

# PROJECT PEACE

Trust. Relationships. Understanding.

## **Preliminary 2016 REPORT: Community Feedback on Policing & Tacoma Police Department's (TPD) Proposed Action Items**

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## Executive Summary

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### **Background**

On May 7, 2015, several leaders in the African American Community met with City leadership and the Tacoma News Tribune to discuss concerns that the unrest that occurred in Baltimore and Ferguson could happen in Tacoma. City leadership committed to proactively addressing historical and present day sources of community distrust and concerns about inequity and racism in the Criminal Justice System. Project PEACE, *Partnering for Equity and Community Engagement*, arose out of those discussions. City leadership convened a planning committee of diverse members to guide the work.

The mission of Project PEACE is to build a foundation of trust between historically marginalized communities and law enforcement. Project PEACE was both a dialogue to understand the issues and a research project to inform Tacoma Police Department's (TPD) Strategic Planning Process. Some of the Project's aims include:

- *Fostering relationships between the Police Department and local community;*
- *Providing transparency about policing processes and practices, and about ways of engaging the public; and*
- *Allowing the public to provide feedback to be considered during the Tacoma Police Department Strategic Planning Process.*

There were six Community Conversations each attended by 46-217 people with a total of 817 (573 unduplicated) people across events. These numbers include Police Officers, volunteers who served as small-group facilitators and note-takers, and community members. Each session included a workshop session to promote a common understanding of institutional racism, and conversations in small break-out groups in which attendees shared their experiences with law enforcement and their recommendation for TPD and the community.

### **Community Feedback**

Ethnographers' notes and participants' responses to an on-line survey were reviewed to identify major themes related to improving community/police relations. Common themes emerged from the data and were categorized using the six-pillar framework from the President's Task Force on 21<sup>st</sup> Century Policing. Comments related to these six themes were further divided according to subthemes that emerged in the comments. See below for a brief synopsis of themes and subthemes:

- 1. Community Policing and Crime Reduction | 202 comments total**
  - a. *Want police and community members seen as agents of peace and public safety | 63 Comments*
  - b. *Allow time for patrol officers to participate in problem solving and community engagement | 53 Comments*
  - c. *Develop robust, meaningful and positive youth/police programming | 29 Comments*
  - d. *Eliminate the "us versus them" attitude | 25 Comments*
  - e. *Enhance and expand the Community Liaison Officer (CLO) Program | 14 Comments*

- f. *Have TPD participate in more multi-disciplinary interventions that emphasize decriminalization of vulnerable populations | 9 Comments*
  - g. *More restorative justice interventions for youth and young adults that divert from juvenile detention or adult justice system | 9 Comments*
- 2. Build Trust and Legitimacy | 195 comments total**
- a. *Authentic community engagement | 53 Comments*
  - b. *Respectful communication from officers | 37 Comments*
  - c. *More community PEACE Conversations | 27 Comments*
  - d. *Meaningful youth engagement | 26 Comments*
  - e. *Racial reconciliation efforts | 20 Comments*
  - f. *Procedural justice | 19 Comments*
  - g. *Hiring a diverse workforce | 15 Comments*
- 3. Policy and Oversight | 83 comments total**
- a. *Local Campaign Zero implementation | 23 Comments*
  - b. *Accountable, transparent and democratic governance with public | 16 Comments*
  - c. *Body cameras | 15 Comments*
  - d. *Adult/Juvenile Justice System reform | 13 Comments*
  - e. *Disrupt school to prison pipeline | 8 Comments*
  - f. *Refrain from activities not related to Public Safety in order to generate revenue | 5 Comments*
  - g. *When a person is murdered, cover body as soon as possible | 1 Comment*
  - h. *Officers must hold each other accountable by reporting misconduct vs. "the code of silence" | 1 Comment*
  - i. *Place best officers in high crime neighborhoods | 1 Comment*
- 4. Training and Education | 62 comments total**
- a. *Ongoing Undoing Institutional Racism/Implicit Bias/Cultural Competency Trainings | 33 Comments*
  - b. *Mental Health/Trauma/Crisis Training | 9 Comments*
  - c. *De-escalation Training | 10 Comments*
  - d. *Inter Police /Fire Department best practice sharing on improving community relations | 2 Comments*
  - e. *Customer Service Training | 2 Comments*
  - f. *Make sure all officers are trained on the basics of Community Policing | 1 Comment*
  - g. *Hiring officers with more education | 1 Comment*
- 5. Officer Wellness and Safety | 17 comments total**
- a. *Create opportunities for officers to share deeply their concerns to the community | 6 Comments*
  - b. *Mentorship program for new officers to mitigate "rookie errors" | 4 Comments*
  - c. *Hire more officers to reduce officer stress and improve response times | 2 Comments*
  - d. *Allow more time for community engagement | 2 Comments*
  - e. *The community must do their part by encouraging residents to obey the law | 1 Comments*

## **6. Technology and Social Media | 15 comments**

- a. *Greater use of social media/website/TNT to engage/inform Community and to help solve crimes*  
|12 Comments
- b. *Greater publicity regarding Project PEACE and other public meetings* |3 Comments

Participants also highlighted work that TPD is doing well. Community engagement, responsiveness, and excellent leadership were some of the areas mentioned.

Following each event, participants were asked to take an on-line survey. There were 197 individuals who completed the survey. The sample tended to be older and female when compared to the general population of Tacoma. About half of the sample identified as People of Color. Below are some of the highlights:

- *When asked to rate their opinion of the Tacoma Police Department before and after the event, initial responses were mostly neutral and positive, and 63% of respondents showed no change, 34% became more positive, and 3% became more negative.*
- *When asked to rate their understanding of the challenges that exist between the police and residents, initial responses were mostly neutral and high, and 56% of respondents showed no change, 38.6% became more positive, and 5.4% became more negative.*
- *When asked if they thought the Project PEACE community conversations will improve relations between the Tacoma Police and residents, responses were mostly agree.*

## **TPD's Proposed Action Items in Response to Community Feedback**

Section Two of the report includes TPD's proposed action items in response to community feedback. TPD was involved in the planning and implementation of Project PEACE, and many officers participated in the community dialogues in order to understand participants' concerns and enhance trust. Chief Don Ramsdell and his team reviewed a preliminary report summarizing community feedback described in Section 1 of this report. They developed a list of proposed action items in response to the feedback. Some action items include (please see report for all proposed action items):

1. *Collaborate with the Citizen Police Advisory Committee and other stakeholders to develop a Community Trauma Response Team.*
2. *Expand Undoing Institutional Racism/Implicit Bias/De-escalation Training.*
3. *Partner with the City's Media and Communications Department to conduct an annual survey to track and analyze the level of trust that citizens have in our police department.*
4. *Continue to aggressively recruit, hire, and retain a diverse workforce that reflects the community we serve.*
5. *Collaborate with high risk and immigrant communities to identify and understand issues and concerns in an effort to determine ways of strengthening transparency, credibility, trust and relationships.*
6. *Make all department policies available for public review and regularly post reported crimes and other law enforcement data (complaint statistics, use of force, response time, White House initiative for Open Data in Public Safety) on the Department's website.*

7. *Continue to research the use of body cameras and track the legislation; encourage the City to lobby for the passage of the Bill.*
8. *Encourage officers to actively participate in non-enforcement contacts within their assigned sectors by engaging with community members in neighborhoods, business districts, schools, and community centers.*
9. *Work with the Office of Equity and Human Rights and community stakeholders to conduct similar Project PEACE forums with youth in our community.*
10. *Provide crisis intervention training to all officers to more effectively deal with individuals with mental health issues.*

### **Next Steps**

At the February 8 Project PEACE Culminating event, participants will have the opportunity to reflect on the data, identify any missing items, and assist TPD in the prioritization of proposed action items. In response to the community feedback, the Project PEACE effort will be sustained and will have a focus on connecting and building relationships with groups underrepresented during the PEACE talks and communities most impacted by poverty and crime. The City will provide updates through the website and by e-mail for those on the Project PEACE contact list. If you would like to be added to the contact list, please contact the Office of Equity and Human Rights at 253.591.5000 or e-mail [equity@cityoftacoma.org](mailto:equity@cityoftacoma.org).

# Section 1: PEACE Conversations Community Feedback for TPD

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## Introduction: Background, Goals, and Structure of Project PEACE

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Trust and communication between law enforcement and members of the community are critical to public safety and socially just crime prevention/reduction strategies. Recent national events have exposed polarizing and difficult relationships between law enforcement and the communities they are charged with protecting and serving, as evidenced in Ferguson and Baltimore. In an effort to proactively address underlying issues of community distrust, anger, and grief and concerns about equity and racism in criminal justice, the City of Tacoma is taking a community-centered approach by creating space for dialogue, healing, and action that promotes reconciliation and trust between law enforcement and historically disenfranchised community members.



An initial catalyst for Project PEACE (Partnering for Equity and Community Engagement) came from a group of leaders in the African American Community who requested that the Tacoma News Tribune host a meeting to discuss recent national events that brought attention to difficult relationships between law enforcement and communities of Color. Many feared that a Baltimore or Ferguson could happen in Tacoma. The meeting took place on May 7, 2015. Mayor Marilyn Strickland, Councilmember Victoria Woodards, City Manager T.C. Broadnax, Police Chief Don Ramsdell, and the Director of the City's Office of Equity and Human Rights, Diane Powers, were present and made a commitment to proactively address historical and present day sources and manifestations of community distrust, anger and grief. A Planning Committee was formed in June 2015 to launch Project PEACE including representatives of the Tacoma City Council, the City Manager's Office, Tacoma Police Department, and the Office of Equity and Human Rights and its various community partners.

The mission of Project PEACE is to build a foundation of trust between historically marginalized communities and law enforcement. The aims of the project are to:

1. Foster relationships between the Police Department and local community;
2. Provide transparency about policing processes and practices, and about ways of engaging the public;
3. Promote effective crime reduction while strengthening public trust;
4. Set the pace for future policing-related initiatives; and
5. Allow the public to provide feedback to be considered during the Tacoma Police Department Strategic Planning Process.

Project PEACE also takes a long-range strategy focusing on continued education, increasing community engagement, and raising cultural awareness of institutionalized racism. The planners identified the following goals for long-term outcomes:

1. A foundation of trust allows law enforcement to form close relationships with all facets of the community that reduces crime, disproportionality in the criminal justice system, and an “us versus them” attitude.
2. Members of the community including law enforcement are active allies in the effort to enhance the safety and wellbeing of neighborhoods.
3. Law enforcement officers are seen as members of the community who help further community safety.
4. Law enforcement reflects the community it serves.
5. Law enforcement morale is high and relationships with the communities they serve are positive.

There were six Community Conversations, each attended by 46-217 people, with a total of 817 people across events. These numbers include Police Officers, volunteers who served as small-group facilitators and note-takers, and community members invited through media announcements, targeted invitations to groups and individuals, and other outreach efforts. The total also includes 45 community members who provided feedback electronically to the same prompts used at the live conversations, because they could not attend any of the events. Across all events, the records show 573 unduplicated attendees. This number includes 37 Police Officers, many who attended multiple sessions. The numbers are based on records of people who signed the attendance roster, and the actual number of attendees may be higher.



**Table 1: Attendance at Project Peace Community Conversations**

Event/Location	Date	TPD Officers	Total
Leadership Forum-Downtown	8/21/15	5	57
Peace Community Center	9/3/15	13	131
Asia Pacific Cultural Center	9/14/15	17	165
Lincoln High School	10/5/15	15	156
University Puget Sound	10/21/15	17	217
Norpoint	10/29/15	5	46
Remote Participation	--	0	45
<b>Total</b>		<b>72</b>	<b>817</b>
<b>(Total Unduplicated Individuals)</b>		<b>(37)</b>	<b>(573)</b>

The basic structure of each event was similar, although some program elements differed by venue and adjustments were made over time. The first event was a practice session with community leaders. Each session included welcomes by the Police Chief and City officials, a workshop session to promote a common understanding of institutional racism facilitated by Norma Timbang from the University of Washington and Dustin Washington, Ariel Hart, and Martin Friedman from the People's Institute Northwest, and conversations in small break-out groups in which attendees shared their experiences with law enforcement and their recommendations for TPD and the community. Most events also included arts and cultural performances by local youth, including Haka dancing and drumming, live mariachi music, and hip-hop dance.

## Research Methods

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The ongoing research process uses multiple methods to record, analyze, and share information about Project PEACE and the views of its participants. This report includes findings from two sources: ethnography notes from each of the six events and responses to an on-line survey.

**NOTES FROM BREAK-OUT CONVERSATIONS:** At each event, ethnographers took notes of comments shared in small break-out groups. Participants' comments in the small groups were in response to the following prompts from small-group facilitators:

- **What has your experience been like with law enforcement/TPD?**
- **What policy and/or practice recommendation would you like TPD to consider?**

Note-takers were instructed to capture, as much as possible, the exact words of speakers, however, this was not always possible. Additionally, a limitation of the method is that ethnographers did not always note race, gender or approximate age of speakers; for this reason, the context of comments is limited and it is not possible to examine group differences in responses.

