

April 30, 2021

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Through: Deputy Chief Cheryl Hunt *CH*
Support and Administrative Services Division

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Subject: Toledo Police Department 2020 Bias Free Policing Administrative Review

Bias Free Policing Administrative Review

Introduction

It is the policy of the Toledo Police Department that services be delivered impartially, respectfully and free of bias in a manner that promotes broad community engagement, trust and confidence. The Toledo Police Department does not tolerate biased-based profiling and utilizes various management tools to ensure that it does not occur. Bias-based profiling is defined as the “stopping, questioning, detention, arrest, or other disparate treatment of any person based solely on their race, ethnicity, national origin, age, gender, gender expression or identity, sexual orientation, disability, religion, economic status, cultural group, limited English proficiency or any other identifiable group.”

Criminal profiling can be a useful tool for law enforcement officers and should not be confused with racial profiling. Officers should understand the difference between the two and ensure that racial profiling does not occur. Criminal profiling is based on facts that are known to the officer at the time. These facts can come from witness statements, victim statements, evidence from crime scenes, etc. Several procedures are in place to better ensure that racial, ethnic, and/or gender characteristics are not being used by officers as a basis for traffic stops and/or subject stops.

The first of these procedures is training department personnel on bias-based policing issues in the academy and during annual in-service training. The bias-based training includes topics that

ensure all citizens receive fair and equal treatment and that officers are making traffic stops, field contacts, or any other formal law enforcement actions on the basis of probable cause or reasonable suspicion. Officers have also received training on implicit bias to understand how attitudes or stereotypes can affect our understanding, actions, and decisions in an unconscious manner. Secondly, officers who have had bias-based or discrimination complaints sustained against them are subject to remedial training and the department's internal disciplinary process. Lastly, it is important to note that there is an ongoing effort to identify potential training and policy issues related to ensuring fair and impartial policing which is followed by an annual review of the department's bias-based profiling policy and practices. This annual review is completed by the Accreditation Unit.

Training

The Toledo Police Academy conducts bias-based profiling training to all cadets during the "Stops and Approaches" portion of academy training. Additionally, all department personnel receive training annually on topics related to bias-based policing (i.e., cultural diversity, implicit biases, human relations, communication and de-escalation skills, etc.).

Policy & Procedure

Department Manual Directive 103.10, entitled, "Biased-Based Profiling" was written in compliance with the Commission on Accreditation for Law Enforcement Agencies (CALEA) and covers all aspects of bias-based profiling. The directive is available to the general public on the City of Toledo and the department's websites.

Inspections and Supervisory Review

Per department policy, all vehicle pursuits and incidents involving use-of-force are subject to several layers of supervisory review. The process includes reviewing reports, video from the officer's body-worn camera and in-car camera, and the interviewing of relevant witnesses. If a violation of policy is discovered during the review process, the Internal Affairs Section is notified and an investigation is opened.

To further enhance the department's goal of ensuring compliance with departmental policies and procedures, randomly selected in-car and body-worn camera footage are conducted quarterly by the commander of the Inspections Unit to ensure compliance.

Citizen Complaints

All allegations of bias-based profiling by citizens are thoroughly investigated and tracked by the Internal Affairs Section. Additionally, the department uses video recording systems (in-car camera, body worn camera) to assist in the investigation of alleged bias-based profiling by officers. The commander of the Internal Affairs Section reported that there were **zero citizen complaints** of biased-based profiling in 2020.

Analysis of Traffic Stop and Field Interview Data

The department collects data from traffic stops by recording the disposition codes given by officers at the conclusion of an interaction. These disposition codes denote the perceived race and gender of the driver of the involved vehicle once contact is made with the vehicle's operator, as well as the actual disposition of the traffic stop (arrest, citation, or warning). In the past, yearly totals for traffic stop data would be obtained and compared to the census figures for the city of Toledo. However, aggregate percentages do not reflect racial or ethnic population density for geographical areas. Many neighborhoods are predominantly made up of one race or ethnicity. Consequently, the number of traffic stops conducted in these neighborhoods appears skewed when compared with the aggregate census data.¹ Additionally, police departments distribute personnel based on: calls for service to 911, the amount of crime that has occurred in an area, and population density. If a higher percentage of police officers are assigned to an area where the residents and drivers are predominantly one race or ethnicity, consequently there will be a higher rate of traffic stops for persons of that race or ethnicity. Therefore, additional data has been compiled for this analysis in an effort to complete a more thorough evaluation of the traffic stop/suspect stop data for the city of Toledo.

In this analysis, the Ohio Incident Based Reporting System (OIBRS) crime rates, calls for service, shooting incidents, action–response incidents, distribution of personnel, and demographic data will be collected and divided by individual police beats or sectors. This data will then be used to determine which beats (or sectors) are likely to have the highest rates of proactive enforcement. Once these areas of proactive enforcement are identified, the census data will be used to determine the demographic groups residing in the beats, and therefore most likely to be stopped. This data will then be compared with the actual traffic stop, subject stop and field interview data (by beat/sector) in order to determine if those findings are similar to what could reasonably be expected, given the information provided.

¹ Racial Profiling: "What does the data mean?" Practitioner's Guide to Data Collection & Analysis (2007)

The violent crime numbers below were collected by the Northwest Ohio Regional Information System (NORIS). They are the automated records management provider for the department. In 2020, there was a total of 2,101 violent crime incidents (Aggravated Assault, Homicide, Sex Offenses – Rape and Gross Sexual Imposition and Robbery) reported. From the provided data, we can see that the beats where the greatest percentage of violent crime incidents occurred were beat 620, which accounted for 8.9% of the total number of incidents of violent crime, followed by beat 310 with 8.8%, beat 710 with 8.2% and beat 420 with 8%. The lowest percentage of violent crime incidents were found in Beat 110, which accounted for only 3.8% of the total number of incidents of violent crime, followed by beat 510 with 4.2% and beat 520, with 4.3%.

