brother was murdered back in 2013. We still don’t know who killed my brother. A lot of those things go unsolved in our neighborhood because the police they’re overwhelmed with so many cases that they can’t really focus on this case. It hurts, because we want these people...to get caught...but the police have so many things on their shoulders. We as a community could help with that as far as community policing but we can’t do that when we’re like this (punches fists together).”

“What if police officers and youth got together and did a yoga class? And they all had to look stupid and learn how to stretch together? ...I would love to see a big tall police officer do a downward dog. It would be funny but more importantly, meditation and yoga are things that have been proven to help relieve stress and deal with anger management...that way we get together on equal ground.”

“The Newton station. They’re doing a fair. They block off the whole street. They want to show a little care for their community, but some people still don’t feel like that’s enough.”

“Maybe just coming around.... get out the car, ask if anything is going on, does anyone need help with anything.”

“I want to follow up with cops involving themselves in everyday events in the community...we get to see them as human beings just as we are.”

“Trust is something that can’t be gained in a day.”

“I want to have leagues with basketball teams with the Police Department, with the Fire Department...like I said ‘I don’t want nothing to do with them’ instead say ‘I know a good police officer I play ball with, I work out with.’”

“The LAPD is attempting to move to community-based policing. They’ve come a long way.”

“Everybody is looking for overtime, and they’re paying it anyway, so might as well give it back in the community...where they’re doing stuff outside, not behind their badge, except badge with a t[1]shirt, where they’re working out with these kids, talking to them, hearing from the community, so they understand the community when they’re policing them behind the badge, when there’s going to be those tough situations trying to figure out.”

“I see cops at my school and they’re there to watch out for us but they never come up to us and ask how was your day, and come talk to us and see how was our day.”

“...Go out there for five minutes and walk around, get out of your vehicle...I still to this day, every time I see an officer, like it or not, I say ‘hi,’ they don’t say back but I don’t care, what you going to do, kill me? I don’t care. That’s it, just you know, talk, little baby steps.”

“I never had a bad experience ever with the police...Officer Lee has always been there.... He found out who my brother was and him and my brother became cool and we still see him to this day and we still shake his hand. So I never had a bad experience with an officer.”

“Officer Whiteman takes my brother sometimes to football practice. He got him onto the football team and comes over and asks if we need anything and that’s how you build trust.”

“If police would walk rather than patrol in cars, and stop to interact—talk and listen—they would have a better reputation and be perceived more positively.”

“A lot of them call the police, but then in the same breath they don’t want to talk to the police because they’re afraid if they call them things could escalate to a whole other level...You know we have this big thing – stop snitching.”

“We do have solutions but we don’t know that it’ll work because there’s always that one person who wants to be introverted that doesn’t want nothing to do with nobody else, who’s always angry at everybody, and there’s always that one person in each community. So that one person might mess it up for everybody else.”

“They come the wrong way and bring guns. So most people don’t really call the police. And that’s what they’re supposed to be here for, to serve and protect. Some people are really getting harassed.”

“Have we ever thought about how we can work with the police to protect our communities together? Or are we always so angry and scared that we don’t even see how we could reach out and they could

reach out, too. I know that's a scary thing to think about, but it takes a village to raise a child, so it takes a community to fix a community. We all need to be in it together."

"It's like it's creating trauma amongst each other – getting retaliation against other gang members around the community because nobody wants to talk to the police and down anyone out."

"It's safer not to deal with them than the uncertainty associated with dealing with them."

"We're scared to come face to face with them. Some people really are terrified of the police and I mean so terrified. It's hard to say oh, well we have police officers coming to a high school, we're going to talk to them. Nine times out of ten probably two people will show up."

"So who are the police actually hiring? **They actually hiring people from the actual community?** They're placing them there because you know in hostile situations sometimes it's best to see a face from the community, you know what I'm saying. Somebody you know you can always trust."

"We want more police, better police, and **more black police**. But more police to improve safety in our community also increases danger to us from them."

"LA could be a leader in having a police force that is proportional to the non-white population—but it's far from that."

"I think people should police their own people. I don't think you should be able to live out in Culver City and come police in South LA, because like you said if you don't wear the culture of what's going on, if you don't know that world, then how are you going to be able to relate to it? You need to live in the community where you police...people would be more caring of where they live."

"Selecting only 'squeaky clean' recruits means you get people who don't have any experience with conflict and dealing with problems. For example, if a recruit had a previous minor brush with the law or has a relative who is a gang member, that shouldn't automatically rule out hiring him."