**ON-LINE SURVEY RESPONSES:** After each event, participants who provided e-mail addresses were sent a link to an anonymous electronic survey. The survey included demographic questions, closed-ended questions described later in this report, and the following open-ended questions:

- **Is there any information you would like to share with City staff that you were unable to share during the event; and, is there anything we could have done better to make this event more welcoming and inclusive to you?**
- **In your opinion, what things do the TPD do right in our community?**
- **In your opinion, what things could the TPD improve upon in our community?**
- **Do you have any suggestion for how the City of Tacoma and the TPD can improve outreach to all areas of our community?**

There were 197 individuals who responded to the on-line survey, and this number is about one third of the total unduplicated persons who attended. Responses to the on-line survey therefore may not represent the full range of experiences and perspectives of participants or their communities. Most survey respondents were over 45 (62%) and female (64%). About half the respondents identified as White-non-Hispanic (49%), and many as Black/African American (23%) or multi-racial/ethnic (14%). Fewer identified as Asian/Pacific Islander (6%), Latino/Hispanic (4%), or Native American/American Indian (2%). Characteristics of survey respondents are described in more detail later in the report.

## Coding

Ethnographers' notes and responses to the on-line survey were reviewed by City staff to identify major themes related to improving police and community relations. The notes and responses were divided into separate idea units, which we refer to as comments. Of the total 1,124 comments, 553 came from the notes and 571 came from survey responses.

## Improving Police and Community Relations: Major Themes | 574

### Comments

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There were common themes in participants' feedback on how to improve police and community relations. These were later categorized using the six-pillar framework from the President's Task Force on 21<sup>st</sup> Century Policing.<sup>1</sup> This framework provides a broad and relevant approach to organizing the themes that emerged. The six pillars/themes are:

1. Community Policing and Crime Reduction (202 comments)
2. Build Trust and Legitimacy (197 comments)
3. Policy and Oversight (83 comments)
4. Training and Education (62 comments)
5. Officer Wellness and Safety (15 comments)
6. Technology and Social Media (15 comments)

Comments related to these six themes were further divided according to subthemes that emerged in the comments. Many comments fit within multiple themes or subthemes, but were only tallied once and placed in the section where they most aligned. Similarly, many of the subthemes could reasonably fit within multiple pillars, but to reduce repetition, we located them in the section where they seemed to fit best. The descriptions below include tallies of the number of comments that fit within each pillar/theme and each subtheme. Examples of quotes from actual participants were included to better illustrate community concerns and recommendations.

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<sup>1</sup> The President's Task Force on 21<sup>st</sup> Century Policing Report provides best practices to help law enforcement agencies strengthen trust and collaboration with communities, especially historically underserved in order to implement equitable and community-focused policing strategies.

## Theme 1: Strengthen Community Policing and Crime Reduction | 202 Comments

A large number of comments from Project PEACE participants related to the theme “Strengthen Community Policing & Crime Reduction.” Subthemes reflected the following seven specific recommendations:

- 1A.** Want both Police and community members to be seen as agents of peace and public safety | 63 Comments
- 1B.** Allow time for patrol officers to participate in problem solving and community engagement | 53 Comments
- 1C.** Develop robust, meaningful and positive youth/police programming | 29 Comments
- 1D.** Eliminate the “us versus them” attitude | 25 Comments
- 1E.** Enhance and expand the Community Liaison Officer (CLO) Program | 14 Comments
- 1F.** Have TPD participate in more multi-disciplinary interventions that emphasize decriminalize vulnerable populations | 9 Comments
- 1G.** More restorative justice interventions for youth and young adults that divert from juvenile detention or adult justice system | 9 Comments





## 1A. POLICE AND COMMUNITY MEMBERS AS AGENTS OF CHANGE | 63 Comments

Participants want to see greater collaboration between TPD and residents, such as working with communities most affected by crime and poverty to identify problems, develop strategies and implement solutions together. Our residents believe that using a collaborative approach to solve problems will minimize the damage to public trust that often occurs when crime reduction strategies are implemented without public input.

Additionally, undocumented residents need to feel safe participating in crime prevention and reduction strategies – especially given the presence of the United States Immigration and Customs Enforcement detention center in our community. Many Latino residents and other participants highlighted the importance of decoupling federal immigration enforcement from routine local policing for civil enforcement and non-serious crimes. Many cited sanctuary cities, such as San Francisco, as a model. This needs to be a written public policy so that undocumented residents can feel safe to participate in crime prevention and reduction strategies.

*“Go to the community centers and find out what programs are available there that may offer an opportunity for the police officers to interact with the youth. Maybe there could be an event once a month at the community centers where people could go to the centers to meet and interact with their police officers or a designated time where the people who live in the community could go to the local police station and talk with police officers about what they do and express any concerns that they have about the community.”*

## 1B. ALLOW TIME FOR PATROL OFFICERS TO PARTICIPATE IN PROBLEM SOLVING AND COMMUNITY ENGAGEMENT | 53 Comments

*“Add more Community Liaison Officers in the substations in order to respond more quickly to citizens' concerns about their communities.*

*TPD does a great job of having officers attend National Night Out events as well as community street fairs. It's always good to see them and say hi.”*



*“Community policing should be taken seriously. In other words, officers regularly assigned to a particular neighborhood ought to get out of their patrol cars and interact with community members across the age and life span. More interaction that is informal will go a long way toward easing tensions and erasing negative stereotypes.”*

*“It is apparent to me that TPD is severely understaffed in the area of patrol officers. Any progress in community relations will require time from officers away from patrol. This will not be possible with the current staffing level.”*

### **1C. DEVELOP ROBUST AND MEANINGFUL POSITIVE YOUTH/POLICE PROGRAMMING | 29 Comments**

Participants strongly recommended the need for youth and young adult voices to be affirmed and that youth and young adults participate in community decision making. Participants recommended funding more youth leadership training and mentorship programs in collaboration with TPD.

*"Provide more opportunities to interact with youth, like the police athletic league of NYC."*

*"Provide outreach and mentoring programs for at-risk youth."*

### **1D. ELIMINATE "US" VS. "THEM" ATTITUDE | 25 Comments**

Several participants see TPD as an occupying force that is not part of the community. Some participants asked for more interactions with Law Enforcement without their guns and gear so residents and officers can recognize their shared commonality. Additionally, participants expressed a low tolerance for condescending rude speech, which can easily escalate a minor situation. Participants emphasized the importance for officers to treat individuals with respect at all times.

### **1E. ENHANCE AND EXPAND COMMUNITY LIAISON OFFICER PROGRAM (CLO) PROGRAM | 14 Comments**

Generally, participants found the CLO program to be very helpful and some would like to see it expanded. Participants also expressed the desire for neighborhoods to be able to have a degree of choice in their CLO.

*"I would like to have a hand in the selection of our community liaison officer. I do not think our officer is positive in his approach to ALL the citizens in my neighborhood."*

### **1F. HAVE TPD PARTICIPATE MORE IN MULTI-DISCIPLINARY INTERVENTIONS THAT DECRIMINALIZE VULNERABLE POPULATIONS | 9 Comments**

*"There also needs to be a shift of mindset in order for things to be successful. When youths are in the system, what are the options to help them? We need an infrastructure to assist students with mental health problems too. We need to be more proactive and ensure prevention, rather than reaction."*



## **1G. MORE RESTORATIVE JUSTICE INTERVENTIONS FOR YOUTH AND YOUNG ADULTS THAT DIVERT FROM JUVENILE DETENTION OR ADULT JUSTICE SYSTEM | 9 Comments**

*“In our small group, suggestions included police officers visiting young people already in the detention center and visiting elementary schools in and out of uniform, including eating with students during lunch time. Have more lowbrow events. When you attend an event where most representatives from the city are in suits or uniforms, if you don't know them, it can make them less approachable unless you are similarly dressed. BBQ's at the parks? 3-legged races where registrants/attendees are paired with a city official or TPD Officer? Bowling night? I am not sure. It is good to be serious and address serious issues. But sometimes, it is good to just have fun together and break down barriers that way too.”*

## **Theme 2: Build Trust and Legitimacy |195 Comments**

Building Trust and Legitimacy was the second most important area of concern for participants. Participants' comments indicated that in order to build trust and legitimacy there needed to be the following:

**2A. Authentic community engagement | 53 Comments**

**2B. Respectful communication from officers | 37 Comments**

**2C. More community PEACE Conversations | 27 Comments**

**2D. Meaningful youth engagement | 26 Comments**

**2E. Racial reconciliation efforts | 20 Comments**

**2F. Procedural justice | 19 Comments**

**2G. Hiring a diverse workforce | 15 Comments**

### **2A. AUTHENTIC COMMUNITY ENGAGEMENT |51 Comments**

Participants highly recommended that TPD proactively engage high-risk and immigrant communities by initiating more positive non-enforcement activities that promote public trust and helps TPD to better understand the cultures they serve.

In addition, participants want TPD to encourage and incentivize officers to live in the Communities they Police; that includes seeing officers out of their cars and “walking the beat” in order to develop relationships with residents and business owners on a more personal level.

*“Offer incentives to officers who live within the neighborhoods they serve.”*

*“Have the police live in the neighborhoods they patrol so when an event happens it will be more personal to them and maybe they will care about solving and ending the issues.”*

*“Engage, be present, and realize that you are charged to protect and serve all communities including the African American community.”*

*“Talk to Mike Ake about the work he used to do on the East Side to include the Latino community. It was very positive. We need more people on the force that are Latino and speak other languages well, and understand the immigrant experience, because they are immigrants themselves. The outreach needs to be sustained, not called off in times of budget crisis or you lose trust.”*



*“Be more visible, and not just during times of crisis. It would really help for TPD to make more efforts building relationships with everyday people they see out in the community. I understand that officers deal with allot of people being negative towards them, but if officers said, “hello, or how are you doing?” to people in the community, it could make a difference. The fact that they aren’t just there to arrest you or show up when something bad happens, but that they are human too and they smile and can say hi without any incidents.”*

## 2B. RESPECTFUL COMMUNICATION FROM OFFICERS | 37 Comments

Participants highly recommend that TPD Officers prioritize the importance of better communication skills when it comes to interactions with the community. Participants underscored the importance of TPD to be courteous and respectful at all times, even when interacting with difficult or rude residents.

*“Officers need to learn how to speak to people of different cultures and backgrounds and how to speak to families of mentally ill people. Too often, we are treated like trash to be cleared up, and often officers, who arrive, supposedly to help, tell us they have more important things to do and are irritated that they have to be there with us. It does not help families of very disturbed people when officers are shaming and blaming parents for the behavior of loved ones. Improve sensitivity training. Help officers to see that we live here with them; help them to see that they are community members too.”*

## 2C. MORE PEACE CONVERSATIONS | 27 Comments

Many participants were pleased with the PEACE conversations and wanted more. One participant commented, “This is the best outreach I have seen from government.” Participants recommended that future conversations target communities such as young adults of color, LGBTQ, the Latino community, those with felonies, and individuals in recovery, to name a few. In addition, many participants wanted TPD Officers to show up at these events without guns and in more casual uniform in order for the officers to seem less intimidating and more approachable, especially for those residents where such triggers anxiety and trauma.

*“Have more of these types of community meetings where police interact with citizens. I know that it is expensive and invests a lot of staff time. But, the investment prior to any lives lost or extensive property damage when things get out of hand makes these meetings worth it. Continue to try to hold the meetings in various parts of town and continue to get the word out about them. I think that the City Manager and the City Council are doing a great job in trying to keep the communication lines open with citizens.”*

## 2D. MEANINGFUL YOUTH ENGAGEMENT | 26 Comments

Participants found youth engagement to be very important and wanted to see robust programming such as mentorship, athletic, and other positive non-enforcement police/youth interactions. TPD should publicize the outcomes and images of trust-building programming, initiatives and partnerships with youth.

*“Increase partnerships with schools and community-based programs related to youth and youth of color to build relationships and engage in skill-sharing and mentoring.”*



## 2E. RACIAL RECONCILIATION EFFORTS | 20 Comments

Many participants recommended that TPD have more community conversations where they acknowledge the history of racist policing individually, institutionally and structurally, and how that links with present day injustices and feelings of anger, grief and mistrust. Participants also recommended more opportunities for the community and TPD to learn together on how to undo institutional racism and eliminate implicit bias. Moreover, many participants commented that although there are many cops of integrity in TPD, a few racist cops can wreak a great deal of havoc on trust building in communities of color. Participants recommended that racist cops be identified, retrained and evaluated rigorously for improvement. If the problem persists, such officers must be terminated.



*“Stop dehumanizing Black bodies. Stop criminalizing Black children.”*

## 2F. PROCEDURAL JUSTICE | 19 Comments

First, participants expressed concerns that when they are stopped or have an interaction with TPD they want to have an opportunity to explain their situation and tell their side of the story, before an officer jumps to conclusion on what to do. Second, participants want officers to make decisions based on clear set guidelines and facts versus personal opinion and bias. Third, participants emphasized the importance of officers treating ALL citizens with respect, dignity and politeness and to not violate their constitutional rights. This issue of interpersonal treatment has emerged in several other areas as well. Participants commented that people react very negatively to condescending and dismissive interpersonal treatment. One participant stated, “I want to see officers return to being called Peace Officers.” Fourth, participants want officers that have the ability to show empathy and justify their decisions and actions to residents in a way that demonstrates an awareness and sensitivity to residents’ concerns.