SECTOR	BEAT	ASSAULT	HOMICIDE	SEX OFFENSE	ROBBERY	TOTAL	%
Sector 1	110	31	3	13	32	79	3.8
	120	63	2	14	58	137	6.5
		94	5	27	90	216	10.3
Sector 2	210	97	3	21	27	148	7.0
	220	92	2	28	35	157	7.5
		189	5	49	62	305	14.5
Sector 3	310	127	3	22	33	185	8.8
	320	48	2	16	39	105	5.0
		175	5	38	72	290	13.8
Sector 4	410	67	3	19	28	117	5.6
	420	88	6	21	53	168	8.0
		155	9	40	81	285	13.6
Sector 5	510	32	2	17	38	89	4.2
	520	41	0	15	35	91	4.3
		73	2	32	73	180	8.6
Sector 6	610	50	1	29	22	102	4.9
	620	112	12	21	42	187	8.9
		162	13	50	64	289	13.8
Sector 7	710	109	11	18	34	172	8.2
	720	61	4	17	38	120	5.7
		170	15	35	72	292	13.9
Sector 8	820	76	2	29	29	136	6.5
	830	38	3	26	27	94	4.5
		114	5	55	56	230	10.9
	N/A	4		7	3	14	0.6
	TOTAL	1,136	59	333	573	2,101	

Based on this information, the department would be expected to conduct proactive police activities in the areas with the highest rates of violent crime. Therefore, the number of traffic stops and suspect stops would be expected to be higher in beats 620, 310, 710 and 420. The

department would also likely deploy a greater number of officers to these areas to carry out proactive policing activities.

Calls for Service

<u>Total Calls for Service</u>		
Beat	Calls	Total by Sector
110	7,499	20,231
120	12,732	
210	9,110	20,942
220	11,832	
310	9,506	19,547
320	10,041	
410	9,524	20,356
420	10,832	
510	8,726	18,467
520	9,741	
610	9,682	22,464
620	12,782	
710	11,824	20,567
720	8,743	
820	9,224	17,087
830	7,863	

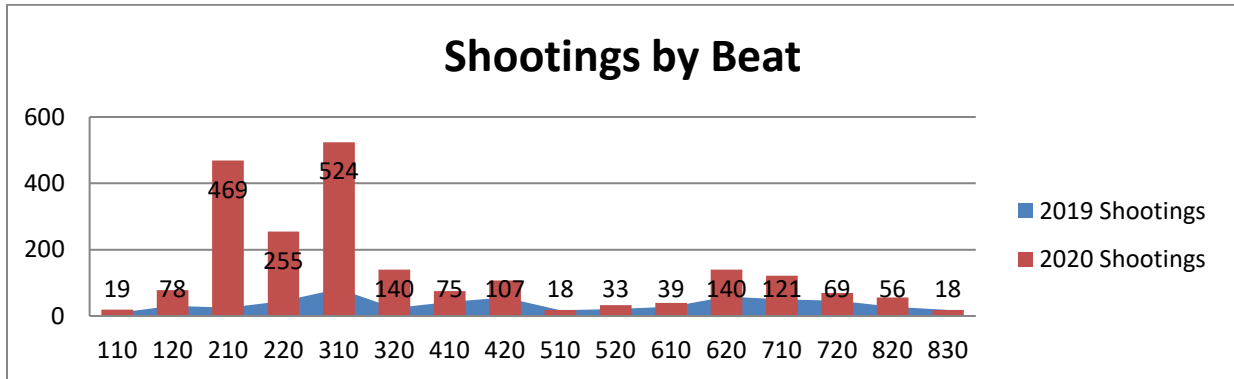
“Calls for Service” data was collected from Communications. The sector with the most calls for service in 2020 was sector 6. The next three busiest districts for calls for service were sector 2, sector 7, and sector 4. The sector with the least amount of calls for service was sector 8. The ranking of the sectors with regard to calls for service changed from 2019. One factor used to determine personnel allocation is to measure calls for service by sector/beat. Based on the information in this table, it would be expected that more officers would be assigned to beats 620, 120, 220, 710, and 420. However, the beats/sectors were designed to attempt to equalize the work load of the officers responding to calls for service. It appears to be working as the calls for service seems to be distributed as evenly as possible. It should also be noted that the department’s top priorities are to respond to calls for service in a timely manner *and* reduce the rate of violent crime. Therefore, the OIBRS crime rate is likely a more significant factor in the number of officers assigned to a specific

beat.

Shooting Incidents

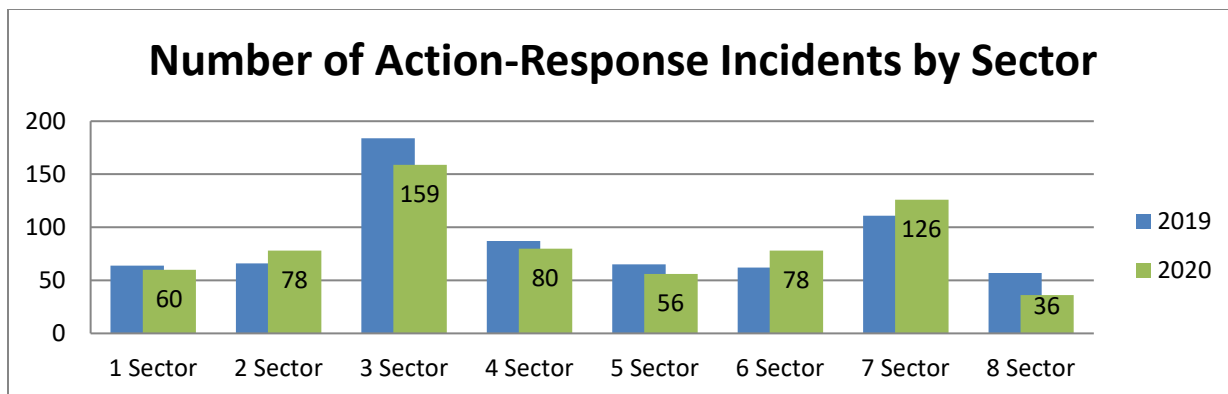
There was a total of 2,161 shooting incidents that occurred in 2020 compared to 581 shootings that occurred in 2019 and 500 in 2018. Shooting incidents are comprised of: aggravated assaults, felonious assaults, aggravated burglaries, aggravated menacing, shooting into habitations, discharge of firearms, shooting investigations and criminal damaging. Shooting incidents are up an astounding 272% since 2019. Beats 830 and 510 had the lowest number of shootings, both with a combined total of 36. Beat 310 had the highest number of shootings with 524 followed by beat 210 with 469. Shooting incidents likely increased by a substantial amount in beat 310 from 82 to 524 shootings and in beat 210 from 25 in 2019 to 469 in 2020 due to the acquisition of