"Most guys like me we're disqualified by the age of 11 or 13 because they put a record on us, a little misdemeanor, so we can't be a cop, or we have problems with our credit so they eliminate us."

"We need to start teaching and mentoring young black males about the benefits of being a good police officers...positively to be able to infiltrate and make a difference in their community."

"**They already systematically remove us from the process.** I took the LAPD test and the first 20 questions were so stupid, that they eliminated me right away. You have to know how to take that test because a lot of questions just don't make any sense."

"Do they have rules? Do they get cited by people? Who is citing them?"

“And then after a while, it feels like you don’t even have someone you’re looking for anymore – you’re looking for anybody. And that’s why I go back to the word powerless – I don’t know what your technique is. I don’t know how...I guess I’m not supposed to because that’s supposed to make me feel safer, but it doesn’t because then everybody’s a target out here. You know, where’s the transparency?”

“Who are they answerable to? All of the blatant incidents that are happening that really aren’t that questionable, but many of those cases they’ve gotten off because of a technicality. What are they able to do? What is the law?”

“...my dad passed when I was five. So, me, I’m upset...with the police officers that they’re not taking the time to open the case and let us know that everything they have in progress is working or that they’re looking for this person, because I don’t know who killed my dad. And I’m still sitting here...I don’t know if they’re still working on the case. I don’t know nothing about it. So, that would be great so I could...ask questions about my dad.”

“Are they incentivized to make arrests? Are they trained or told to make more arrests on Fridays? If you are arrested on Friday there’s no way you are getting processed until Tuesday if you can’t make bail.”

“It would be so ideal if citizens knew what to expect when they got pulled over as well as cops, almost like there’s a playbook. If A happens then B happens if B happens then C happens and you either get your ticket or go about your way. There’s always kind of like every pull over is different.”

“So I go ‘excuse me they have rights and you’re violating them, you don’t have the right to ask them that question. You give us our ticket, slide it through the window, and let’s all go.’ And they just get mad at me, saying ‘you need to know your place you need to know what you’re doing you’re infringing us from doing our job.’”

“These police were found to be out of policy. But there was no punishment, no consequences.... Even though the Police Commission found him out of policy they are incapable of making a judgment call about punishment. What we’ve got here are the police policing the police.”

“No policeman is going to jail for killing a black man.”

“When we call 911 in our neighborhoods, they do not come until the next day, or they won’t show at all...You should get fired. If I’m a pizza delivery [guy] and I’m supposed to deliver you my pizza, I think I’m about to get some money taken off of my check because I didn’t deliver the pizza on time... It should be the same way how every other job is. There should be no discrimination.”

“And me personally I feel like you should lose your job if you disobey your orders or break the laws. Y’all should have laws. I don’t know if they have rules or things like that. You guys probably heard the phrase...police in general are the biggest gang. They’re unstoppable. I’m not sure who regulates them.”

“Can you trust them? You can trust some of them...cause there’s a lot of good cops out there, but we all know there’s a lot of bad ones too. And I feel the good cop need to start calling out, whether it’s a

lieutenant or not, give them strength to call out these higher ups because even if he's signing his overtime, they call him out for being wrong. Wrong is wrong at the end of the day."

"There's no whistle-blowing in the force. Police are a fraternity; they protect each other even if somebody does something wrong."

"He saw that his partner had a Nazi tattoo on his back...he's scared to do something because...He might lose his job and he has a family to feed. That's what's on the (good cops') minds."

"If more people knew the laws and spoke up when those laws were violated I think a lot more would be done "(We) need regular monitoring of records of each active officer's arrests, complaints against him or her, and use of weapons and force. Then intervene early."

"Do you value my life? Do you care for my life? Does my life matter? Or am I ticket until you get a pay raise? Or am I another arrest so you get a high arrest record? What am I to you? That's why I feel so powerless, because I don't even feel human anymore sometimes."

"There are females that get harassed by police. You never hear anybody talking about it... they're supposed to protect you, so who do you call when a police (officer) is coming at you?"

"At the end of the day, you have a power I don't have. And that power is the power to take or ruin my life. And more importantly, I don't know where you stand as a human being?"

"He was touching all over me, making me feel very – he was emasculating myself as a man and I told him, 'excuse me officer, I would appreciate it if you could stop now, you already searched me and grabbed every part of my body...can you stop now?' and he was like 'shut up I'm doing my job.'"

"You can't respond, just let them do what they do."