*“Like to see less feeling of attitude will get you arrested.”*

## 2G. HIRE A DIVERSE WORKFORCE | 15 Comments

Participants highlighted the need for a diverse TPD workforce. The diversity should be broad range including race, gender, language, sexual orientation and cultural background to reflect the rich diversity within the City of Tacoma.

*“They should continue in their on-going efforts to recruit minorities so that the department more closely resembles the community it operates within.”*

## Theme 3: Improve Policy and Oversight | 83 Comments

PEACE Participants shared several recommendations to improve policy and oversight as it relates to fair, just, and equitable policing in an anti-racist multicultural democratic society. Key considerations include:

**3A.** Local Campaign Zero implementation | 23 Comments

**3B.** Accountable, transparent & democratic governance with public | 16 Comments

**3C.** Body cameras | 15 Comments

**3D.** Adult/Juvenile Justice System reform | 13 Comments

**3E.** Disrupt school to prison pipeline | 8 Comments

**3F.** Refrain from activities not related to Public Safety in order to generate revenue | 5 Comments

**3G.** When a person is murdered, cover body as soon as possible | 1 Comment

**3H.** Officers must hold each other accountable by reporting misconduct vs. “the code of silence” | 1 Comment

**3I.** Place best officers in high crime neighborhoods | 1 Comment

### **3A. LOCAL CAMPAIGN ZERO IMPLEMENTATION | 23 Comments**

Campaign Zero is a national grassroots initiative that integrates recommendations from communities, research organizations, and the President’s Task Force on 21<sup>st</sup> Century policing in order to “protect and preserve life” from police violence in America. Information about this initiative appears in Appendix A and at <http://www.joincampaignzero.org/#vision>.

### **3B. ACCOUNTABLE, TRANSPARENT & DEMOCRATIC GOVERNANCE WITH PUBLIC | 16 Comments**

Participants want a strong Citizens Review Board where policies and practices are transparent and board members have the power to make policy recommendations, subpoena, investigate and discipline officer misconduct. In addition, participants ask that the complaint system be simplified and accessible. The complaint system should be responsive by providing feedback to residents on action taken in a timely manner.

### **3C. BODY CAMERAS | 15 Comments**

Many participants mentioned that they would like to see officers using body cameras.

### **3D. ADULT/JUVENILE JUSTICE SYSTEM REFORM | 13 Comments**

Some PEACE participants emphasized the importance of both Adult and Juvenile Justice System Reform. The comments centered on:

- Reducing Disproportionate Minority Contact (DMC) by law enforcement;
- Developing Restorative Justice and Community-based alternatives such as Diversion Programs for youth and adults;
- Implementing evidenced-based programs that have demonstrated effectiveness in improving behavior;
- Meeting the mental health needs of residents of all ages without criminal justice involvement;
- Ensuring low-income people have access to high quality legal counsel;
- Having a coordinated, integrated and responsive multi-system interventions that improve outcomes for youth in the juvenile justice and child welfare systems; and
- Improving Re-entry programs to reduce recidivism and improve outcomes for previously incarcerated individuals of all ages.

### **3E. DISRUPT SCHOOL TO PRISON PIPELINE | 8 Comments**

Participants ask that School Resource Officers (SRO) not be used to implement no tolerance policies. Instead, TPD should encourage that underlying issues be addressed with mental health/behavior specialists and family interventions. Participants also encouraged the elimination of incidents on school grounds or at home warranting criminal justice involvement. As mentioned above, alternate interventions should be utilized to address psycho-socio-emotional concerns of youth and young adults.



### **3F. REFRAIN FROM ACTIVITIES NOT RELATED TO PUBLIC SAFETY IN ORDER TO GENERATE REVENUE | 5 Comments**

TPD should have clear policies in place that refrain from the practice of requiring a certain number of tickets, citation, arrests, or summonses not related to public safety in order to generate revenue.

*“Stop making money off of traffic violations that do not affect public safety. Trivial offenses are not worth the aggravation they cause. Why not deploy the police on activities that actually protect us?”*

### **3G. WHEN A PERSON IS MURDERED, COVER BODY AS SOON AS POSSIBLE | 1 Comment**

### **3H. OFFICERS MUST HOLD EACH OTHER ACCOUNTABLE BY REPORTING MISCONDUCT VS. “THE CODE OF SILENCE” | 1 Comment**

### **3I. PLACE BEST OFFICERS IN HIGH CRIME NEIGHBORHOODS | 1 Comment**

## **Theme 4: Enhance Training and Education | 62**

Many participants recommended training and education for TPD that they felt would improve relationships between community members and law enforcement, especially historically disenfranchised communities with a legacy of strained relationships with police. Those training recommendations include:

**4A. Ongoing Undoing Institutional Racism/Implicit Bias/Cultural Competency Trainings | 33 Comments**

**4B. De-escalation Training | 10 Comments**

**4C. Mental Health/Trauma/Crisis Training | 9 Comments**

**4D. Educate public on police work | 4 Comments**

**4E. Inter Police /Fire Department best practice sharing on improving community relations | 2 Comments**

**4F. Customer Service Training | 2 Comments**

**4G. Make sure all officers are trained on the basics of Community Policing | 1 Comment**

**4H. Hiring officers with more education | 1 Comment**

#### 4A. ONGOING UNDOING INSTITUTIONAL RACISM/IMPLICIT BIAS/CULTURAL COMPETENCY TRAININGS | 33 Comments

*"Acknowledgement that institutional racism exists, and that the Police Department would benefit from training in implicit bias."*

*"Additional training - sensitivity, anti-racism, bias training - etc. The initial hour of the event was super helpful and I encourage all police officers to read Michelle Alexander's The New Jim Crow as it has been super helpful for me in understanding systemic racism within our criminal justice system. I found the context of history around where our police departments originated helpful and we have a lot of racism to UNDO and unpack if we are going to prevent further problems."*

#### 4B. DE-ESCALATION TRAINING | 10 Comments

*"Change the 'command and control' attitude to include 'assessment, intervention, and solution.' The comment in my group that sent a chill down my spine was having a senior officer say that touching an officer gave them permission to use deadly force."*

*"I think we should require annual mandatory de-escalation training co-located with high-school seniors. It would be good for both groups."*

#### 4C. MENTAL HEALTH/TRAUMA/CRISIS TRAINING | 9 Comments

Participants not only wanted officers to have robust training and partnerships with community-based organizations providing mental health and crisis services of all types, but also strongly encouraged the development of a Grieving Trauma Response Team that can assist community members after a murder or some other impactful community event. Several community members attested to this need at a City Council Meeting that occurred the first week of November 2015 in response to three homicides of young men of color that occurred within a week in the Hilltop area.

*"From what I learned last night, it would be helpful to have more officers trained to provide mental health support on challenging calls with residents with mental health problems."*

#### 4D. EDUCATE PUBLIC ON POLICE WORK | 4 Comments

#### 4E. INTER POLICE/FIRE DEPARTMENT BEST PRACTICE SHARING ON IMPROVING COMMUNITY RELATIONS | 2 Comments



**4F. CUSTOMER SERVICE TRAINING | 2 Comments**

**4G. MAKE SURE ALL OFFICERS ARE TRAINED ON THE BASICS OF COMMUNITY POLICING | 1 Comment**

**4H. HIRING OFFICERS WITH MORE EDUCATION | 1 Comment**



## **Theme 5: Improve Officer Wellness and Safety | 15 Comments**

A key aspect to community policing is that we have officers with high wellbeing. By emphasizing safety, health, and wellness amongst our officers, we can increase officer performance and ability to connect positively with community members even in very difficult and stressful situations. Recommendations that PEACE participants hope will improve officer wellness and safety include:

**5A. Create opportunities for officers to share deeply their concerns to the community | 6 Comments**

**5B. Mentorship program for new officers to mitigate “rookie errors” | 4 Comments**

**5C. Hire more officers to reduce officer stress and improve response times | 2 Comments**

**5D. Allow more time for community engagement | 2 Comments**

**5E. The community must do their part by encouraging residents to obey the law | 1 Comment**

**5A. CREATE OPPORTUNITIES FOR OFFICERS TO SHARE DEEPLY THEIR CONCERNS TO THE COMMUNITY**  
**| 6 COMMENTS**

*“Yes! Give police a REAL opportunity to tell citizens what the reality of their job is, and ask what THEIR suggestions are. I saw little dialog at the general meeting at UPS, just one side talking. Nobody asked the police what they fear in interactions with members of the community, or what they think citizens could do to make these interactions better.”*



**5B. MENTORSHIP PROGRAM FOR NEW OFFICERS TO MITIGATE “ROOKIE ERRORS” | 4 Comments**

*“Begin a mentoring program for new officers with veterans who have a proven record of good community relations.”*

**5C. HIRE MORE OFFICERS TO REDUCE OFFICER STRESS AND IMPROVE RESPONSE TIMES | 2 Comments**

*“It seems like people are just not aware of certain community development services that are available. I know the department is understaffed at the moment too, so hopefully getting more staff in will help with long response times.”*

**5D. ALLOW OFFICERS MORE TIME FOR COMMUNITY ENGAGEMENT | 2 Comments**

*“Rank and file officers are expected to invest 100% of their department's mission statement into their daily tasks. It should be reciprocated by the consistent support to do this by providing the time and resources to realistically do this.”*

**5E. THE COMMUNITY MUST DO THEIR PART BY ENCOURAGING RESIDENTS TO OBEY THE LAW | 1 Comment**

## Theme 6: Utilize Social Media & Technology | 15 Comments

PEACE participants highlighted that TPD is underutilizing social media and technology in order to keep the community informed, highlight great work being done, and increase participation in preventing and solving crimes with an increasingly tech savvy generation. Subthemes include:

**6A.** Greater use of social media/website/TNT to engage/inform Community and to help solve crimes | 12 Comments

**6B.** Greater publicity regarding Project PEACE and other public meetings | 3 Comments

### **6A. GREATER USE OF SOCIAL MEDIA/WEBSITE/TNT TO ENGAGE/INFORM COMMUNITY AND UTILIZE TO HELP SOLVE CRIMES | 12 Comments**

*"I think showing up at community events and highlighting what the police are doing will help. Start a Facebook page or twitter. This could help! Many connect with social media. The issue the department runs up against is certain populations in our communities are raised to believe the police are bad. This is the issue to overcome and try and connect in as much as possible."*

### **6B. GREATER PUBLICITY RE: PROJECT PEACE AND OTHER PUBLIC MEETINGS | 3 Comments**



## What TPD is Doing Well | 132 Comments

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*“As a department, they [TPD] seem to be recognizing that we have a problem with the relationship between the police and African Americans and other people of color. Their [TPD’s] willingness to meet with people from these communities to discuss the issues seems to indicate that they want to find solutions to making those relationships better. This is a great first step.”*

We identified 132 comments from ethnographers’ notes and on-line survey responses that highlighted areas where TPD is doing a good job. Many of these focused on TPD’s willingness to engage with the community in a meaningful way. The following themes were identified:

- Community engagement | 42 Comments
- Responsive | 28 Comments
- Personal commitment to public safety | 12 Comments
- Community Liaison Officer Program | 12 Comments
- Good judgement | 12 Comments
- Courteous | 9 Comments
- Excellent leadership | 9 Comments
- Addressing systemic racism | 8 Comments
- Miscellaneous | 8 Comments



## Interactions with Law Enforcement | 215 Comments

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Comments regarding participants’ interactions with Law Enforcement were split almost equally between positive and negative experiences. Again, a limitation of this study was that ethnographers did not always note race, gender, and approximate age in order to provide context for responses or enable comparisons between groups. Below is a list of themes that emerged the most frequently reflecting negative and positive interactions:

- Negative | 89 Comments
  - Racial bias and cultural insensitivity
  - Rude speech and lack of caring attitude
  - Misuse of force
  - Lack of procedural justice when pulled over
  - Not responsive in low income communities
- Positive | 82 Comments
  - Helpful
  - Kind
  - Committed to public safety
  - Responsive
- Neutral | 44 Comments

## Comments on Improving Project PEACE

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The on-line survey included an open-ended prompt asking respondents what could have been done better to make the event more welcoming and inclusive and if there was any other feedback for staff. The following themes related to event design and focus, outreach and follow-up were identified.