gunshot detection technology (Shotspotter) in July of 2019. In 2020, only 28% of the total number of Shotspotter alerts were complemented by a 911 call. In other words, over 70% of all shooting incidents would have gone unnoticed by the police except for Shotspotter. The technology allows the department to obtain a more accurate account of the shooting incidents and to deploy resources in a strategic manner. Furthermore, per department policy, all alerts are accompanied by a police response and if evidence is found, an investigation.



Action – Response Incidents

Each and every time an officer uses physical control techniques to take a subject into custody, contain a situation, and affect an arrest that is beyond the mere taking control of a subject or to protect persons or property; it must be documented on a departmental Action–Response form. The following graph is a breakdown of those incidents by sector for years 2019 and 2020. Sector 3 had the highest total with 159 action-response incidents, followed by sector 7 with 126. The sectors with the lowest totals were sector 8 with 36 and sector 5 with 56. Both sector 3 and sector 7 have high amounts of violent crime which likely translates to increased incidents involving physical encounters between law enforcement and subjects. This data is consistent with 2018 and 2019. It should be noted that even though calls for service and the number of traffic stops, subject stops and field interviews declined, the total amount of action-response incidents were almost identical when compared to 2019.



Distribution of Personnel

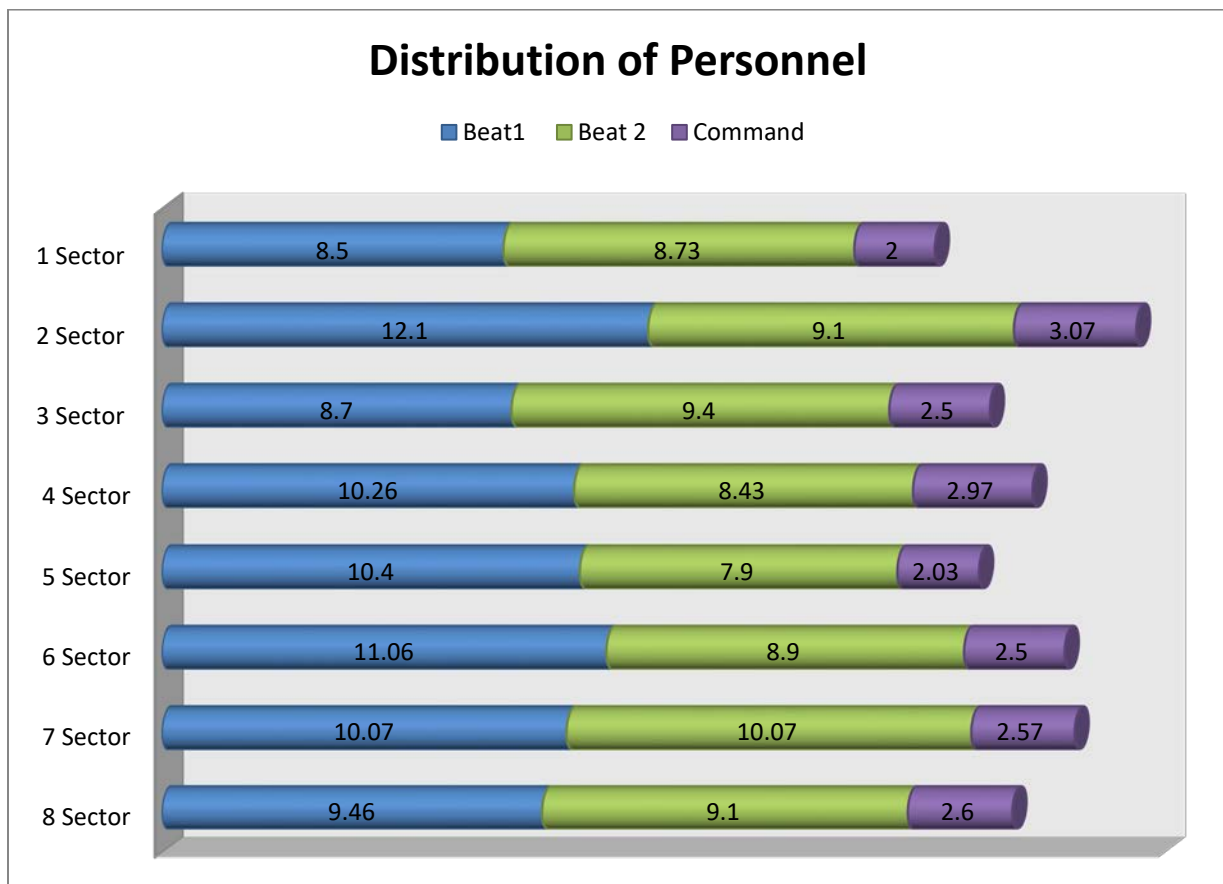
The following graph shows the distribution of personnel over a 24-hour time period for the department’s district stations in 2020. The information was gathered from Communications and is an average of officers working for an entire month (June of 2020 for both district stations). The number of officers assigned every day for the month was collected from all shifts. A count was taken of each officer by beat, and that number was then divided to determine the average number of officers working on-duty for an entire 24-hour work period. Only personnel working in the Operations Division were counted. Officers assigned to the specialty units such as Traffic and Community Services Sections were not calculated. It is important to note that In 2020, the eight p.m. to four a.m. shift was reestablished without command officers and 12 hour emergency shifts were implemented in only the months of April and May due to the COVID-19 pandemic. The 8x4 shift was not implemented for the 2021 year.

