You never change things by fighting against the existing reality. To change something, build a new model that makes the old model obsolete.

- Buckminster Fuller
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WHY RE-IMAGINING NOT REFORMING

“You never change things by fighting against the existing reality. To change something, build a new model that makes the old model obsolete.”
- Buckminster Fuller

The current model for policing in the United States has led to struggles and displeasure with the justice system in many cities across our country, clearly exhibited by current protests against police in both urban and rural areas. It is a reminder of the need for a new model, an approach that truly protects and serves all citizens. However, in order to transform policing it will require the willingness to break from ineffective norms of the past and a willingness to embrace true transformation. Policing strategies have been tweaked throughout the years, promising more and better community engagement, training and diversity but none of those efforts have successfully addressed the inequitable structure and a culture that prohibits effective relationships and results between police and community.

As a nation and as a community, our existing model of police and police places unrealistic expectations on officers to be the solution to a variety of social issues we have failed to address. Therefore, Re-Imagining America acknowledges that police officers are only a reflection of a much bigger system that needs to be addressed. The response we offer is to holistically re-image the system and institution of police and policing.

The goal of this citizen-driven process, informed by subject matter experts, is to present a comprehensive framework for re-imagining the police and policing that will become the basis for larger, more wide-ranging conversations in communities around the Dayton region.
HOW DID WE GET HERE: A HISTORY OF AMERICAN POLICING

The economic and political power structures have always used the police to exert control and protect its interests by suppressing social movements and tightly managing the behaviors of poor and nonwhite people. Police have functioned as a force for controlling those on the losing end of these economic and political arrangements, quelling social upheavals that could no longer be managed by existing private, communal, and informal processes. This can be seen in the earliest origins of policing, which were tied to three basic social arrangements of inequality in the 18th century: slavery, colonialism, and the control of an industrial working class. This created what sociologist Allan Silver called a “policed society,” in which state power was significantly expanded to face down the demands for justice from those subject to these systems of domination and exploitation. As writer Kristian Williams points out in her article on the birth of modern policing, “the police represent the point of contact between the coercive apparatus of the state and the lives of its citizens.”(*)

Origins of Organized Policing
A significant part of the origin of policing in the United States can be traced back to the colony of Carolina with the creation of Slave Patrols in 1704. Motivated by white fear of slave rebellion, Slave Patrols were responsible for tracking, apprehending, and returning enslaved individuals who were deemed to be runaways; deterring enslaved populations from rebelling; and enforcing social control of enslaved populations and upholding “justice.” Physical and psychological enforcements took many forms, including patrol men commonly stopping and searching travelers at will and imposing curfews. (*)

In the post Civil War era of Reconstruction Southern cultural resistance and white resentment led to the institution of a set of laws and policies (Black Codes, Jim Crow Laws, etc) designed to restrict and limit the rights of African-Americans. Resultantly, police were tasked with enforcing segregation and upholding racist policies and behaviors. It was not uncommon for these police officers to hold membership in white supremacist organizations fostering an environment of terror and inciting fear as a means of social control. In Northern cities such as Philadelphia, Boston, Chicago, New York and Dayton, Ohio which had become booming industrial hubs, this use of policing power was extended to control the influx of European immigrants.

Enforcing Class Order with the Police
For approximately 150 years, the American police have often been utilized to oppose union organizing and worker strikes. Significant incidents have included the Haymarket Riot and the Ludlow massacre. The Homestead struggle of 1892, the Pullman walkout of 1894, and the Colorado Labor Wars of 1903 are examples of unions destroyed or significantly damaged by the deployment of police and/or military force. In all three examples, a strike became the triggering event.

Relationship Between Police and the Black Community
Between 1890 and 1920, during what is commonly referred to as the Great Migration, Northern cities shifted their police departments’ enforcement activity from poor white residents to arriving black Southern migrants. The police departments were still policing the poor, but now the focus was placed on race.
Funding and Equipping Police to Enforce the Law

In 1968, President Lyndon B. Johnson signed the Omnibus Crime Control and Safe Streets Act. This legislation allowed the federal government to appropriate funds for local law enforcement agencies to purchase military-style equipment. At the same time, then Candidate Richard Nixon, was stoking the fears of white America campaigning on the restoration of “law and order” and speaking for the “silent majority.” Shortly after taking office, Nixon coined the term “war on drugs” which has been revealed to have been a political ploy to target blacks and hippies.[4]

In 1982 the “War on Drugs” was officially enacted during President Reagan’s administration. Police departments that had been equipped with military equipment over the previous decade in anticipation of a civil unrest, were now being positioned as the tip of the spear in the drug war. When it came to patrolling urban communities, principles resembling “community-policing” were replaced by rules of engagement intended for war. Using the optics of “the boys in blue” waging war against the “bad people” as cover, fostered an environment that allowed for less direct public oversight and saw police unions prioritizing protecting officers’ from accountability rather than stamping out corrupt behavior.