### FEEDBACK ON PROJECT PEACE | 203 Comments

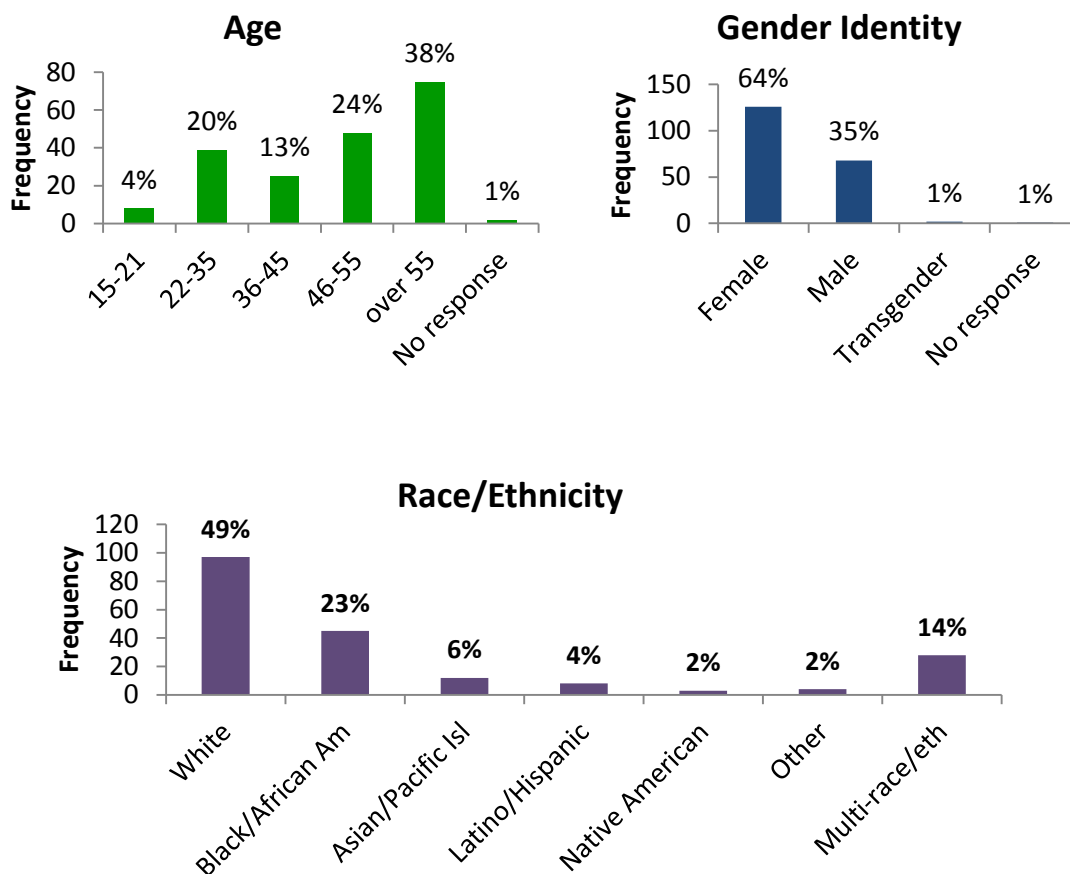
- Event design issues | 75 Comments
  - Event time (scheduling and length)
  - Too much focus/too little focus on institutional racism
  - Too much/too little time for sharing experiences
  - Location
  - Parking issues
  - Too many acknowledgements in the beginning
  - Need better language translation services
- Facilitation issues | 6 Comments
  - Few people in small groups dominating conversation
  - Eliminate “tone policing” in group agreements such as “no blaming and shaming” to create space for community members to express a wider range of emotions
- Would like to hear more from officers during dialogue | 11 Comments
- Police in gear causing negative reactions for participants | 15 Comments
- Greater outreach to underrepresented groups (e.g., Native Americans) | 15 Comments
- More participation by youth and young adults of Color | 11 Comments
- Involve other aspects of the Criminal Justice System | 5 Comments
- Sustain Project PEACE effort | 55 Comments
- Miscellaneous | 11 Comments

## Opinions about TPD and Project PEACE: Quantitative Responses from the On-line Survey

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Following each event, participants who provided an e-mail address received a link to the electronic survey. Participants were also provided the opportunity to fill out hard copy surveys at the event. There were 197 individuals who completed the survey between 9/4/2015 and 11/9/2015, which is about one third of the total unduplicated persons who attended. The survey did not ask respondents to identify as TPD or project staff or volunteers or to indicate which session they attended.

The majority of respondents were 46 or older (62%) and identified as female (64%). Only a small number were 21 years or younger (4%). About half the respondents identified as White-non-Hispanic (49%), and many as Black/African American (23%) or multi-racial/ethnic (14%). Fewer identified as Asian/Pacific Islander, Latino/Hispanic, and Native American/American Indian only. About 80% of the respondents indicated that the only language they spoke at home was English, and the rest indicated speaking a wide range of one or more other languages. Respondents came from many areas of the city. Black respondents were most likely to live in Hilltop/Downtown, South Tacoma, or the Eastside. Although White-non-Hispanic respondents came from all areas of the city, they were more likely than other respondents to live in North Tacoma.





The following tables show characteristics of the on-line survey respondents in more detail.

**Table 2: Survey Respondents by Gender and Race/Ethnicity**

Race/Ethnicity	Gender			Total
	Female	Male	Transgender	
White	64	32	1	97 (49.5%)
Black	25	19	1	45 (23.0%)
Asian/Pacific Islander	6	6	0	12 (6.1%)
Latino/Hispanic	6	1	0	7 (3.6%)
Multiracial/Other	25	10	0	35 (17.9%)
Total	126 (64.3%)	68 (34.7%)	2 (1.0%)	196

**Table 3: Survey Respondents by Age and Race/Ethnicity**

Race/Ethnicity	Age					Total
	15-21	22-35	36-45	46-55	over 55	
White	1	20	8	28	39	96 (49.2%)
Black	2	7	8	7	20	44 (22.6%)
Asian/Pacific Islander	1	2	3	2	4	12 (6.2%)
Latino/Hispanic	0	2	3	3	0	8 (4.1%)
Multiracial/Other	4	8	3	8	12	35 (17.9%)
Total	8 (4.1%)	39 (20.0%)	25 (12.8%)	48 (24.6%)	75 (38.5%)	195

**Table 4: Respondents by Neighborhood and Race/Ethnicity**

Race/Ethnicity	Location						Total
	Hilltop/ Downtown	South Tacoma	North Tacoma	Eastside	West Tacoma	Other	
White	21	16	24	11	7	14	97
Black	10	11	3	7	4	8	45
Asian/Pacific Islander	1	2	0	2	0	7	12
Latino/Hispanic	1	2	1	4	0	0	8
Multiracial/Other	8	7	6	1	5	7	35
Total	41 (20.8%)	38 (19.3%)	34 (17.3%)	25 (12.7%)	16 (8.1%)	36 (18.3%)	197

There were five quantitative questions shown below which people could answer on a 5-point scale. Respondents used the full range of the scale for most items, and means were between 3 and 4 for each item. Change scores were also calculated by subtracting “before attending” scores from “after attending” scores for opinions of TPD and for understanding of challenges that exist between police and residents. Detailed results from statistical analyses appear in Appendix B and we summarize major finding below.

<b>Quantitative items from the electronic survey:</b>				
(TPD Before)	(TPD After)	(Understand Before)	(Understand After)	(Proj Peace)
Before attending this community conversation, I would rate my opinion of the Tacoma Police Department as:	After attending this community conversation, I would rate my opinion of the Tacoma Police Department as:	Before this event, I would rate my understanding of the challenges that exist between the police and residents in Tacoma as:	After this event, I would rate my understanding of the challenges that exist between the police and residents in Tacoma as:	I believe the Project P.E.A.C.E. community conversation events will improve relations between the Tacoma Police and residents.
<b>Average = 3.52 SD = .95</b>	<b>Average = 3.87 SD = .93</b>	<b>Average = 3.46 SD = .95</b>	<b>Average = 3.85 SD = .81</b>	<b>Average = 3.83 SD = 1.00</b>
1 = Very negative 2 = Negative 3 = Neutral 4 = Positive 5 = Very Positive		1 = Very low 2 = low 3 = Neutral 4 = High 5 = Very High		1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Most initial responses for opinions of TPD were neutral or positive and neutral or high for understanding of challenges. Most respondents gave the same responses for “before” and “after” items, but about a third became more positive for each item, and very few became more negative. These differences between average before and after ratings for opinions about TPD (.25 points in a positive direction) and understanding of challenges (.39 in a positive direction) were statistically significant,  $p < .001$ .



There were some group differences for opinions about TPD before the event: White respondents gave more positive ratings on average than respondents of Color,  $p < .05$ , and respondents over 45 were more positive than younger respondents,  $p < .01$ . Additionally, the ratings changed more in a positive direction for younger than older respondents,  $p < .05$ . For opinions about TPD after the event, there were no statistically significant differences as a function of race, age, or gender, although the race difference remained for the youngest group.

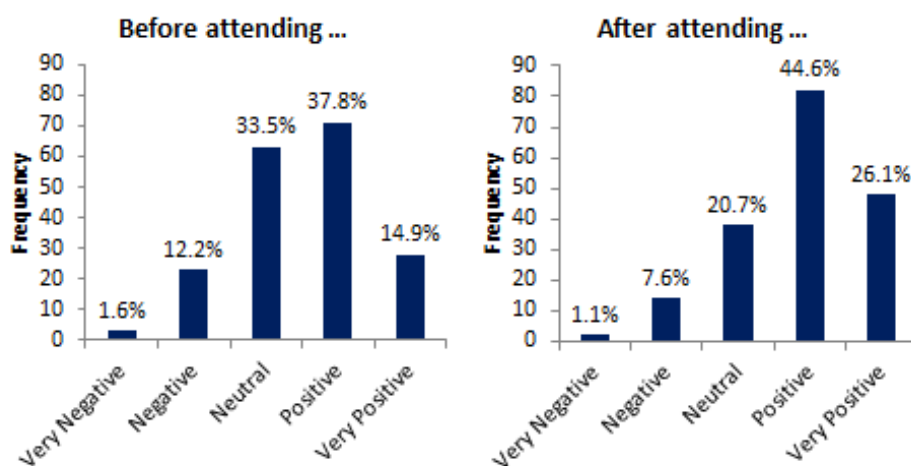
### I would rate my opinion of the Tacoma Police Department as ....

Initial responses were mostly neutral and positive.

63% showed no change.

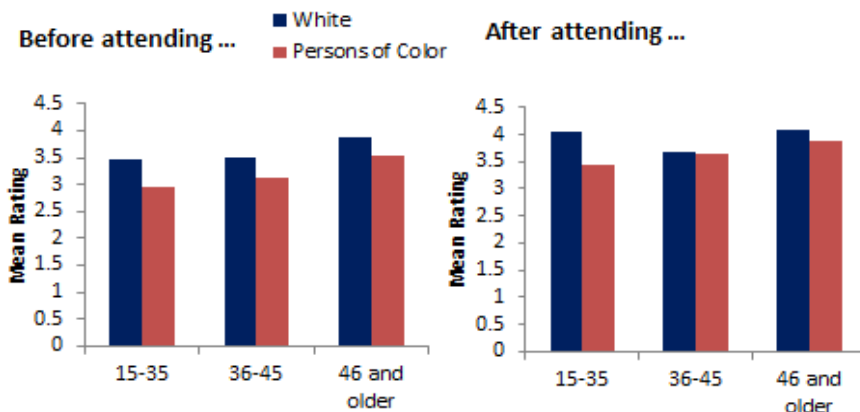
34% became more positive.

3% became more negative.



### I would rate my opinion of the Tacoma Police Department as ....

Before the event, opinions were more positive for White respondents than Persons of Color, and for older than younger respondents. Younger respondents showed the most change over time, but race differences remained for this group.



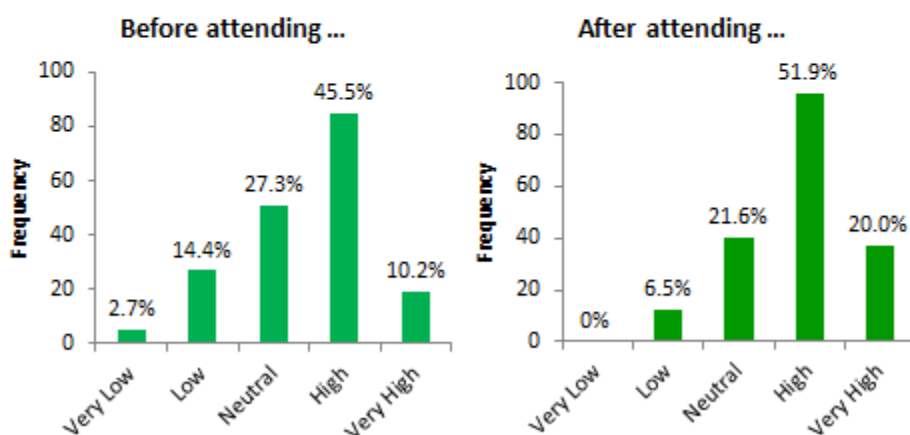
For ratings of understanding of challenges that exist between police and residents, there were no race or age differences. Men indicated they had more understanding than did women before the event (average for men = 3.66, average for women = 3.36),  $p < .05$ , but the difference was not statistically significant after the event.

### I would rate my understanding of the challenges that exist between the police and residents in Tacoma as....

Initial responses were mostly neutral and high.

56% showed no change.