The average number of officers assigned to each beat is shown below. In addition to the officers assigned to the individual beats, the chart also displays the number of command officers who were assigned. Command officers are assigned to supervise all officers working in a sector. Officers assigned to out-of-service details (bike patrols, hot-spot areas, etc.), were not accounted for in the sector/beat assignments.

Sector 2 had the highest number of patrol officers and supervisors assigned with an average of 24.27 per day. Sector 7 was the next highest with 22.71 per day. The lowest average was found in sector 1 with 19.23 per day. This matches up with the high rate of violent crime and calls for service in both sectors 2 and 7.

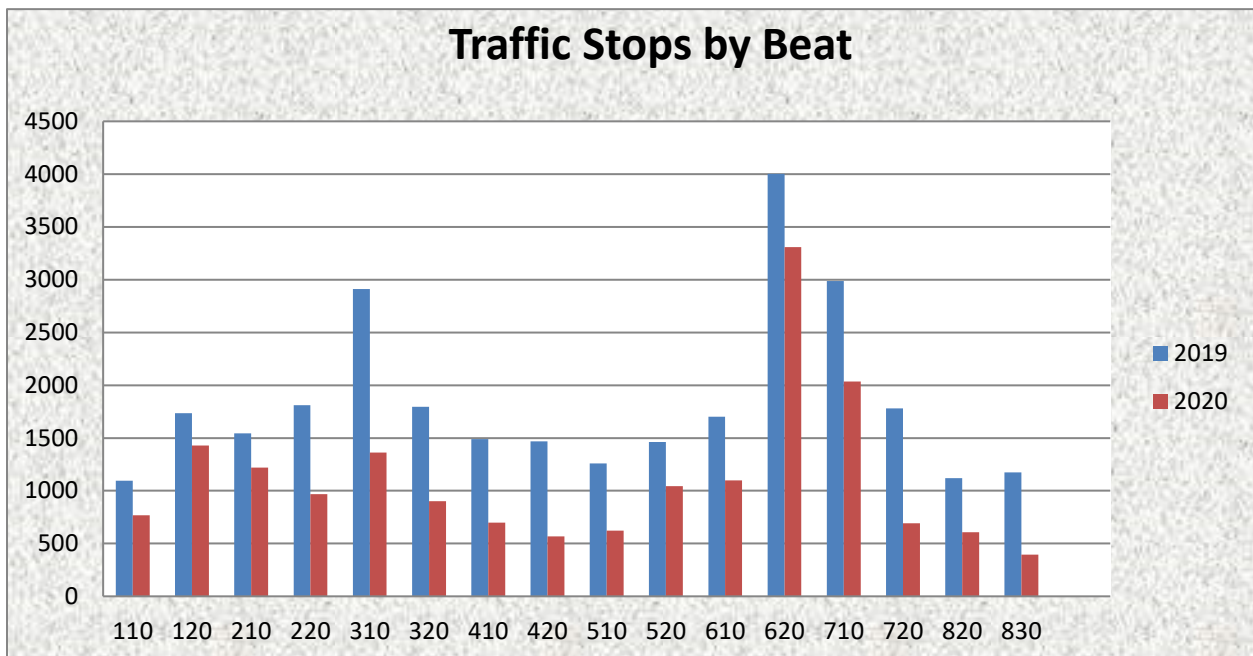
In addition to these officers, the department continues to expand its use of data analyzed by the Criminal Intelligence Section. In doing so, the practice of “intelligence led policing” is used to identify “hot spots” within the city where criminal activity is used to predict future incidents of

possible crimes. Departmental resources such as personnel from Operations, the Gang Task Force, the Special Intelligence Group, Vice-Narcotics Section, the Community Services Section, the Traffic Section, and task force partners (federal, state and local) are strategically deployed to those hot spots in an effort to disrupt the criminal activity. As part of their efforts, officers increase the police presence by conducting traffic stops, suspect stops, surveillance, and community outreach as a means of preventing lawbreaking in these high crime areas. Concentrating on high crime areas allows the department to be as efficient as possible in utilizing their personnel, partnerships and technology in an effort to reduce and eradicate crime in the neighborhoods of the city.