"I've actually been at a traffic stop when a police officer hopped out the car and was (gang) banging on us. You're a commissioner. You don't know nothing about what's really going on in the hood."

"Part of their training needs to be a history and cultural context of Los Angeles so that way when they go into a situation with a Latino or Black person they have a little bit more cultural understanding with what they're dealing with..."

"Training should include a 'practicum' in the community. Rookies should hang out in parks and walk kids home from school."

"We don't know how they're trained. Whatever they're trained on has to be dated. Technology moves faster than police training I'm pretty sure."

"The police force was created to control the poor and minorities, and the laws were created to reflect this. So actually the police are just doing their job. This is a societal problem, not just an LA problem."

“Officer training encourages them to reach for their guns, especially if the person is running. There are many more shootings now than there were in the 1970s.”

“The police officers historically were created to be slave catchers...when you have a root like that it’s farther than just ‘we need to teach cops how to be good people,’ it’s ‘we need to change the root, we need to change the system.’”

“All these police agencies are getting all this war equipment. They’ve got armored vehicles, tanks. They’re ready for war. California in the next 50 years will be a total police state.”

“A lot of police are ex-military...it’s two totally different jobs and skillsets... when you’re in the military you’re trained to kill first. We don’t know who’s friends we don’t know who’s enemies.”

“When I was 20, it was going on. My nephews are now 20, it’s still going on.”

“We all have to go to school. They need to go to school on history. They need to learn about the immigration patterns from El Salvador in the 80s and how it impacted the Black community...Why don’t they know what happened to Rodney King, but also Latasha Harlins? Like, are they learning the history of Los Angeles and how all that history has built-in and made us? ...Our history constantly gets buried.”

“Do they realize that the community as a whole suffers from PTSD from the trauma of the history of their interactions with police officers?”

“Just after I had graduated from high school, I was driving my shiny new car and kept getting pulled over. I was wearing a hat that the police assumed showed I was in a gang. I took off the hat and didn’t get pulled over anymore.”

“There should be other avenues where they put kids in so that they can occupy their time. I think that’s preventative, so it will be less of a headache for them...Diversion programs give cops an option besides arresting or letting someone go.”

“Law enforcement should work with the legal system to exonerate people who have been wrongly incarcerated.”

“(They need to) use critical thinking and better or more creative techniques to locate suspects as opposed to stopping people based on race and clothing descriptions.”

“Invest in the community with education...the ultimate goal in my opinion is less prisons and more educational programs.”

“It shouldn’t be a person’s responsibility to deescalate. That should be the police.”

“They should know that a badge doesn’t equal a bully. Doesn’t mean they can do whatever they want. They should change from serve and protect to protect and respect.”

“An officer should follow their protocol, I shouldn’t have to follow a certain protocol to adjust to an officer...They’re trained to handle situations...I wasn’t trained to handle a situation. I had to look from experiences of what happens when you don’t act a certain way...you either ended up arrested or worse.”

“If a police tells me something, I don’t care. Shoot me if you want to. I don’t care because I know I’m right and I’m going to die trying before I let you disrespect me.”

“They approach us with disrespect.”

“I’ve had many (encounters) over the years of being a black man, a teenager...generally the first position is one of impatience and disrespect. That’s usually what comes first. Some change their position because of how I sound and how I present myself to them. There’s an attitude toward me until I speak to them. The first contact they’re assuming I’m this criminal.”

“They should take a test to see if they are racist or not. Questions to see if they’re racist – if they stereotype us, or look at us, see where their headspace is. I wouldn’t want them to think they just have this overwhelming power over us.”

“They were talking to me like I was the scum of the earth. And I was an honors student.”

“Don’t jump to conclusions so quickly. I understand their job is risky...they don’t know if you’ve got guns in your house...so they’re quick to cover themselves. But I think maybe they need to go through some programs to teach them people skills so they know to collaborate better with people they come in contact with.”

“There should be a way to rate your officer after an interaction – ‘please rate your overall experience, is there anything you would like to tell us,’ like an uber driver. That officer goes to a review board particularly when someone is getting several bad ratings.”

“I feel like the wording and communication just needs to be better, like saying ‘I am here for you if you need anything’ like the wording that reassurance even if you’re walking to someone that’s tense, or a person of color just say ‘it’s okay, don’t worry, this is why I’ve stopped you’... that humanizes me.”

“They are also exposed to a lot of trauma with their jobs too, so kind of could measure how they are doing too.”