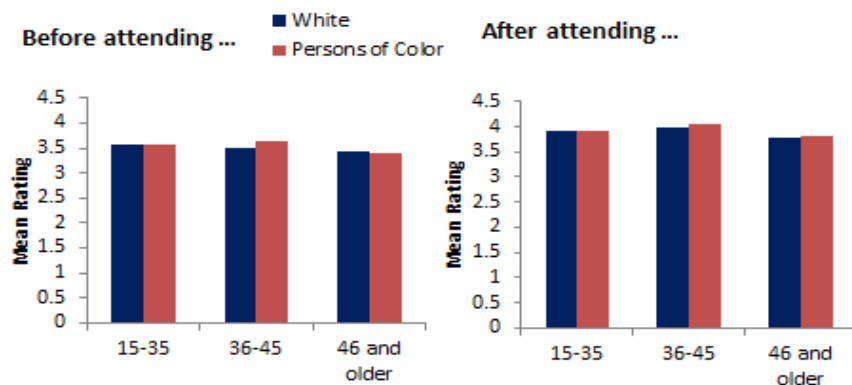
38.6% became more positive. 5.4% became more negative.



### I would rate my understanding of the challenges that exist between the police and residents in Tacoma as....

Ratings did not differ as a function of race or age.

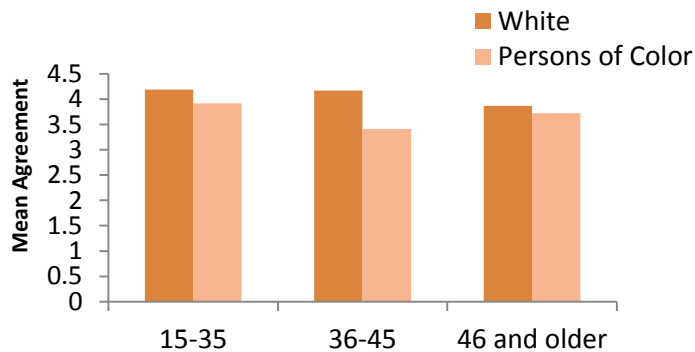
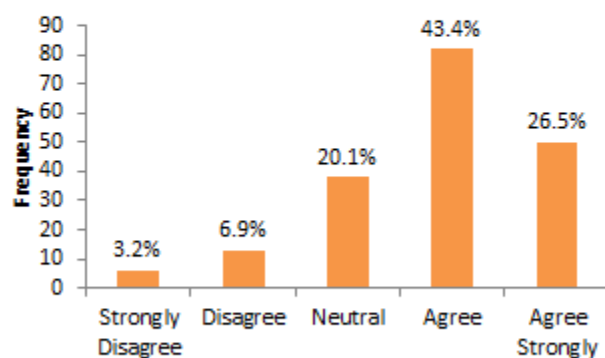
For before ratings, men tended to have higher scores (Average = 3.66) than women (Average = 3.36), but this difference was not present after.



Attitudes about Project PEACE for most respondents indicated agreement that the event would improve relations between TPD and residents (average agreement = 3.83). For this item, White participants were more likely on average to agree (average = 3.97) than respondents of Color (average = 3.72),  $p = .046$ . Agreement did not differ as a function of age or gender.

**I believe the Project P.E.A.C.E. community conversation events will improve relations between the Tacoma Police and Residents.**

Responses were mostly agree.



A comparison of just White and Black respondents also showed that White respondents were more positive than Black respondents,  $p < .05$ . Although the statistical interaction did not reach significance,  $p = .06$ , the pattern showed that this difference was present only for the younger and middle-aged respondents but not for the older respondents (in fact the older Black respondents were slightly more positive than the older White respondents about Project PEACE).

# Section 2: TPD's Proposed Action Items in Response to Community Feedback



**TPD Chief Don Ramsdell**

TPD was involved in the planning and implementation of Project PEACE. Many officers participated in the community dialogues in order to understand residents' concerns and enhance trust. Chief Ramsdell and his team reviewed a preliminary report summarizing community feedback described in Section 1 above. They developed the following list of proposed action items in response to this feedback.

## **PILLAR 1 - COMMUNITY POLICING AND CRIME REDUCTION**

### **Major Themes**

- Greater Collaboration between TPD and citizens
- Allow sufficient time for Patrol Officers to participate in problem solving and community engagement
- Enhance and expand Community Liaison Officer (CLO) Program

### **What We Are Currently Doing**

- **Sector Based Policing Model** - This model allows continuity by having a Sector Lieutenant and four Community Liaison Officers assigned to a substation in the community. In addition, Primary Call Responders are assigned permanently within each sector to enhance community partnerships and problem solving within the neighborhoods they serve.
- **Traffic Unit** - Traffic officers interact daily within the community to provide high visibility presence and traffic safety in neighborhoods, with an emphasis on school zones. The purpose is to reduce the incidents of speeding, accidents, and to provide a safe environment for students and citizens.
- **Citizens' Academy** – In 2015, we completed our 47<sup>th</sup> Citizens' Academy. This 9-week program is designed to provide citizens with an understanding of the policies, procedures, and internal workings of the Tacoma Police Department.
- **Community Crime Prevention** - Crime prevention outreach is accomplished through the Community Policing Division, utilizing a combination of print media, interactive website, safety fairs and community events.

### **Action Items**

- Continue to broaden our current community policing efforts of co-producing public safety by reaching out to all segments of the community to identify problems, develop strategies and implement solutions together.
- Enhance the Mental Health Co-Responder Program by implementing a Crisis Intervention Team.
- Review and enhance the Citizens' Academy Program.
- Develop an interactive presentation that can be used to educate and engage the community on the structure, goals and function of the police department.
- Seek to enhance and expand the Community Policing Division by adding Community Liaison Officers, Proactive Units, Detectives, School Resource Officers and other resources to address quality of life issues and crimes throughout neighborhoods, business districts, and other parts of the community.

## **PILLAR 2: BUILD TRUST AND LEGITIMACY**

### **Major Themes**

- Authentic Community Engagement
- Respectful Communication from Officers
- More Peace Conversations

- Meaningful Youth Engagement
- Procedural Justice
- Hire a Diverse Workforce
- Become more accessible, open, approachable, and transparent with all segments of our community

### What We Are Currently Doing

- **Explorer Post** - The Tacoma Police Law Enforcement Explorer Post #711 is chartered through the Boy Scouts of America Exploring program and is sponsored by the Tacoma Police Department for young adults ages 14-21. The main goal of the Police Explorer program is to assist the Tacoma Police Department and the citizens of the community while providing explorers with experience and training at the same time.
- **School Resource Officer** - The School Resource Officer Program consists of one officer in each of the five traditional Tacoma Public High Schools. The program is one element in the overall Tacoma Police/Tacoma School District partnership for student safety.
- **Reading and interacting with children at schools** – Several officers and employees regularly visit Tacoma Schools to read and interact with the students.
- **IF Project** - The primary focus of the If Project is early identification of at-risk youth and through mentors/panel members who have been incarcerated sharing their story with these kids, followed by a written essay by the juvenile stating what if...And then connecting the identified resources with a service provided quickly with relentless follow-up. The program prevents and reduces risk factors by engaging youth in positive goal identification and problem solving. The identification of barriers to success and program staff follow up strengthen protective factors for at risk youth. Making community and program referrals closes the loop, ensures follow-up, and follow-through.
- **253/UWT/Internship Programs** - Police provide internship opportunities with UWT working on the IF Project, Domestic Violence Unit and with the Cellular Forensics Detective. We also participate in the Summer Jobs 253 High School Internship Program in partnership with Tacoma Public Schools.
- **Shop with a Cop** – Tacoma Shop with a Cop is a unique program in which Tacoma Police Officers share a Christmas shopping experience with children and families in Tacoma that are in need.
- **Law Enforcement Youth Camp (LEYC)** – LEYC is a week-long camp for children ages 9-11 years old. The purpose of the camp is to give kids a chance to attend a summer camp that they might not be able to attend otherwise. It gives the kids a chance to interact with law enforcement and have positive experiences with the police.

### Action Items

- Expand partnerships with local youth groups, schools, and faith-based organizations to enhance positive, non-enforcement activities and mentorship with our youth in order to build meaningful relationships.

- Expand recruitment efforts to all segments of our community to serve on the department's Explorer Post.
- Collaborate with Tacoma Public Schools to explore the use of School Resource Officers (SRO) to educate students on police in the community and engage in meaningful dialogue.
- Begin communications with the Office of Equity and Human Rights within 6 months to design future Project Peace community conversations with youth in our community.
- Define, educate and reinforce procedural justice as a guiding principle for internal and external policies and practices to guide our interactions with the citizens we serve.
- Partner with the City's Media and Communications Department to conduct an annual survey to track and analyze the level of trust that citizens have in our police department.
- Continue to aggressively recruit, hire, and retain a diverse workforce that reflects the community we serve.
- Collaborate with high risk and immigrant communities to identify and understand issues and concerns in an effort to determine ways of strengthening transparency, credibility, trust and relationships.
- Timely communication with the public related to incidents or events that may have significant impacts on the community. (e.g. school lockdown, active shooter)
- Host community forums within the next twelve months, one in each sector, to inform and receive feedback related to department policies, training and areas that are of interest. (e.g. use of force, bias based policing etc.)
- Encourage officers to actively participate in non-enforcement contacts within their assigned sectors by engaging with community members in neighborhoods, business districts, schools, and community centers.
- By year end 2016, make all department policies available for public review and regularly post on the department's website, reported crime, and other law enforcement data, to include complaint statistics, use of force and response time.
- Begin communications with the Office of Equity and Human Rights within 6 months to design future Project Peace community conversations.

### **PILLAR 3– IMPROVED POLICY AND OVERSIGHT**

#### **Major Themes**

- Campaign Zero Implementation
- Body Cameras
- Citizen Oversight

#### **Local Campaign Zero Implementation**

Contained within the comments was a list of recommendations collectively known as "Campaign Zero". Campaign Zero arose out of the Black Lives Matter movement. A review of the recommendations revealed that we already have policies, procedures, and practices in

place, which address many of the proposals. Furthermore, several recommendations will be reviewed and implemented in some form if possible. Some recommendations are outside of the authority of the police department or the City to implement. (e.g. legislative, adult/juvenile justice system reform)

#### **What We Are Currently Doing – Local Campaign Zero**

- **Policy against biased based policing**- We currently have a policy which prohibits biased based policing. All department employees receive annual training.
- **Co-Responder Program** - Two mental health professionals are embedded in the police department to respond and assist officers when contacting subjects experiencing a mental health issue.
- **Quotas** - We do not have quotas for tickets or arrests.
- **Disrupt school to prison pipeline** - We do not use School Resource Officers (SRO) to implement schools no tolerance policies. Tacoma Police do not enforce and/or implement School Policies.
- **Use of force policy meets national standards** - We currently have a comprehensive use of force policy that meets CALEA (Commission on Accreditation of Law Enforcement Agencies) and national standards. Our department policies address de-escalation, less-lethal options, pursuit initiation/termination.
- **Comprehensive use of force/complaint tracking system** - We currently require all uses of force to be documented in our comprehensive complaint and use of force tracking system. The system is used to investigate and respond to complaints and also acts as an Early Intervention System.
- **Diversity recruitment and hiring plan** - We currently have a recruitment and hiring plan to make the department more reflective of the community's diversity. In 2015, after collaboration and consultation with City of Tacoma Human Resources and Office of Equity and Human Rights, we created new oral board questions to ensure that applicants demonstrate cultural competency during the hiring process.
- **Outside review of deadly use of force cases** - All deadly use of force incidents are reviewed by our Deadly Use of Force Review Board, which includes community members. (See below – Citizen Oversight).

#### **Body Worn Camera Program – Proposal Currently Under Review**

The benefits of body worn cameras have been documented in police departments across the country. Several studies have shown a decrease in the use of force and use of force complaints. However, the two biggest impediments to the implementation of a program are the costs involved and the privacy issues surrounding the release of camera footage. The potential costs of responding to public records requests for videos are a concern. In addition, it is not clear under current law what would be considered private and what would be subject to release. In fact, these concerns have resulted in most body worn camera programs failing to move beyond the pilot program phase.



Currently, the Washington State Legislature is considering legislation that would address these concerns. HB 2362 would make body camera videos exempt from disclosure to the extent that they would violate a person's right to privacy. In addition, in certain circumstances, the costs of responding to the request would be passed on to the requestor.

#### **Action Items – Body Cameras**

- Pursue implementation of body worn cameras within the next 2-3 years.
- Continue to research the use of body cameras and track State legislation.
- Engage the Citizen Police Advisory Committee (CPAC) to provide input regarding any potential body worn camera program.
- Engage the community and police labor unions directly on the use of body cameras, specifically inquiring about their concerns regarding the use of the cameras and what, if any, situations they would not want body cameras used.
- Request necessary funding to support implementation and sustainability of the body worn camera program.

#### **Citizen Oversight**

Within the comments were several proposals related to citizen oversight of the police department, to include more citizen involvement in police misconduct investigations, outside review of deadly uses of force, and changes to collective bargaining agreements to allow greater citizen oversight.