Over the past 30 years since that time, including eight years of President Obama, the state of policing in the United States remains unchanged. What has changed is the proliferation of smartphones and social media, which has allowed anyone with a screen to witness the systemic disparity of how we police when it comes to race and class, sadly making Michael Brown, Jamal Crawford, Sandra Bland, Tamir Rice, Eric Garner, Breonna Taylor and George Floyd household names.

This is why we are Re-Imagining Policing / Re-Imagining Public Safety.
A NEW FRAMEWORK: DEPARTMENT OF WELL-BEING AND PUBLIC SAFETY

Premise
Efforts by law enforcement to meaningfully engage the community have not been sufficient. It is necessary to re-imagine both design and structure within policing, strategically altering approach to ensure the safety and confidence of the public.

Purpose/Mission Statement
The Department of Well-Being and Public Safety is responsible for a continuum of interventions when community members pose a danger to themselves, others or the property of others. The threat is addressed by an individual trained to provide the appropriate response for the situation.

Process
The process of designing the Department of Well-Being and Public Safety should be community driven and supplemented by subject-matter experts so that citizens can make informed decisions and prevent unintended consequences. This process will be relationship based, empathetic, human-centered, adaptive, transparent and will promote justice and equity.

Culture
The Department of Well-Being and Public Safety will promote a culture of caring, dignity and respect for all community members. Department leaders will exemplify this culture and department members will be held accountable for their treatment of citizens in all interactions.

Transparency
The Department of Well-Being and Public Safety will make all records, recordings, and employee misconduct immediately available to the public unless the release of that information negatively affects criminal proceedings or jeopardizes the safety of the public.

Oversight
A citizen oversight committee will review all use of force incidents. Additionally, the committee will collaborate with department directors to ensure departmental processes, policies and procedures are implemented, adhered to and relevant.

Organizational Structure
The organizational structure is strategically altered from traditional law enforcement, ensuring that trained members are addressing calls for service based on their expertise. Staffing department members in armed and unarmed functions will be data driven and based on community needs.
Organizational Structure

**Department of Well-Being and Public Safety - Executive Director**

<table>
<thead>
<tr>
<th>Health and Well-Being - Division Chief</th>
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<tr>
<td>Health and Well-Being - Division Chief</td>
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<tr>
<td>Mental Health and Addiction Unit.</td>
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<td>Civil Dispute / Mediation Unit</td>
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<td>Traffic Unit</td>
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**Crime Investigation and Prevention - Division Chief**

- Patrol Unit
- Crime Investigations Unit
- Community Relations Unit
- Training Unit

**Crime Investigation and Prevention Division (Armed)**

**Patrol Unit**
- Proactive patrol of neighborhoods and business districts to prevent criminal activity.
- Community Driven Traffic Enforcement (enforcement in areas identified by community as problematic)
- Parking/Traffic/Crowd Control
- Traffic Accident Investigations
- Crime Related Calls for Service/Reporting

**Criminal Investigations Unit**
- Crime Investigations, typically felonies or other crimes in need of further, non-uniformed investigation

**Community Relations Unit (Sworn and Civilian Members)**
- Community engagement will be under the guidance of the Community Relations Department, which includes civilian community and sworn members. The department drives conversations between community and police to ensure community needs are prioritized. Continual, year-round joint community service projects based on community need. (If officers have the ability to take life and liberty, they must know and understand the community.)
- Each officer will spend one week of their Field Training in a selected community service project working alongside citizens.
- Each officer will spend 40 hours per year (minimum) working alongside citizens in a selected community service project. It is proposed that empathy, trust, and relationships will be positively enhanced as officers and community work, sweat, and eat together while working toward the public good.
- Recruitment from relationship building will fall under this division. If the community is part of the solution, minority recruitment will increase.

**Training Unit**

- **Armed Members:**
  - All armed members of the department must be commissioned by the State of Ohio as Peace Officers, completing the required OPOTA courses.
  - Job specific training should be commensurate with the member’s duties.
  - All armed members must be trained to address armed confrontations and be ready and willing to protect human life. Such training must be accompanied by training that emphasizes aspects of humanity and cultural awareness and prioritizes de-escalation.