“Police are exposed to danger. Police upper management needs to recognize that and provide support and reduction/release from the stress and tension this causes. But police who can’t handle the job even with that kind of support should be removed.”

“(They should) do something to have a good time or relieve stress before going out on duty.”

“There’s a lot that can go on within a day. At the end of the week, the beginning of the week...they can evaluate their emotional, mental strength to see whether they can handle the situation or if they need a break.”

“Take a damn therapy class. Mentally, physically, emotionally we don’t know what they’re going through, what’s in their head, or what they can do to us...continuously. Monthly. Just to see what’s on their mind, how’s everything in the field.”

“I would focus more on mental health. Our officers are human as well. They’re going through these experiences, those little interactions can be traumatizing to them, focusing on coping mechanisms, being mindful, self-care, hopefully deescalate some of this tension.”

“They all want to go home at the end of the day, so you need to think about that, that you have a family to go home to, and so does everybody else who you come across.”

“My dad tries to tell me how to deal with the cops, like be friendly and super cool, not aggressive...I guess how to survive basically.”

“We all do it. When I’m driving on the freeway, we’re doing nothing wrong. Then you hear sirens, you go perfect [participant straightened up and ‘drove’ with a smile].”

“I suffer from mild hearing loss in my left ear, so (my mom) is fearful that I might not hear (directions from an officer) and that might be the reason why I’m gone.”

“My parents are always telling me...when you talk to a police officer you want to be respectful. If I’m getting pulled over and I have a bad police officer and I’m giving him attitude, of course that situation’s going to go right down. I think people don’t take responsibility.”

“When you’re in a hostile situation already, if you did everything right but the police officer is having a bad day, you don’t know how to determine what to say or how to handle.”

“I’ve actually never had an encounter with a police officer on the streets, by the grace of God. And the reason I say by the grace of God, is because I know my peers have had multiple encounters with police. And I often look at myself and ask ‘what’s the difference? Is it because I’m in a suit all day?’ I don’t understand it and if it is because of the suit, then that’s a problem...**It’s been suggested already that sometimes police think they know what the bad guys look like. I know more bad guys in suits.**”

“People believe they need to be wary of police and show respect whether or not the police are respectful to them. They believe that they must be taught what to do and how to act if stopped. This is not something most white kids have to learn.”

I remember one night I was running home not too far from here and I had a cop shine a light on me. I was just running because I was trying to get home in time before I get in trouble, and he was shining this

giant light on me, and I was like oh crap – in my mind I’m like it’s a gang – someone’s trying to shoot me.”

“I don’t understand how if I’m walking and I’m a naturally person like this [makes angry face] why does that mean you have to come and harass me? Because I can’t walk happy. I can’t walk around here smiling like how I walk in my neighborhood. I will get stabbed. I will get robbed. Something will happen to me.”

“I was jogging to junior high school at 7:30 one morning. An LAPD car came up, they told me to put my hands on the hood of the car. They searched my schoolbooks and everything I had, without ever explaining why.”

“I was just hanging out with friends. The police put us in a patrol car and let us out in the neighborhood of an opposing gang.”

“I told them I don’t want to be patted down because I’m not comfortable with that. The black officer said ‘listen to what he had to say’ and I said I don’t feel comfortable with being patted down. So they just backed off from there. So I’m like okay why was that necessary.”

“I’m 8, 9 years old and they’re really patting me down....they didn’t even apologize. It’s a toss-up.”

“If I’m pulled over because I don’t have my lights on, they’re coming at me with guns at my window. Guns.”

“The dialogues themselves get us information but don’t change things in the community. Next steps should be to have some more, broader participation.”

“You can take all this data but unless you address that system, this data is just going to be another – I’m not saying this to belittle this process, I’m glad that you’re doing this – but this is a system that we have to understand.”

“People are taking a stand...things have to happen and they have to go beyond this table.”

“Next steps should be to hold groups of other ethnicities.”

“Nipsey dying showed what the community really felt about itself...the gang walk...shows the will to change. If the community can do that, the police can too.”

“This meeting is part of the system’s conversation. We don’t have a conversation for that.”

“For change to happen I think something world shattering would have to happen...we can march, we can make policy, we can protest all we want, we can talk all we want, but it’s all in one ear and out the other...I can sit here face to face and say ‘I feel this way,’ but there’s no guarantee you’re going to listen.”

Appendix D: "Policing and the Black Community: Where do we go from here?" Community and CBO Leader Quotes

Youth Quotes

"2020 has been difficult."