#### **Current Citizen Oversight Policies and Practices**

- **Citizen Police Advisory Committee** - The Committee's duties include; fostering understanding and communication between the citizens and the Police Department, holding regular public meetings and community conversations to promote awareness of the citizen complaint process and police services, working to strengthen and ensure equal protection under the law, reviewing the investigative process and results of completed administrative investigations of complaints for discussion purposes, generating community interest and involvement in police services and programs, and reviewing, developing, and recommending strategies to the City concerning police department policies, procedures, rules, training, and programs.
- **Use of Deadly Force Review Board** - After every use of deadly force, a Use of Force Review Board comprised of department members and citizens from the community meet to review the use of force. The Board submits their findings and recommendations to the Chief of Police.
- **Independent Review of Deadly Use of Force**- As indicated above, not only do we use citizens to review deadly use of force incidents, but also, the Prosecuting Attorney's Office and the Medical Examiner's Office review each case where a use of force results in a fatality.
- **Tacoma First 311** - Citizens can make a complaint against an officer and track that complaint as it moves through the process. At the conclusion of the process each complaint is

reviewed by the Chief of Police and the City Manager and a letter is sent advising the citizen of the complaint disposition.

- **Public Records Requests** - Citizens can use the State Public Records Act to access disciplinary records, including complaints, complaint investigations, use of force records, and personnel records. The use of our all-in-one complaint tracking system makes it easy to review and respond to each request in a timely manner.

#### **PILLAR 4 - ENHANCE TRAINING AND EDUCATION**

##### **Major Themes**

- Ongoing Training on Institutional Racism/Implicit Bias/Cultural Competency
- De-Escalation Training
- Mental Health/Trauma/Crisis Training

##### **What We Are Currently Doing**

The Department currently provides the following annual training:

- Cultural Awareness  
(challenging stereotypes, cognitive styles, communication context and knowing your community)
- Hate Crimes (Bias or Hate crime indicators, recognizing bias indicators, various hate crime offenders, effective initial response by Law Enforcement, common mistakes by law enforcement)
- Responding to People with Mental Disorders
- Understanding and Responding to Excited Delirium Calls
- Identifying and Eliminating Bias Based Policing
- Missing Persons with Alzheimer's disease
- Reality Based Training on De-escalation Techniques
- Less Than Lethal Tools and Tactics

##### **Action Items**

- Collaborate with the Citizen Police Advisory Committee and other stakeholders to develop a Community Trauma Response Team.
- Provide an 8-hour Crisis Intervention Training by the end of 2017 to all officers to more effectively respond to individuals with mental health issues.
- By June 2016, reevaluate the current training program to expand and addresses the following areas:
  - Undoing Institutional Racism
  - Implicit Bias
  - Cultural Competency
  - De-escalation
  - Mental Health Crisis Training
  - Procedural Justice
  - Expand and enhance Reality Based or Scenario Based Training

## **PILLAR 5 - OFFICER WELLNESS AND SAFETY**

### **What We Are Currently Doing**

- Employee recognition
- PTO – Police Training Program
- Employee Assistance Program
- Peer Support – Critical Incident Stress Management (CISM)
- Provide all necessary equipment and tools
- Chaplaincy Program
- Tuition Reimbursement
- Continue to provide the training, tools, and support needed to carry out our mission in the safest, most effective way possible

### **Action Items**

- Engage the officers through communication and surveys to share concerns and issues
- Research law enforcement best practices in the area of Officer Wellness and Safety
- Research ways to encourage healthy work/life balance

## **PILLAR 6: SOCIAL MEDIA**

### **Major Theme**

- Greater use of social media to engage the community and help solve crimes.

### **What We Are Currently Doing**

- The Police Department uses Facebook for recruitment and hiring and we utilize Twitter to communicate police activity that might impact traffic.

### **ACTION ITEMS**

- Enhance and expand the use of social media outreach to share timely and vital information to citizens as well as increase positive interactions and relationships with community members.
- Request funding to restore the Community Relations Specialist position.

## Conclusion

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Community members provided valuable feedback to enrich Community Policing in Tacoma and address systemic issues of inequity in the Criminal Justice System. Tacoma Police Department's mission is to create a safe and secure environment for people to live, work, and visit by working together with the community, enforcing the law in a fair and impartial manner, preserving the peace and order in our neighborhoods, and safeguarding our Constitutional guarantees. Core to TPD's values is to act with integrity and innovate to better serve. Project PEACE is a part of that innovation to ensure that services to the community are equitable, just, and accountable.

This is just the beginning of Project PEACE. Driven by the feedback from PEACE participants to continue this work, the effort will continue with a focused outreach to more youth and young adults of Color, Native Americans, Latinos, the Lesbian, Gay, Bisexual, and Transgender community, immigrant communities, undocumented residents, and high crime/high poverty neighborhoods, to name a few.

During the February 8 Culminating PEACE Event, participants will share their reactions, identify what is missing, and prioritize TPD's proposed action items in response to the community feedback. As mentioned earlier, this is not the end of Project PEACE. There will be many more opportunities for participants to engage with TPD on building positive relationships and developing solutions that are a win-win. The City's Office of Equity and Human Rights and TPD will be providing updates on action items taken by TPD, future conversations, and other ways to engage, through the web and by e-mail for those on the Project PEACE contact list. If you would like to be added to the contact list, please contact 253.591.5000 or e-mail the City of Tacoma's Office of Equity and Human Rights at [equity@cityoftacoma.org](mailto:equity@cityoftacoma.org)

**Appendix A: Campaign Zero Implementation (adapted from <http://www.joincampaignzero.org/#vision>)**

- De prioritize enforcement of the following harmless offenses
  - a) Consumption of Alcohol of the Streets
  - b) Disorderly Conduct
  - c) Trespassing
  - d) Loitering
  - e) Disturbing the Peace
- Pass an ordinance or revise police department policies to ban racial profiling and establish enforceable protections against it.
- Pass an ordinance or take administrative action to establish teams that include mental health professions as primary responders or co-responders to crisis situations.
- End police department quotas for tickets and arrests.
- Pass ordinances that ban failure to appear fines or warrants, cap court fine revenue at 10% of the municipal budget, and allow judges discretion to waive or initiate payment plans for fines and fees for low-income people.
- Revise police department use of force policies to:
  - a) Require officers use minimal force and de-escalation tactics, carry a less-lethal weapon, and intervene when another officer uses excessive force.
  - b) Prohibit officers from using force on a person for talking back or as a punishment for running away; prohibit shooting at people or moving in front of moving vehicles, and from engaging in high-speed pursuits of people who are not suspected of committing or being about to commit a violent felony.
- Require the police department to post all police shootings and other in custody deaths and serious injuries each quarter online for public consumption.
- Require officers to report all uses of force to a database and use this to inform an early intervention system that re-trains and disciplines officers with repeated uses of force or civilian complaints.
- Make chokeholds, hog-ties and nickel-rides a criminal offense.
- Require police officers to undergo consistent racial bias training and bias testing, and use findings to determine hiring, performance evaluations and decisions about where to deploy officers.
- Require officers to undergo the following trainings as a condition of employment, and fund community members and youth to be involved in designing and implementing these trainings:
  - a) Procedural Justice
  - b) Community Policing
  - c) Community Interaction and Relationship Building
  - d) Crisis Intervention, mediation, conflict resolution and rumor control
  - e) Appropriate engagement with youth, LGBTQ individuals, individuals, with mental illness, and English language learners
  - f) Tactical de-escalation and minimizing use of force

- Prohibit police departments from using municipal funds or federal funds to purchase military equipment from the federal government or otherwise obtaining this equipment.
- Prohibit use of military weaponry currently in the department's possession.
- Develop and implement guidelines for recruitment and retention of a police force representative of the community, prioritizing the recruitment and hiring of officers of color.
- Partner with local research institutions to field a regular survey of community perceptions of the police and use this information to guide officer evaluations as well as department policies.
- Pass an ordinance or revise police department policy to require police officers use technology that collects audio and visual data of police interactions (including body cameras) and develop clear policies governing their use, storage and accessibility of footage in consultation with activists and community organizations. This should include policies that:
  - a) Record all interactions with civilians (except where a civilian opts not to be recorded upon mandatory notification).
  - b) Allow civilians to review footage involving them or a relative and require this information be released to the public.
  - c) Presume police misconduct if complete footage is unavailable.
  - d) Prevent officers from reviewing footage of an incident before completing initial reports or statements.
  - e) Secure the privacy of the citizen during all processes.
- Pass a local ordinance or revise the City Charter to establish and fund a civilian oversight structure with the power to investigate police misconduct, subpoena, and discipline police officers.
- Require an independent and external police department to investigate cases where a police officer employed by the local police department kills or seriously injures a civilian.
- Require an independent and external prosecutor to manage the proceedings following independent investigation.
- Repeal provisions in police union contracts that delay interrogations of officers, obstruct civilian review, and expunge or otherwise hide officers' disciplinary records from the public.

## APPENDIX B: SPSS Printouts of Analyses of On-Line Survey Data

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	126	64.0	64.3	64.3
	Male	68	34.5	34.7	99.0
	Transgender	2	1.0	1.0	100.0
	Total	196	99.5	100.0	
Missing	System	1	.5		
Total		197	100.0		

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-21	8	4.1	4.1	4.1
	22-35	39	19.8	20.0	24.1
	36-45	25	12.7	12.8	36.9
	46-55	48	24.4	24.6	61.5
	over 55	75	38.1	38.5	100.0
	Total	195	99.0	100.0	
Missing	System	2	1.0		
Total		197	100.0		

### Race/Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	97	49.2	49.2	49.2
	Black	45	22.8	22.8	72.1
	Asian/PI	12	6.1	6.1	78.2
	NativeAm	3	1.5	1.5	79.7
	Latino/Hispanic	8	4.1	4.1	83.8
	Croatian	2	1.0	1.0	84.8
	EastIndian	1	.5	.5	85.3
	MiddleEastern	1	.5	.5	85.8
	MultiR/E	28	14.2	14.2	100.0
	Total	197	100.0	100.0	

### Race/Ethnicity Combining Multi-Racial with groups with small n

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	97	49.2	49.2	49.2
	Black	45	22.8	22.8	72.1
	Asian/PI	12	6.1	6.1	78.2
	Latino/Hispanic	8	4.1	4.1	82.2
	Multi/Oth	35	17.8	17.8	100.0
	Total	197	100.0	100.0	



The table below shows how the multi-racial respondents identified. (1=White, 2=Black/AA, 3=Asian/PI, 4=Hispanic/Latino, 5=NativeAm/AmInd, 6=Multiracial or no description). So, for example, five people who were coded "24" checked boxes for Black/African American and also for Hispanic/Latino.

		Race/Ethnicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	97	49.2	49.2	49.2
	Black	45	22.8	22.8	72.1
	Asian/PI	12	6.1	6.1	78.2
	NativeAm	3	1.5	1.5	79.7
	Latino/Hisp	8	4.1	4.1	83.8
	MultiR/E	5	2.5	2.5	86.3
	Croatian	2	1.0	1.0	87.3
	EastIndian	1	.5	.5	87.8
	MiddleEastern	1	.5	.5	88.3
	12	1	.5	.5	88.8
	13	1	.5	.5	89.3
	14	2	1.0	1.0	90.4
	15	2	1.0	1.0	91.4
	17	1	.5	.5	91.9
	23	2	1.0	1.0	92.9
	24	5	2.5	2.5	95.4
	26	2	1.0	1.0	96.4
	35	1	.5	.5	97.0
	36	1	.5	.5	97.5
	123	1	.5	.5	98.0
	124	1	.5	.5	98.5
	145	1	.5	.5	99.0
	156	1	.5	.5	99.5
	245	1	.5	.5	100.0
	Total	197	100.0	100.0	

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Eastside	25	12.7	13.2	13.2
	Hilltop/Downtown	41	20.8	21.6	34.7
	North Tacoma	34	17.3	17.9	52.6
	Other	36	18.3	18.9	71.6
	South Tacoma	38	19.3	20.0	91.6
	West Tacoma	16	8.1	8.4	100.0
	Total	190	96.4	100.0	
Missing	9	7	3.6		
Total		197	100.0		

language				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.5	1.5	1.5
AfaanOromo	1	.5	.5	2.0
Arabic	1	.5	.5	2.5
Cambodian	1	.5	.5	3.0
CambodianLaotion	1	.5	.5	3.6
Chinese	1	.5	.5	4.1
Croatian	3	1.5	1.5	5.6
French	1	.5	.5	6.1
FrenchDutch	1	.5	.5	6.6
German	1	.5	.5	7.1
Greek	2	1.0	1.0	8.1
Guamanian	1	.5	.5	8.6
Japanese	3	1.5	1.5	10.2
Languages spoken at home besides English:	1	.5	.5	10.7
Liberian-American	1	.5	.5	11.2
No	152	77.2	77.2	88.3
Samoa	1	.5	.5	88.8
Samoan	1	.5	.5	89.3
SamoanTagalogSpanish	1	.5	.5	89.8
SpanFrenchArabicPortuguese	1	.5	.5	90.4
Spanish	10	5.1	5.1	95.4
Spanish, Mexican Indigenous Dialect and Chamorro	1	.5	.5	95.9
SpanishFrench	1	.5	.5	96.4
SpanishFrenchArabic	1	.5	.5	97.0
SpanishVietnames	1	.5	.5	97.5
Tagalog	2	1.0	1.0	98.5
Vietnamese	1	.5	.5	99.0
Yes	1	.5	.5	99.5
Yes(didn't say what)	1	.5	.5	100.0
Total	197	100.0	100.0	