- **Unarmed Members:**
  - Job specific training should be commensurate with the member’s duties.
Health and Well-Being Division (Unarmed)
Mental Health and Addiction Unit
- Response to mental health related calls
- Response to overdoses or other addiction related calls
- Response to calls related to homelessness
- Members should have significant education and training in mental health, addiction or social work-related fields.
- Armed members will not respond to these calls unless required for public safety purposes

Civil Dispute/Mediation Unit
- Response to civil (non-criminal) complaints
- Response to civil disputes between persons
- Members should be trained as mediation specialists
- Armed members will not respond to these calls unless required for public safety purposes

Traffic Unit
- Response to Disabled Vehicles/Stranded Motorists
- May contract with outside agencies for this service

Restorative Justice Program
The Restorative Justice Program is a program that has been proven to significantly decrease the number of offenders entering the criminal justice system, reduce recidivism rates and increase victim satisfaction, up to a 95% increase in some studies.
In the Restorative Justice Program:
- Selected criminal offenses are eligible, typically non-violent misdemeanors
- The victim and offender must agree to enter the program
- The victim and offender agree to restitution and restorative principles
- If the offender successfully completes the program no charges are filed
- If the offender fails to successfully complete the program charges are forwarded

Selection and Hiring Process
Due diligence will be taken during the selection process to ensure that both armed and unarmed members of the Department of Well-Being and Public Safety are highly competent, empathetic, community-oriented, and psychologically fit to serve. The process will include, but not be limited to:
- Interview with members of the community
- Interview with applicable members of the department
- Background investigation that includes prior work history, education and training qualifications, criminal history, and references
- Psychological examination
- Polygraph examination
- FBI/BCI fingerprints
WE WANT YOUR INPUT

This first draft of Re-Imagining the Police / Policing, introducing the Department of Well-Being and Public Safety is intended as a starting point for what we are intending to become a community conversation and co-creation process. We do not know what the final design and strategic framework will look like. We do know, without an open and transparent process that brings together citizens and subject-matter experts, Dayton will not get the “of, by and for” the people “policing” that it is demanding.

To get the co-creation process started, we want you to take our Policing Survey. We would also like your input, feedback and comments on what you have read in this Re-Imagining the Police / Policing document. What do you like? What do you disagree with? What is missing? What are other ways of approaching this? Please use citizeninput@re-imaginingamerica.org to provide your feedback.

Over the next month we will be curating the all citizen input we receive. At that point we will reach out to everyone we have heard from to share the feedback and how to get involved in the co-creation process.

Deadline for Phase 1 input is midnight, Tuesday September 15.
ABOUT RE-IMAGINING AMERICA: DAYTON, OHIO

The Conditions
Re-Imagining America: Dayton, Ohio (https://www.re-imaginingamerica.org/) was borne out of the September 2018 Frontline/ProPublica documentary “Left Behind America” that presented Dayton as a manifest example of the results of the economic, social and racial inequity that ails far too many American cities and the people who live there... they have been left behind and in many cases left out.

The Diagnostic Process
When we are unwell, we seek a diagnosis for our condition, and then an appropriate treatment protocol for this ailment. Just as an individual seeks treatment for a medical condition, development and community change must begin with a diagnosis in order to appropriately address the socio-economic conditions highlighted in “Left Behind America.” This process is composed of three primary activities:

1. Quantitative Research by The Gallup Organization: Our existing metrics are not properly functioning to diagnose what ails our community. We will employ the Gallup Well-Being Index, a highly-regarded tool for taking the temperature of how a community feels about itself, to develop a set of useful metrics that can be employed to chart community development success over time. The Well-Being Index, made up of five domains—Sense of Purpose, Physical Well-Being, Financial Well-Being, Social Well-Being and Sense of Community—affords a more expansive measurement of community development success compared to the traditional approach which limits itself to economic indicators;

2. Qualitative Research by The Collaboratory: Formal and informal interviews, focus groups, and participant-observation will be employed to gain insights and understanding of attitudes, awareness, hopes, dreams and pain points of the region’s citizens;

3. System Dynamics Modeling to gain a more precise and functional understanding of the interconnections and causations between primary factors—Regional Employment/Economy, Education, Housing, Transportation, Health & Wellness, Environment, Criminal Justice, Media—and forecast the impacts of new approaches on the current conditions.

The Treatment Process
Some ailments have a specific treatment protocol approved by medical experts. For others, that are newly-identified or complex, like the problems that impact our community, a treatment regimen requires experimentation and innovation. Engaged citizens will develop new frameworks for problem-solving and opportunity-generation, as well as create pilot projects that are intended to address the specific issues and challenges as identified by the community in the Diagnostic Process. Two key elements of the treatment process are:

1. Piloting of projects with regular evaluation against predetermined objectives. Pilot projects deemed successful will be scaled appropriately.