"Last year, I was pretty dedicated on changing the world but then I saw I was falling apart.... and now I am focused on me and I want my family to be better . . . that is my dream now."

"2020, in general, it's just been difficult for me to deal with this pandemic and have to go through so much as an African American male born and raised in South LA.... **We have a target on our backs.** Everywhere we go we have a target on our backs. We just have to stay together and not be so isolated."

"Seeing the difference in how things are handled [Covid-19, BLM Civil Unrest v. January 6 Insurrection]. It makes me not want to go outside and not be involved in the world..."

"I've kinda given up on America after the capital."

"I am not always proud to be Black because so much burden comes with that."

"Law Enforcement is supposed to take bad people off the streets, but it's hard for them to know which ones to target without being racist. Sad to say a lot of people my color are not in their right mind or doing what they need to be doing to live an honest life and on the other hand there *is* systemic racism. The police are trying to do their jobs and on the other hand, the people are trying to survive [in the pandemic] and feed their families."

"I wouldn't mind being a police officer myself."

"I feel like police have been, since 2021 since all these killings and homicides started, they've been very aggressive. I work nights. I don't come home until 1 o'clock. I pretty much get pulled over every day and I only live about 5 minutes from work. Personally, I haven't been disrespected, they just want to make sure everyone is safe and abiding by the rules, but they have been really aggressive. More traffic stops than normal. Understandable, that's just them being cautious about what's going on right now."

"Introduce yourself. Tell me why you're here. Tell me why you pulled me over. Follow up with people."

"Implement more officers in the community... making a connection... changing the perception."

"So [to build trust] I would say [they need to start by] accepting blame for everything they've done to Black people, in particular, and all other races as well... **Accept blame, and then we can talk about trust and honesty.**"

Adult Quotes

“It’s tough all over.”

“People are afraid.”

“When it comes to policing in the Black community, I think that we maybe could be missing the mark.... There’s no respect between the two. You got the community saying F the police and you have the police saying if he’s Black he must be doing something wrong. But if we can connect in some way.”

“It’s easy to point a finger and get pissed off at law enforcement but the moment something goes wrong we call law enforcement so how do we work together and be accountable for ourselves.”

“How does LAPD police our community and still value our lives and still get a hold of things? People are dying. Covid coupled with gang violence. Is that true that 69 people have died [from violence] from the 1st of January to present [January 21, 2021]?”

“Right now there is a gang banging problem exploding right now.”

“Our community has the highest level of covid. There’s a lot of distress.... A lot going on a lot of gang activity. An uptick, that’s what the police are saying.... There’s a lot of human sex trafficking in the community. That is almost like the new drug. It’s unbelievable but true.”

“I do know and recognize that there are a lot of frustrations and tension everywhere... aggressive drivers.”

“This nation is sitting on a powder keg.”

“2020 started off rough – I personally experienced too many deaths associated with Covid and then we had the things going on with George Floyd. This whole notion in our country that systemic racism does not exist and it’s all just a couple of bad apples, that’s what we were told – at least once every decade in my life, I’m 51, I’ve been pulled over and sweated by the police for no reason. When you go through these things, the ultimate of January 6, 2021, and we see the [racial] difference in policing.For the law abiding citizen like myself, we lose faith.”

“Disheartened by reports that so many police officers and firefighters from all over the country participated [in the Capitol Riots].”

“I started as an officer but didn’t like what I saw in the system.”

“We fear for our lives because of the disparate treatment of Black and white people. We see that you don’t think of us or treat us the same.”

“I think that we maybe could be missing the mark on the relationship between the Black community – any community - but specifically [the Black community] – there’s no respect between the two – you got the community saying F the police and you have the police saying if he’s Black he must be doing something wrong – but if we can connect in some way.”

“When you can’t say, ‘Black lives matter’ you are saying that you don’t care about me and I experience it that way.”

“Go in and clean house. There’s a lot of police officers that get away with a lot of stuff. We have to keep a record and when it gets to a certain number, they have to be disciplined. We have to fix the problem inside the police department first.”

“Mandatory racial training for officers. Partner with police officers of other races. Mental health training should be mandatory.”

“I do like what I’ve seen with the diversity of the police department, but hopefully we start treating people equal and with love.”

“Get to know each other.”

“We need to come together. Otherwise, it’s the wild west.”

“It’s a beautiful idea that you are talking about, this one-on-one with officers.”

“Have you noticed they’re started to introduce themselves?”