Traffic Stops by Beat

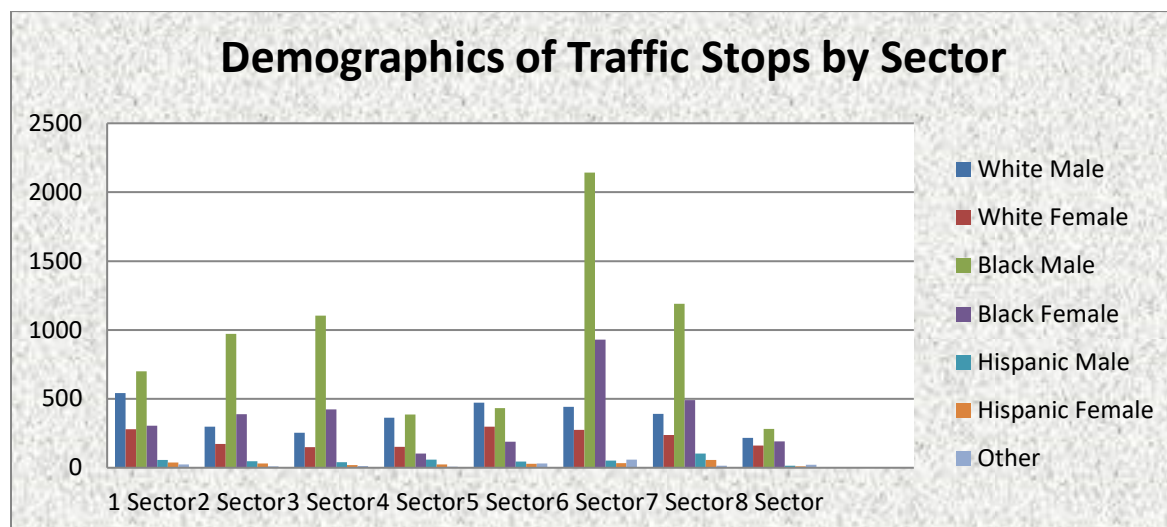
The below chart displays the number of traffic stops that have occurred in each beat in 2019 and 2020. In 2020, the largest number of traffic stops occurred in beat 620 (3,308) followed by beats 710 (2,035) and 120 (1,428). The fewest number of traffic stops occurred in beats 830 (394) and 420 (569). The total number of traffic stops were lower in 2020 (17,713) compared to both 2019 (29,341) and 2018 (38,957). As expected, beats 620, 710, and 310 each had a large percentage of the city's traffic stops as these are the top three beats for violent crime percentage.



The large drop in traffic stops can most likely be attributed to the pandemic that started in March of 2020 and continued throughout the course of the year. The department also went thru a period where officers were assigned to 12 hours shifts instead of their typical 8 hour tours of duty. This coupled with the social justice unrest that swept the nation during the summer months created a perfect storm where proactive policing declined at a precipitous rate.

Demographics of Traffic Stops by Sector

The next graph displays the demographics of traffic stops that have taken place in each sector. For example, of the 1,945 traffic stops that occurred in 1 Sector, 543 were of white males, 280 were of white females, 306 were of black females, and 699 were of black males.



Traffic Stops – Warnings, Citations, Arrests

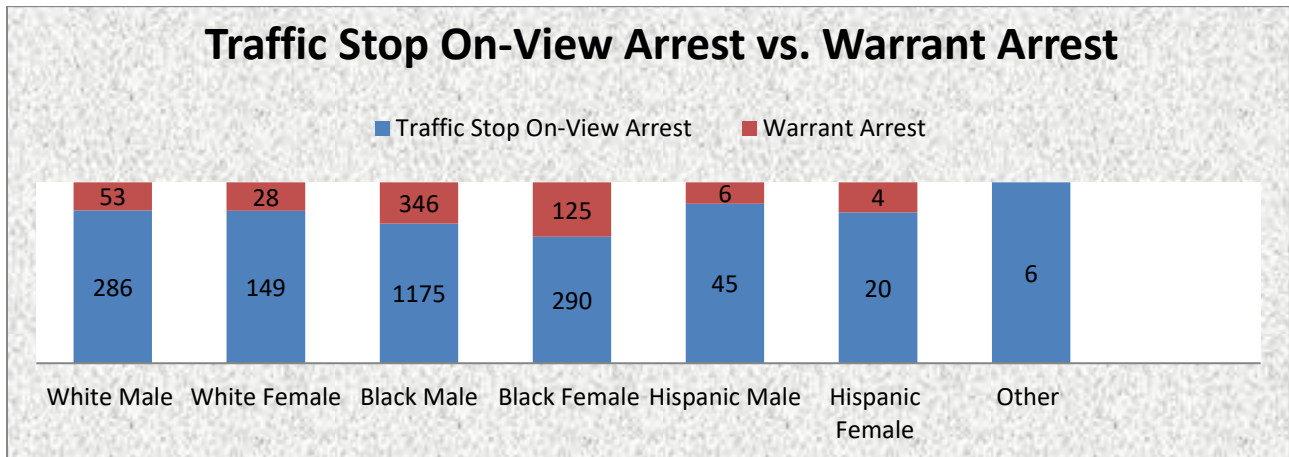
Result of Traffic Stop	Stops Resulting in Warnings		Stops Resulting in Citations		Stops Resulting in Arrest	
	2020	2019	2020	2019	2020	2019
White Male	50%	53%	38%	32%	12%	15%
White Female	51%	53%	39%	35%	10%	12%
Black Male	52%	53%	26%	24%	22%	23%
Black Female	54%	57%	32%	30%	14%	13%
Hispanic Male	53%	56%	34%	29%	13%	15%
Hispanic Female	53%	56%	37%	32%	10%	12%
Other	56%	61%	41%	35%	3%	4%

The table above displays the dispositions of traffic stops divided by race and gender. For example, the first row shows that out of all white males subjected to traffic stops in 2020, 50% received a warning, 38% received a citation, and 12% were arrested.

Police officers have discretion when it comes to issuing tickets to motorists and it appears that this discretion is being used as 52% of the time a warning is being issued to the driver of the vehicle on all traffic stops. Although warnings are given more often than not on traffic stops, it is important to note that when you compare totals from 2019 to 2020, you can see that the number of warnings given to drivers decreased in all of the demographic categories. In conjunction with the decrease in warnings given to drivers, all demographic categories showed an increase of citations issued to drivers.

The percentage of drivers arrested in 2020 on traffic stops decreased in all demographic categories from 2019, except for black females which went up one percentage point. It is important to note that an “arrest” in this category does not necessarily indicate that the individual was physically arrested. For example, individuals arrested for non-violent on-view violations/outstanding warrants can be issued a summons to appear in court at a later date. However, individuals issued a summons are still counted as being arrested.