2. Regular follow-up testing, including repeating the Well-Being Index survey and aspects of the qualitative research, allowing for assessment of overall impact.

The Treatment Center
The Collaboratory, over its 28 year history in Chicago and Dayton, has served as a locus for the establishment of citizen-created initiatives and enterprises. These initiatives have resulted in new civic, social, cultural and economic opportunities. The impact has been across multiple sectors, and at the individual, neighborhood and community levels. This track record, along with the organization’s independent status, free from existing government and organizational structures make it the ideal host to fix what ails us.
Members
Castel Sweet
Chad Sloss
Darsheel Kaur
James Saleem
Jo’el Jones
Karen Korn
Peter Benkendorf

Advisors
Jared Grandy
Tom Thompson
1. Modify and/or implement a citizens review board, empowered with subpoena powers, to investigate complaints by members of the public concerning misconduct by police officers. This review board should be a diverse, independent agency, elected by the citizens of the community through an electoral process such as precinct captains and will conduct parallel investigations to be considered alongside the internal investigations of the police department.

2. Create a more transparent process around the accountability of officers who violate citizens’ constitutional rights. Canons of police ethics and departmental policies and procedures by making their names and disciplinary records available to the public.

3. Create a policy whereby police officers who discharge their weapon and/or use excessive force on an unarmed person be suspended without pay, pending further investigation. Make their names, policing history and additional information outlined in the Freedom of Information Act available to the public, upon the disposition of the investigation in a reasonable amount of time.

4. Ensure transparency, accountability and safety of our communities by requiring front-facing cameras to be actively recording for all on-duty police officers. Also ensure at least two cruiser cameras are utilized in every police car: one facing toward the street and another facing toward the person in custody.

5. Include in the core training of law enforcement officers an emphasis on mental health assessments, de-escalating conflicts and improving community relations.

6. Ban the use of knee holds and choke holds -- Eric Gardner -- as an acceptable practice for police officers. Two individuals who said they couldn't breath both lost their lives at the hands of a police officer.

7. Actively vet all applicants and recruit officers that are reflective in a proportionate representation of the community they serve. Psychological evaluations should be used in the hiring of police officers.

8. Provide video footage of all shootings and arrests resulting in a loss of life as well as alleged police brutality in a reasonable amount of time.
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<th>Demand</th>
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<tr>
<td>1. Immediately ban no-knock warrants and use of chokeholds</td>
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<td>2. Eliminate pretext traffic stops and sniff and smell stops</td>
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<td>3. Dismantle the shot-spotter program</td>
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<td>4. Re-implement residency rule for newly hired police officers</td>
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<td>5. Reestablish the five districts police model</td>
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<td>6. Demilitarize the police</td>
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<td>7. Establish limitations on qualified immunity and police bill of rights</td>
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<td>8. Reorganize the police department</td>
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<td>9. Establish reparations program</td>
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<td>10. Institute online customer satisfaction survey for public comments</td>
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DAYTON MOST METRO INTERVIEW WITH JARED GRANDY, FORMER COMMUNITY POLICE RELATIONS COORDINATOR FOR THE CITY OF DAYTON

I WORKED AS THE COMMUNITY-POLICE RELATIONS COORDINATOR FOR A QUINTESSENTIAL AMERICAN CITY
https://medium.com/@jaredgrandypapers/i-worked-as-the-community-police-relations-coordinator-for-a-quintessential-american-city-6fd41e3a18c

FORMER DAYTON POLICE DEPARTMENT CHIEF OF STAFF SHARES THOUGHTS ON POLICING

ST. PETERSBURG POLICE CHIEF AND MAYOR ANNOUNCE PLANS TO RE-IMAGINE DEPARTMENT

AMID CALLS TO DEFUND POLICE, ALBUQUERQUE CREATES AN ALTERNATIVE DEPARTMENT

NPR’S “THROUGHLINE” EXPLORES POLICING IN AMERICA
https://www.npr.org/2020/06/05/870227945/nprs-history-podcast-throughline-explores-policing-in-america

SEATTLE CITY COUNCIL MEMBER SEeks TO CREATE FIRST-RESPONDER ALTERNATIVE TO POLICE

HOW BERKELEY COULD REMOVE THE POLICE FROM TRAFFIC STOPS

HOW POLICE DEPARTMENTS GOT BILLIONS OF DOLLARS OF TACTICAL MILITARY EQUIPMENT
https://www.marketplace.org/2020/06/12/police-departments-1033-military-equipment-weapons/

THE MYTH OF LIBERAL POLICING
https://thenewinquiry.com/the-myth-of-liberal-policing/

THE INVENTION OF THE POLICE
https://www.newyorker.com/magazine/2020/07/20/the-invention-of-the-police