TPD Before				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
very negative	3	1.5	1.6	1.6
negative	23	11.7	12.2	13.8
neutral	63	32.0	33.5	47.3
positive	71	36.0	37.8	85.1
very positive	28	14.2	14.9	100.0
Total	188	95.4	100.0	
Missing				
System	9	4.6		
Total	197	100.0		

**TPD After**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very negative	2	1.0	1.1	1.1
	negative	14	7.1	7.6	8.7
	neutral	38	19.3	20.7	29.3
	positive	82	41.6	44.6	73.9
	very positive	48	24.4	26.1	100.0
	Total	184	93.4	100.0	
Missing	System	13	6.6		
Total		197	100.0		

**Change in Opinion of TPD**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-1	6	3.0	3.3	3.3
	0	116	58.9	63.0	66.3
	1	57	28.9	31.0	97.3
	2	4	2.0	2.2	99.5
	3	1	.5	.5	100.0
	Total	184	93.4	100.0	
Missing	System	13	6.6		
Total		197	100.0		

**Understanding of Challenges Before**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very low	5	2.5	2.7	2.7
	low	27	13.7	14.4	17.1
	neutral	51	25.9	27.3	44.4
	high	85	43.1	45.5	89.8
	very high	19	9.6	10.2	100.0
	Total	187	94.9	100.0	
Missing	System	10	5.1		
Total		197	100.0		

**Understanding of Challenges After**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	low	12	6.1	6.5	6.5
	neutral	40	20.3	21.6	28.1
	high	96	48.7	51.9	80.0
	very high	37	18.8	20.0	100.0
	Total	185	93.9	100.0	
Missing	System	12	6.1		
Total		197	100.0		

### Change in Understanding of Challenges

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-2	3	1.5	1.6	1.6
	-1	7	3.6	3.8	5.4
	0	103	52.3	56.0	61.4
	1	57	28.9	31.0	92.4
	2	11	5.6	6.0	98.4
	3	3	1.5	1.6	100.0
	Total	184	93.4	100.0	
Missing	System	13	6.6		
Total		197	100.0		

### Attitude about Project Peace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.0	3.2	3.2
	disagree	13	6.6	6.9	10.1
	neutral	38	19.3	20.1	30.2
	agree	82	41.6	43.4	73.5
	strongly agree	50	25.4	26.5	100.0
	Total	189	95.9	100.0	
Missing	System	8	4.1		
Total		197	100.0		

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TPD Before	188	1	5	3.52	.945
TPD After	184	1	5	3.87	.926
Change in Opinion of TPD	184	-1	3	.34	.606
Understanding Before	187	1	5	3.46	.952
Understanding After	185	2	5	3.85	.811
Change in Understanding	184	-2	3	.41	.798
Attitude about Project Peace	189	1	5	3.83	1.002

**COMPARING BEFORE AND AFTER SCORES:** With all participants considered together, the means were statistically significantly higher for the items asking about how participants would rate their opinions of TPD and understanding of challenges after the event compared to how they would rate their understanding before the event,  $p < .001$ .

**Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	TPD Before	3.53	184	.934	.069
	TPD After	3.87	184	.926	.068
Pair 2	Understand Bef	3.44	184	.945	.070
	Understand Aft	3.85	184	.809	.060

**Paired Samples Correlations**

		N	Correlation	Sig.
Pair 1	TPD Before & TPD After	184	.788	.000
Pair 2	Understand Bef & Understand Aft	184	.596	.000

		Paired Differences			t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean			
Pair 1	TPD Before - TPD After	-.337	.606	.045	-7.548	183	.000
Pair 2	Understand Bef - Understand Aft	-.408	.798	.059	-6.932	183	.000

**GENDER DIFFERENCES:** There was one gender difference: Men had statistically significantly higher ratings than women for Understanding Challenges Before the Event,  $p = .04$ .

	Gender2	N	Mean	Std. Dev	Std. Error
TPD Before	Female	119	3.45	.936	.086
	Male	66	3.65	.936	.115
TPD After	Female	116	3.84	.956	.089
	Male	65	3.91	.879	.109
Understand Bef	Female	119	3.36	.989	.091
	Male	65	3.66	.871	.108
Understand Aft	Female	117	3.83	.780	.072
	Male	65	3.91	.879	.109
ProjPeace	Female	120	3.88	.936	.085
	Male	66	3.74	1.100	.135

**Independent Samples Test**

		Levene's Test f		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Std. Error Diff
TPD Before	Equal var assumed	.017	.896	-1.435	183	.153	.144
	Equal var not assumed			-1.435	134.303	.154	.144
TPD After	Equal var assumed	1.519	.219	-.437	179	.663	.144
	Equal var not assumed			-.447	142.253	.656	.141
<b>Understand Bef</b>	Equal var assumed	3.325	.070	<b>-2.050</b>	<b>182</b>	<b>.042</b>	.146
	Equal var not assumed			-2.128	146.503	.035	.141
Understand Aft	Equal var assumed	.698	.405	-.622	180	.534	.126
	Equal var not assumed			-.602	119.621	.549	.131
ProjPeace	Equal var assumed	1.515	.220	.922	184	.358	.153
	Equal var not assumed			.880	117.016	.381	.160

The table below looks at responses by race/ethnicity. Statistical tests (one-way ANOVA) showed that the only significant difference was for Opinions about TPD Before the Event,  $F(4, 183) = 3.41, p = .01$ . Results should be interpreted cautiously because of small cell sizes. Follow-up tests comparing means of specific groups using a Tukey HSD procedure showed that only the difference between Black and White respondents was significant, with Black respondents showing less positive responses than White respondents. All groups showed similar levels of positive change on average.

For Understanding of Challenges Before and After the Event, groups showed similar responses (with Asian/PI respondents slightly lower than others for before the event), and change was similar across groups. For Attitudes about Project PEACE, scores were also similar across groups.

Race/Ethnicity		TPD Before	TPD After	Change in Opinions of TPD	Understanding Before	Understanding After	Change in Understanding	Attitude about Project Peace
White	Mean	3.75	4.04	.30	3.46	3.83	.38	3.96
	N	91	89	89	91	90	90	92
	Std. Dev	.825	.767	.572	.873	.783	.815	.851
Black	Mean	3.16	3.63	.47	3.47	3.88	.45	3.74
	N	43	43	43	43	42	42	43
	Std. Dev	.898	.874	.667	1.162	.942	.739	1.115
Asian/PI	Mean	3.42	3.75	.33	3.08	3.58	.50	3.58
	N	12	12	12	12	12	12	12
	Std. Dev	.900	.965	.492	.996	.793	.798	1.165
Latino/Hisp	Mean	3.13	3.86	.43	3.38	3.71	.57	3.88
	N	8	7	7	8	7	7	8
	Std. Dev	1.356	1.215	.535	.916	.756	.535	1.246
Multi/Oth	Mean	3.50	3.76	.24	3.61	4.00	.36	3.68
	N	34	33	33	33	34	33	34
	Std. Dev	1.080	1.226	.663	.864	.739	.895	1.121
Total	Mean	3.52	3.87	.34	3.46	3.85	.41	3.83
	N	188	184	184	187	185	184	189
	Std. Dev	.945	.926	.606	.952	.811	.798	1.002

#### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
TPD Before	Between Groups	11.576	4	2.894	3.409	.010
	Within Groups	155.339	183	.849		
TPD After	Between Groups	5.835	4	1.459	1.729	.146
	Within Groups	151.034	179	.844		
Change Opinion	Between Groups	1.160	4	.290	.787	.535
	Within Groups	65.948	179	.368		
Understand Bef	Between Groups	2.466	4	.616	.676	.609
	Within Groups	165.984	182	.912		
	Total	168.449	186			
Understand Aft	Between Groups	1.809	4	.452	.683	.605
	Within Groups	119.250	180	.662		
Change Understand	Between Groups	.518	4	.130	.200	.938
	Within Groups	115.911	179	.648		
Attitude about Project Peace Rating	Between Groups	3.337	4	.834	.829	.508
	Within Groups	185.245	184	1.007		

The analysis below tests for age differences. Age was collapsed into three categories by combining the two youngest and two oldest groups. The age effect was significant for TPD Opinions Before,  $p = .001$ , and TPD Opinion Change,  $p = .049$ ; on average the participants 46 and older were more positive than the two younger groups and the youngest group changed the most (but things get more complicated when you break age groups down by race/ethnicity).

		N	Mean	SD	SE	Min	Max
TPD Before	15-35	46	3.20	1.025	.151	1	5
	36-45	23	3.22	1.043	.217	1	5
	46+	117	3.72	.849	.079	1	5
	Total	186	3.53	.948	.070	1	5
TPD After	15-35	46	3.72	1.026	.151	1	5
	36-45	22	3.64	.953	.203	2	5
	46+	114	3.98	.872	.082	1	5
	Total	182	3.87	.929	.069	1	5
Understand Bef	15-35	46	3.57	.886	.131	2	5
	36-45	23	3.61	.783	.163	2	5
	46+	116	3.41	.987	.092	1	5
	Total	185	3.48	.939	.069	1	5
Understand Aft	15-35	45	3.91	.848	.126	2	5
	36-45	22	4.05	.575	.123	3	5
	46+	116	3.81	.823	.076	2	5
	Total	183	3.86	.804	.059	2	5
Improve	15-35	46	4.04	.942	.139	1	5
	36-45	23	3.61	1.196	.249	1	5
	46+	118	3.81	.981	.090	1	5
	Total	187	3.84	1.003	.073	1	5
Change Opinion	15-35	46	.52	.752	.111	-1	3
	36-45	22	.32	.477	.102	0	1
	46+	114	.26	.549	.051	-1	2
	Total	182	.34	.606	.045	-1	3
Change Understand	15-35	45	.38	.834	.124	-2	2
	36-45	22	.50	.512	.109	0	1
	46+	115	.39	.835	.078	-2	3
	Total	182	.40	.800	.059	-2	3

		Sum of Squares	df	Mean Sq	F	Sig.
TPD Before	Between Groups	11.521	2	5.761	6.808	.001
	Within Groups	154.844	183	.846		
	Total	166.366	185			
TPD After	Between Groups	3.711	2	1.856	2.180	.116
	Within Groups	152.382	179	.851		
	Total	156.093	181			
Understand Bef	Between Groups	1.220	2	.610	.690	.503
	Within Groups	160.921	182	.884		
	Total	162.141	184			
Understand Aft	Between Groups	1.158	2	.579	.895	.410
	Within Groups	116.427	180	.647		
	Total	117.585	182			
Improve	Between Groups	3.279	2	1.639	1.640	.197
	Within Groups	183.908	184	1.000		
	Total	187.187	186			
Change Opinion	Between Groups	2.199	2	1.099	3.058	.049
	Within Groups	64.356	179	.360		
	Total	66.555	181			
Change Understand	Between Groups	.251	2	.125	.194	.824
	Within Groups	115.469	179	.645		
	Total	115.720	181			



Below are Race x Age ANOVAs for each measure with race collapsed into White vs. Persons of Color.

For opinions about TPD Before, there were significant main effects of race,  $p = .02$ , and age,  $p = .005$ , but no interaction: White respondents had more positive impressions than Persons of Color, and older respondents had more positive impressions than the two younger groups. There were not significant age or race effects for opinions of TPD After. For the change in Opinion variable, only the age effect was significant,  $p = .047$ , with the youngest group showing the most change in opinions of TPD. There were no significant effects of age or race for Understanding Before, Understanding After, or change in Understanding.

For the item asking for opinions about Project Peace, the effect of race was significant,  $p = .046$ : White participants had a slightly more positive impression of Project Peace than respondents who were Persons of Color.