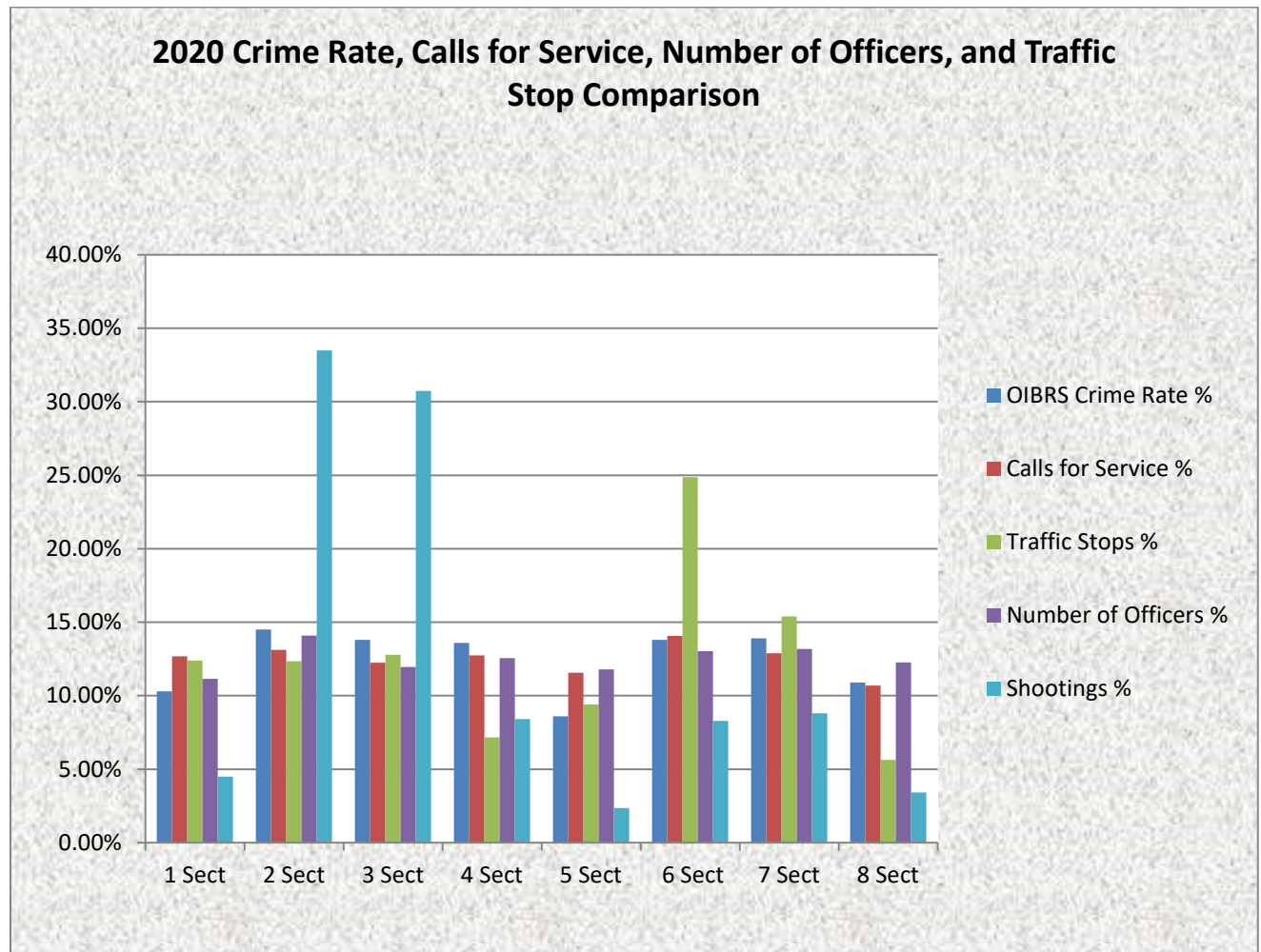
It should be noted that an officer’s discretion is removed in instances where the driver has a valid arrest warrant. The table below displays the number of arrests from traffic stops, broken down by those that had a valid arrest warrant versus an on-view arrest stemming from the traffic stop. It should be noted that officers have to specifically state that the arrest was from a warrant; all others are counted as an on-view arrest.



Comparison of Numbers for 2020 by Sector

The below chart displays a comparison of the percentages of calls for service, traffic stops, violent crime rates, and shootings that occurred in each sector. For example, sector 1 had 10.30% of the OIBRS violent crime rates, 12.67% of the calls for service, 12.40% of the traffic stops, 4.49% of Toledo’s shootings, and 11.15% of the officers assigned in the city for 2020.