“With CSP, we were seeing crime go down because of relationship building in the community with police officers.”

“We need unity, accountability, and a lot of community programs. [Police officers] taught me how to surf. I know how to talk to them.”

“Working with the community should not be optional.”

“The issues are so huge, they’re massive. Until we deal with the truths of it. People need to know the truth between white and Black. It’s good that this happened on the 6th. It’s good because it happened in front of the world. **The truth is that Black folks have been brainwashed and taught that they were less than and white folks have been brainwashed and taught that they’re more than. Certain things have been implanted in both of us and these things are implanted in our institutions.** The police were not created to protect our communities. The police were meant to protect white folks and landowners. We found out last week that in Congress, there is a sub-group within them. We know the KKK has infiltrated the police departments. We need families and we need children to be loved. Keep them away from the streets and away from harm. That’s what’s missing. We want to have a relationship with the police because they are policing our communities. If you notice the difference to the way the police

responded to mob rioters at the capitol and one lonely unarmed Black man. They'll kill him but they'll have weapons and won't even fight the mob. That's a psychological issue. They feel as though that's their own kind."

"I remember I could [for a] walk or go swimming and **now you can't walk to the store without [someone] pulling up on you – I don't know if it's gang members or if it's some kind of militia group... [I'm] trying to keep my peace and maintain a mental balance state because I can understand people going crazy** – We need to open back up the country, get the people to work and kids to school. I think it's bigger than the pandemic. It's bigger than covid.

"Neighbors are posting about seeing white skinheads with swastikas. They're having a meeting this weekend about it."

"In the light of everything going on right now – it has to be more than just that – community organizations – whatever we need to do partnering with nonprofits – whether the police are coming to talk – going into the churches and the schools."

"When people are being released, we have to give them resources."

"We used to have mental health facilities. They started to disappear. Those same people are now out in the streets and some of them are creating the havoc. Where is that resource?"

"These things are in your heart. We are dealing with heart issues. You have to get to the baseline of that you need someone to talk to."

"Implement George Floyd Policing Act of 2020."

"Accountability."

"You want trust? We need accountability."

"Maybe a panel of community members to help hire police officers."

"Mak[e] safe spaces for these kids."

"We need youth programs."

"I don't know if there is a way of having the community, the people on here, continue this discussion."

"Holding police accountable and getting rid of bad apples. Not allowing police to be transferred."

"Police are not mental health providers. The money needs to go to people doing that work, so we can have healthy and safe communities."

“They should have civilian field days as part of training.”

“Put cops on the church circuit – we want to introduce ourselves – we are the officers that patrol your neighborhood.”

“Cop days at community centers – cop on hand hanging out helping out.”

CBO Leadership Quotes

“That there were police officers involved in the assault on the capital eroded whatever trust was being built.”

That takes the wind out of you – that we are trying to be good and righteous and educate people. And the leadership the last four years. It’s difficult. It’s sobering.

“There was an officer at the community center once per week and community members felt more comfortable seeing him there at the station. And the young people could see the officer and develop a relationship with that person. We have to humanize each other and show mutual respect and that comes from developing relationships.”

“Being on the street on the ground level with people doing work – is important – me going back to CSP – I had conversations with the Chief – the councilman would like to expand that program throughout the 9ths district – **folks who have a long bad history with the LAPD and a year later came to consider many officers like family and friends** – I think that goes a long way and I look forward to it expanding.”

Are there any youth on the police commission? I think there is a gap there with all the commission. Youth need to be a part of this process. We tell our young people, if you are not on the table, you’re on the menu. I would recommend that you would be an example to model that.!!!! - CBO Leader

“I know the police have a hard time dealing with gang violence as it is.”

“LA is known all over the country for gang violence and so that has never went away so it doesn’t really surprise me that it’s a spike and usually around the holidays as always, to keep it real, and the summertime when it’s hot. The LAPD can strategize and do what it can but they can only do so much because we’re dealing with problem over problem – we are dealing with mental health even with police officers. They got to go home, too, and deal with what they have seen just out and about. At our last meeting, we talked about making it mandatory to have therapy for police officers... because they see the bad in everybody, the worst. They have to learn to deal with that before they go home. They walk around with PTSD and as a Black person in America, you probably have PTSD. You’ve seen things. We’ve been through a lot in a year as a people, Covid, George Floyd, the capitol storming – you name it.”

“The lies. The deception. The privilege. I feel like we never address them. That gets excused.”

“Sheriffs are the worst.”