Dependent Variable: TPD Before

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	3.48	1.030	21
	36-45	3.50	.837	6
	46+	3.87	.729	63
	Total	3.76	.825	90
PersonOfColor	15-35	2.96	.978	25
	36-45	3.12	1.111	17
	46+	3.54	.946	54
	Total	3.31	1.009	96
Total	15-35	3.20	1.025	46
	36-45	3.22	1.043	23
	46+	3.72	.849	117
	Total	3.53	.948	186

Dependent Variable: TPD Before

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	18.493 <sup>a</sup>	5	3.699	4.502	.001
Intercept	1205.093	1	1205.093	1466.914	.000
race.w.nw	4.386	1	4.386	5.339	.022
age3	8.845	2	4.423	5.383	.005
race.w.nw * age3	.266	2	.133	.162	.851
Error	147.873	180	.822		
Total	2480.000	186			
Corrected Total	166.366	185			

a. R Squared = .111 (Adjusted R Squared = .086)

Dependent Variable: TPD After

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	4.05	.921	21
	36-45	3.67	1.033	6
	46+	4.08	.690	61
	Total	4.05	.772	88
PersonOfColor	15-35	3.44	1.044	25
	36-45	3.63	.957	16
	46+	3.87	1.038	53
	Total	3.71	1.033	94
Total	15-35	3.72	1.026	46
	36-45	3.64	.953	22
	46+	3.98	.872	114
	Total	3.87	.929	182

Dependent Variable: TPD After

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	9.232 <sup>a</sup>	5	1.846	2.213	.055
Intercept	1467.461	1	1467.461	1758.619	.000
race.w.nw	2.117	1	2.117	2.537	.113
age3	2.825	2	1.413	1.693	.187
race.w.nw * age3	1.581	2	.790	.947	.390
Error	146.861	176	.834		
Total	2887.000	182			
Corrected Total	156.093	181			

a. R Squared = .059 (Adjusted R Squared = .032)

Dependent Variable: Change Opinion of TPD

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	.57	.676	21
	36-45	.17	.408	6
	46+	.21	.520	61
	Total	.30	.571	88
PersonOfColor	15-35	.48	.823	25
	36-45	.37	.500	16
	46+	.32	.581	53
	Total	.37	.639	94
Total	15-35	.52	.752	46
	36-45	.32	.477	22
	46+	.26	.549	114
	Total	.34	.606	182

Dependent Variable: Change Opinion

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2.812 <sup>a</sup>	5	.562	1.553	.176
Intercept	12.850	1	12.850	35.481	.000
race.w.nw	.143	1	.143	.395	.530
age3	2.258	2	1.129	3.117	.047
race.w.nw * age3	.420	2	.210	.580	.561
Error	63.743	176	.362		
Total	87.000	182			
Corrected Total	66.555	181			

a. R Squared = .042 (Adjusted R Squared = .015)

Dependent Variable: Understand Bef

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	3.57	.870	21
	36-45	3.50	.548	6
	46+	3.43	.911	63
	Total	3.47	.877	90
PersonOfColor	15-35	3.56	.917	25
	36-45	3.65	.862	17
	46+	3.40	1.080	53
	Total	3.48	.999	95
Total	15-35	3.57	.886	46
	36-45	3.61	.783	23
	46+	3.41	.987	116
	Total	3.48	.939	185

Dependent Variable: Understand Bef

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.348 <sup>a</sup>	5	.270	.300	.912
Intercept	1280.289	1	1280.289	1425.259	.000
race.w.nw	.031	1	.031	.034	.854
age3	.989	2	.495	.551	.578
race.w.nw * age3	.124	2	.062	.069	.933
Error	160.793	179	.898		
Total	2397.000	185			
Corrected Total	162.141	184			

a. R Squared = .008 (Adjusted R Squared = -.019)

Dependent Variable: Understand Aft

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	3.90	1.044	21
	36-45	4.00	.632	6
	46+	3.79	.704	62
	Total	3.83	.787	89
PersonOfColor	15-35	3.92	.654	24
	36-45	4.06	.574	16
	46+	3.83	.947	54
	Total	3.89	.823	94
Total	15-35	3.91	.848	45
	36-45	4.05	.575	22
	46+	3.81	.823	116
	Total	3.86	.804	183

Dependent Variable: Understand Aft

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.230 <sup>a</sup>	5	.246	.374	.866
Intercept	1565.015	1	1565.015	2380.720	.000
race.w.nw	.039	1	.039	.059	.808
age3	.895	2	.447	.680	.508
race.w.nw * age3	.011	2	.005	.008	.992
Error	116.355	177	.657		
Total	2849.000	183			
Corrected Total	117.585	182			

a. R Squared = .010 (Adjusted R Squared = -.017)

Dependent Variable: Change Understand

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	.33	.856	21
	36-45	.50	.548	6
	46+	.37	.834	62
	Total	.37	.817	89
PersonOfColor	15-35	.42	.830	24
	36-45	.50	.516	16
	46+	.42	.842	53
	Total	.43	.786	93
Total	15-35	.38	.834	45
	36-45	.50	.512	22
	46+	.39	.835	115
	Total	.40	.800	182

Dependent Variable: Change Understand

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.384 <sup>a</sup>	5	.077	.117	.988
Intercept	18.197	1	18.197	27.768	.000
race.w.nw	.046	1	.046	.070	.791
age3	.208	2	.104	.159	.853
race.w.nw * age3	.024	2	.012	.019	.982
Error	115.336	176	.655		
Total	145.000	182			
Corrected Total	115.720	181			

a. R Squared = .003 (Adjusted R Squared = -.025)

Dependent Variable: ProjPeace

race.w.nw	age3	Mean	Std. Deviation	N
White	15-35	4.19	.750	21
	36-45	4.17	.408	6
	46+	3.87	.900	64
	Total	3.97	.849	91
PersonOfColor	15-35	3.92	1.077	25
	36-45	3.41	1.326	17
	46+	3.72	1.071	54
	Total	3.72	1.121	96
Total	15-35	4.04	.942	46
	36-45	3.61	1.196	23
	46+	3.81	.981	118
	Total	3.84	1.003	187

Dependent Variable: ProjPeace

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	7.325 <sup>a</sup>	5	1.465	1.474	.200
Intercept	1561.525	1	1561.525	1571.401	.000
race.w.nw	3.997	1	3.997	4.023	.046
age3	2.269	2	1.135	1.142	.322
race.w.nw * age3	1.409	2	.705	.709	.494
Error	179.862	181	.994		
Total	2944.000	187			
Corrected Total	187.187	186			

a. R Squared = .039 (Adjusted R Squared = .013)

Age x Race analyses above were repeated comparing the White respondents to just the Black respondents (the largest sub-group of Persons of Color). For opinions about TPD before, there was a race main effect,  $p = .02$ ; White respondents had more positive impressions than Black respondents. There were no significant effects for opinions about TPD After, or Understanding Before or After. For Attitude about Project PEACE, there was a significant main effect of race,  $p = .03$ , such that in overall White respondents were more positive than Black respondents. Although the interaction did not quite reach significance, the pattern showed that this difference was present only for the younger and middle-aged respondents but not for the older respondents (in fact the older Black respondents were slightly more positive than the older White respondents).

Dependent Variable: TPD Before

age3	Race.WB	Mean	Std. Deviation	N
15-35	White	3.48	1.030	21
	Black	3.00	1.118	9
	Total	3.33	1.061	30
36-45	White	3.50	.837	6
	Black	3.25	1.035	8
	Total	3.36	.929	14
46+	White	3.87	.729	63
	Black	3.20	.816	25
	Total	3.68	.810	88
Total	White	3.76	.825	90
	Black	3.17	.908	42
	Total	3.57	.893	132

Dependent Variable: TPD Before

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	13.164 <sup>a</sup>	5	2.633	3.637	.004
Intercept	813.909	1	813.909	1124.206	.000
age3	1.744	2	.872	1.205	.303
Race.WB	3.867	1	3.867	5.341	.022
age3 * Race.WB	.596	2	.298	.411	.664
Error	91.222	126	.724		
Total	1785.000	132			
Corrected Total	104.386	131			

a. R Squared = .126 (Adjusted R Squared = .091)

Dependent Variable: TPD After

age3	Race.WB	Mean	Std. Deviation	N
15-35	White	4.05	.921	21
	Black	3.67	1.118	9
	Total	3.93	.980	30
36-45	White	3.67	1.033	6
	Black	3.50	.926	8
	Total	3.57	.938	14
46+	White	4.08	.690	61
	Black	3.68	.802	25
	Total	3.97	.743	86
Total	White	4.05	.772	88
	Black	3.64	.879	42
	Total	3.92	.826	130

Dependent Variable: TPD After

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5.753 <sup>a</sup>	5	1.151	1.733	.132
Intercept	1011.665	1	1011.665	1523.964	.000
age3	1.030	2	.515	.776	.463
Race.WB	1.779	1	1.779	2.680	.104
age3 * Race.WB	.160	2	.080	.121	.886
Error	82.316	124	.664		
Total	2081.000	130			
Corrected Total	88.069	129			

a. R Squared = .065 (Adjusted R Squared = .028)

Dependent Variable: Change Opinion of TPD

Race.WB	age3	Mean	Std. Deviation	N
White	15-35	.57	.676	21
	36-45	.17	.408	6
	46+	.21	.520	61
	Total	.30	.571	88
Black	15-35	.67	1.000	9
	36-45	.25	.463	8
	46+	.48	.586	25
	Total	.48	.671	42
Total	15-35	.60	.770	30
	36-45	.21	.426	14
	46+	.29	.550	86
	Total	.35	.608	130

Dependent Variable: Change Opinion of TPD

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3.777 <sup>a</sup>	5	.755	2.132	.066
Intercept	10.877	1	10.877	30.692	.000
Race.WB	.392	1	.392	1.105	.295
age3	1.908	2	.954	2.692	.072
Race.WB * age3	.195	2	.097	.274	.760
Error	43.946	124	.354		
Total	64.000	130			
Corrected Total	47.723	129			

a. R Squared = .079 (Adjusted R Squared = .042)

Dependent Variable: Understand Bef

age3	Race.WB	Mean	Std. Deviation	N
15-35	White	3.57	.870	21
	Black	3.89	.601	9
	Total	3.67	.802	30
36-45	White	3.50	.548	6
	Black	4.00	.756	8
	Total	3.79	.699	14
46+	White	3.43	.911	63
	Black	3.24	1.268	25
	Total	3.38	1.021	88
Total	White	3.47	.877	90
	Black	3.52	1.110	42
	Total	3.48	.953	132

Dependent Variable: Understand Bef

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	5.449 <sup>a</sup>	5	1.090	1.210	.308
Intercept	924.031	1	924.031	1025.613	.000
age3	4.095	2	2.048	2.273	.107
Race.WB	.781	1	.781	.867	.354
age3 * Race.WB	2.124	2	1.062	1.179	.311
Error	113.520	126	.901		
Total	1722.000	132			
Corrected Total	118.970	131			

a. R Squared = .046 (Adjusted R Squared = .008)

Dependent Variable: Understand Aft

age3	Race.WB	Mean	Std. Deviation	N
15-35	White	3.90	1.044	21
	Black	4.00	.756	8
	Total	3.93	.961	29
36-45	White	4.00	.632	6
	Black	4.38	.518	8
	Total	4.21	.579	14
46+	White	3.79	.704	62
	Black	3.76	1.012	25
	Total	3.78	.799	87
Total	White	3.83	.787	89
	Black	3.93	.905	41
	Total	3.86	.824	130

Dependent Variable: Understand Aft

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2.989 <sup>a</sup>	5	.598	.877	.499
Intercept	1091.193	1	1091.193	1600.923	.000
age3	2.178	2	1.089	1.598	.206
Race.WB	.372	1	.372	.546	.462
age3 * Race.WB	.489	2	.244	.359	.699
Error	84.519	124	.682		
Total	2026.000	130			
Corrected Total	87.508	129			

a. R Squared = .034 (Adjusted R Squared = -.005)

Dependent Variable: Change Understand

Race.WB	age3	Mean	Std. Deviation	N
White	15-35	.33	.856	21
	36-45	.50	.548	6
	46+	.37	.834	62
	Total	.37	.817	89
Black	15-35	.25	.707	8
	36-45	.38	.518	8
	46+	.52	.823	25
	Total	.44	.743	41
Total	15-35	.31	.806	29
	36-45	.43	.514	14
	46+	.41	.829	87
	Total	.39	.792	130



Dependent Variable: Change Understand

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.743 <sup>a</sup>	5	.149	.230	.949
Intercept	10.605	1	10.605	16.387	.000
Race.WB	.007	1	.007	.010	.919
age3	.424	2	.212	.328	.721
Race.WB * age3	.377	2	.189	.291	.748
Error	80.249	124	.647		
Total	101.000	130			
Corrected Total	80.992	129			

a. R Squared = .009 (Adjusted R Squared = -.031)

Dependent Variable: Proj Peace

age3	Race.WB	Mean	Std. Deviation	N
15-35	White	4.19	.750	21
	Black	3.67	1.323	9
	Total	4.03	.964	30
36-45	White	4.17	.408	6
	Black	3.13	1.642	8
	Total	3.57	1.342	14
46+	White	3.87	.900	64
	Black	4.00	.764	25
	Total	3.91	.861	89
Total	White	3.97	.849	91
	Black	3.76	1.122	42
	Total	3.90	.944	133

Dependent Variable: Proj Peace

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	7.783 <sup>a</sup>	5	1.557	1.798	.118
Intercept	1047.575	1	1047.575	1210.062	.000
age3	1.008	2	.504	.582	.560
Race.WB	4.101	1	4.101	4.737	.031
age3 * Race.WB	4.958	2	2.479	2.863	.061
Error	109.946	127	.866		
Total	2143.000	133			
Corrected Total	117.729	132			

a. R Squared = .066 (Adjusted R Squared = .029)