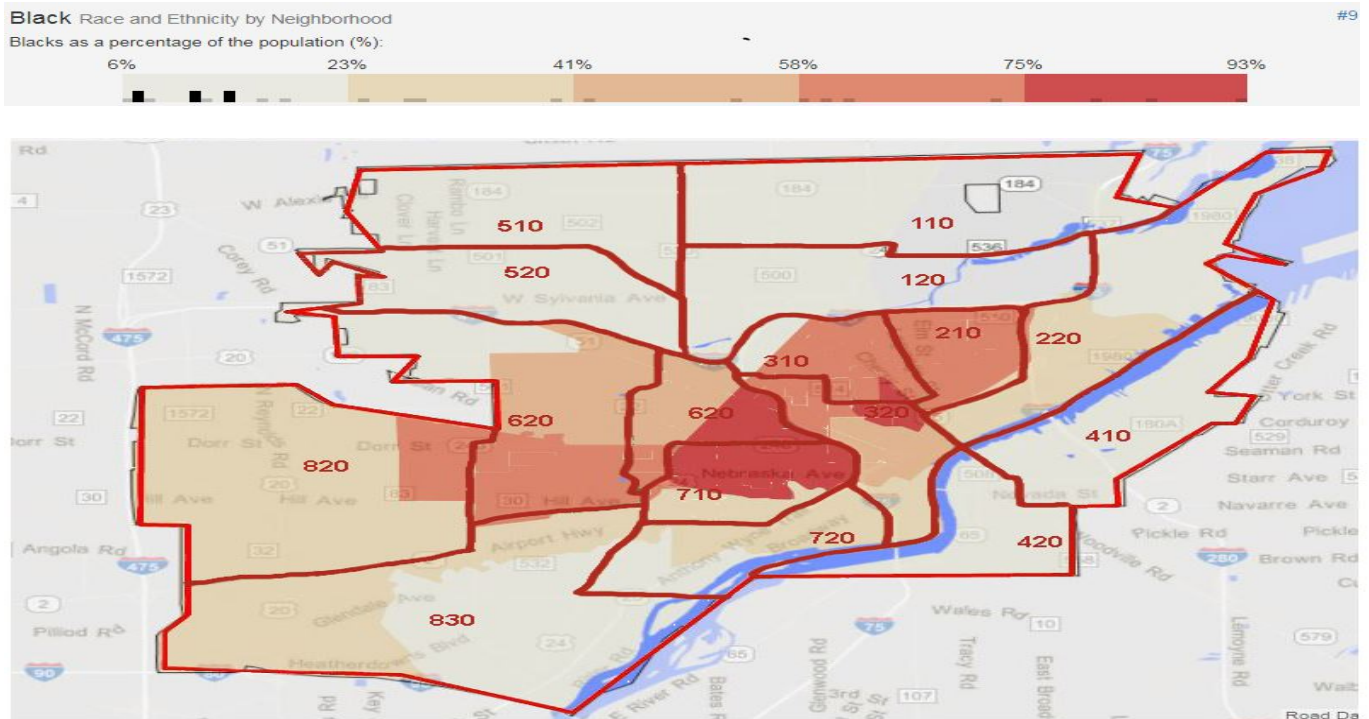
Traditionally, it would be expected that the percentages displayed in the chart would be proportional, and the percentage of calls for service, crime rates, number of traffic stops, shootings, and officers assigned would be similar by sector. In 2020, most of the percentages appear to be proportional except for the shootings in sectors 2 and 3 and the number of traffic stops conducted in 6 sector. The reason for the high number of traffic stops in Sector 6 could be because it had the highest percentage of calls for service, was number three for violent crime percentage, and if you exclude sectors 2 and 3 because of the gunshot detection technology, the sector had an elevated number of shootings. Also, 6 sector borders 7 sector; those two combined sectors accounted for almost half of the city’s total homicides in 2020.



Demographic Data

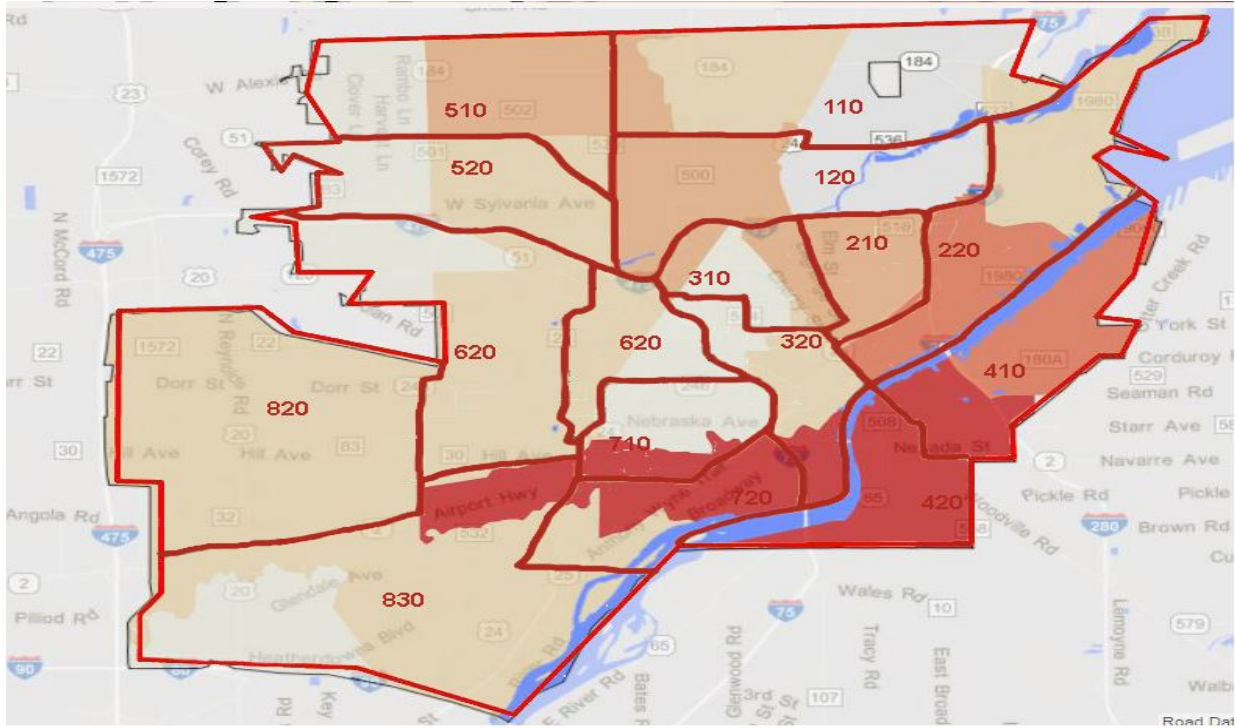
The demographic data shown below, while valuable, is displayed with some apprehension. The first issue is that the data is not current. The last census was completed in 2010, making this census data nine years old. It is highly probable that the data has changed since these charts were completed. The United States Census Bureau will be conducting a new census in 2020 (information delayed due to the pandemic). The second concern regarding this data is the effectiveness of using census data as a benchmark or baseline. Census data provides the actual number of residents in an area but does not account for the mobility of individuals. Also, according to a report produced by the National Organization of Black Law Enforcement Executives entitled, *Racial Profiling 'What Does the Data Mean'*, "The census is also known to have high 'miss' rates in the minority community, and like all statistical studies, the census also has an error rate." So, the possibility exists that actual demographic data in the areas most affected by this analysis may be underreported. The below demographic maps were located on StatisticalAtlas.com² based on 2010 Census data and represent the percentage of African-American, Hispanic and White residents within the city of Toledo. On each map, an outline of the Toledo Police Department beat map was overlaid. The darker shades of red indicate a higher percentage of a particular race that lives in that location.