“The Sheriff is really putting a damper on how Black people feel like law enforcement.”

“Even the no knock warrant – why do we want to send officers into situations like that?”

“When we got a grant to help people during Covid.... none of it could be used for administrative costs. I wanted to design a program with a case management program around it so we can also ask the question, ‘How are you doing?’”

“When we got a grant... I wanted to help people with their car registrations. The funders and the media wanted us to show long lines of people receiving food. We have to be careful how we exploit people when we help them. We know how our community is impacted.... We have to be clear on what the community needs and not put restrictions on those dollars ”

“How to balance the rage and anger that you feel about seeing what’s going on and at the same time you are running an organization so you need to be able to address the people experiencing COVID-19 and wrestling with your own feelings – this is not something new – all of us have experienced incidents with the police all of my life – as director of the center I’ve been involved with community police advisory board and have worked with 10 captains as they rotated through the division – trying to find ways to bridge the relationships between the police department and the community is something I’ve been involved with.”

“It’s not the community policing officers, it’s not the community relations officers, it’s not the captains – it’s the rank and file.”

“The young people we work with – their experience is with the rank and file. That’s where the problems occur. **It has to do with the culture of the department.** It has to do with the training of the department. A new officer came in to meet us and said if it walks like a duck, quack likes a duck then it’s a duck.”

“How do we start out the beginning with the training that says we are not the enemy?”

“People like the LAPD that are truly out there in the space. People don’t care how much you know unless they know how much you care.”

“There are a small percentage of [community focused officers] like officer Sharif... but that is one of a thousand.”

“With the education system we already knew there was a digital divide, but with schools shut down, it’s a digital crisis. “If my wife and I are struggling together I can only imagine [what] our single-mother households, immigrant community are going through.... “

“There is going to be a significant number of children left behind. We need to get ready for the impact of the pandemic - we are going to be addressing [it] for some time.”

“The young people are becoming more isolated and depressed.”

“One of my young men was shot by LAPD in the back and he was just in the alley walking to school... These are real things that happen and it affects so many people. I think that’s underestimated and undervalued.”

“There is a reason why Black people, in particular, have an issue with medical vaccinations. **When we talk about services they need to be culturally appropriate.**”

“I am a long worker on the violence against women. I am happy to hear us raising issues of Breonna Taylor along with George Floyd.”

“You are getting into this job because you want to help me. But I am worried that when you get out there, you’re going to meet this dude, and then you are going to start confusing me for this dude. I’m not this dude. For every 1 of this dude, there are 99 of me. And maybe this dude doesn’t deserve your kindness, but it’s better for this dude to get a little kindness that maybe he doesn’t deserve than for all 99 of us to be treated like him. It crushes us. Our confidence, our dreams.”

“Be ready for this implosion of negativity happening to the family. We haven’t talked about the backed-up rents, food. We already have a homeless pandemic in LA. Some of our kids have moved out of the state and are going to school virtually out of state. People are drinking more, we have unhealthy people. **There is an opportunity for law enforcement here. They have to play like great athletes who have the ability to play two to three plays ahead. We have to think that way because our families are collapsing.**”

“All Covid did was expose all the inequities of inner-city folks. That’s all it really did. Crime is up. Homicides are up. Gang violence is up. When you’re in survival mode, you’re in survival mode.”

“Now we have fools out here. In South LA we have people in survival mode and so they are focused on themselves. They don’t put others’ needs before their own. They aren’t taught that as a norm.”

“CPB, that’s a program within LAPD ... I’m very optimistic that it will be helpful. I got pushback for that program in South Park. **A year-and-a-half later some of my detractors are buddy-buddy and hugging the cops. Cops used to be kick butts, ask names later, but now they have a relationship.** I’m very optimistic that our relationships with LAPD will be a lot better. We made sure we had cops that look like them, all 10 officers were Black or brown and Sergeant Kenji was from the community. That’s what I am hoping to see in the coming year.”

“One thing I thought was quite interesting was that the military screened their soldiers and if they were with white supremacy groups or there was some rhetoric they could not attend. I think we need to do something like that with LAPD. How are there sheriffs out there in gangs and they’re not fired?”

“We need to address trauma and these real issues and stop bullfarting around.”

“The lies. The deception. The privilege. I feel like we never address them. That gets excused.”

“You have folks on this screen that have direct access to folks who can positively contribute and make a difference and the LAPD should positively collaborate with them at a high level. There should be some intentionality when it comes to partnering with organizations and put money and resources into organizations that are saving lives. And could support that - ‘protect and serve’ rather than put money into more weapons and more bodies and paying all these fines and lawsuits. I think there is another way where the city of LA can work more collaboratively with all of the amazing organizations in south la. LA is incredible with the work they do.”

“The police are on the front line and they should reach out with referral, referral, referral. The Officer Sharifs of the LAPD should be leading that process, trying to connect with community members and trying to recruit them to be LAPD officers. The marketing scheme has to change.”

“New officers... in the station [had a] sit-down orientation where community organizations would provide an orientation to those officers about what services were in the community so they knew when facing certain situations, it's not an arrest situation. If they knew about the resources they could connect families with those resources – that old captain was working on putting that together but the new captain...”

“A couple of months ago the council voted to redirect – we heard it from both sides – some folks said that’s not enough and then LAPD said this will impact patrol and specialized units – damned if you do and damned if you don’t. I’m hopeful with that amount of money we [can] reimagine certain situations where LAPD is called whether domestic violence or homelessness.”

“When we were talking about transparency, we’ve all heard about the budget LAPD has. Where does all that money go? Where is it going, because it’s an enormous amount of money... When people started talking... wanting to defund, the other side is well we’re going to lose 400 officers. What I am trying to understand is with that amount of money, why are we losing 400 officers? all of our organizations have to have that transparency with the dollars we are entrusted with.”

“The Social Justice movement made me even more passionate about my job. I’ve been more aggressive making those issues known.”

“I did this to help young men grow. Now I am in the business of saving lives.”

“I have a great relationship with the Chief, Commanders, but when I am not in a City car, I have to be mindful.”

“What I am frustrated with is the continuation of data that we produce year after year... We are clear where the resources need to be.... **How much more data do we need to take action...? How long are we going to talk?**”

Appendix E: Methodology, Group Agreements, Icebreaker, & Sample Questions

1. **Small groups (8-10):** The groups were small enough to encourage active participation but not too small to make participants feel like they were under a microscope.
2. **Safe spaces:** The dialogues were held in community operated and controlled spaces in order to provide a sense of ownership, comfort, and safety,
3. **Ample time (2 hours):** Conversations were long enough to express opinions but not so long as to be exhausting.
4. **Diversity of thought:** City HRC conducted significant outreach with CBO partners to recruit average Black community members who are not necessarily civically engaged.
5. **Separate youth and adult groups:** To encourage comfort and free-flowing conversation.
6. **City HRC Facilitated:** The dialogues were guided by expert, experienced, neutral facilitators adept at encouraging conversation without interfering in conversation. Facilitators opened each conversation by describing their role as neutral facilitators, framing the purpose of the conversations, and encouraging participants to bring up topics that were most meaningful to them.
7. **Icebreaker:** The icebreaker, *“What is something that people wouldn’t immediately know about you just by looking at you?”* was off-topic to allow individuals to ease into the conversation and begin getting to know each other.
8. **Group Agreements:** The conversation opened with conversational guidelines or group agreement to promote honest and respectful conversations. They included, *“Speak your truth,”* *“Use ‘I’ statements,”* *“Curiosity first, disagree with respect,”* *“Give space, take space,”* and *“Stretch yourself.”*
9. **Open-Ended Questions:** Facilitators asked a few open-ended questions to spark conversation and allow participants to carry the conversation to the topics that are most important to them. They did not otherwise intervene except to ask participants to elaborate or mirror their words back to them to impart that they were heard.

Sample questions included:

- a. What is one word you think of when you think of the police?
- b. What is your deepest concern (or hope) regarding law enforcement and the Black community?
- c. Define trust/ respect. Can you think of a time trust has either been built or broken with the police?

- d. If you were the Chief of Police, what would be the first thing you would do to transform community-police relations.
10. **Dinner:** Dialogues took place over a meal from Dulan's Restaurant provided by Commissioner McClain Hill. Dinner provided physical activity, comfort, and a ready topic of conversation.
 11. **Commissioners/ City Personnel:** Police Commissioners and HRC Commissioners attended dinners, but numbers were kept to a minimum, one per commission, to ensure that the vast majority of the people in the room were community members. After a brief introduction and one off-topic icebreaker, Commissioners did not participate in the discussions.
 12. **Community Centered:** The dialogue focused on community voices. The absence of LAPD allowed an open and honest discussion about policing without defensiveness or interruption.
 13. **Report:** The report back allowed the LAPD to listen to average community voices without defensiveness or interruption.