Black Race

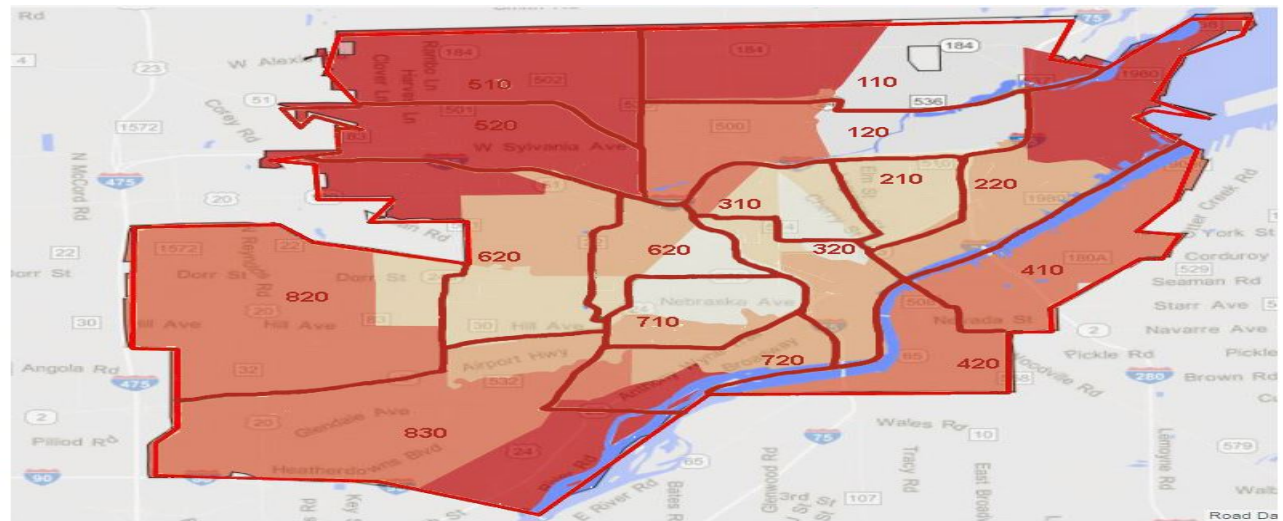
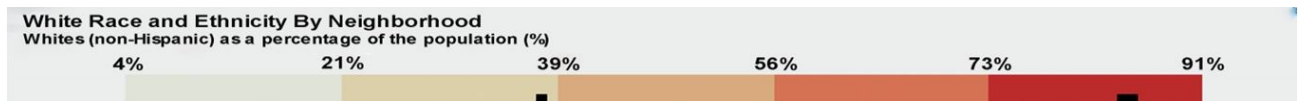


² StatisticalAtlas.com

Hispanic Race

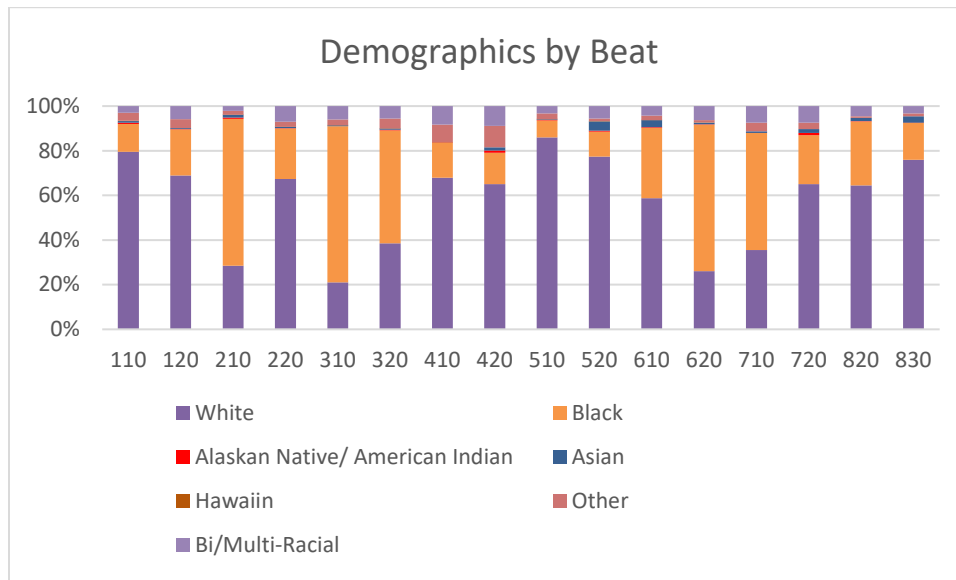


White Race



Updated Demographic Data

In order to get an updated and potentially clearer picture of who actually resides in the sectors/beats of the city, the department’s Criminal Intelligence Section took data from the United States Census Bureau ³ and broke it down into the below demographics by beat chart. The chart represents the percentage of White, African-American, Alaskan/Native-American Indians, Asian and other residents within the 16 beats located in the city of Toledo. This data is based off of the 2014-2018 American Community Survey (ACS) and is a five-year estimate of the demographics of the city.



Beats	110	120	210	220	310	320	410	420	510	520	610	620	710	720	820	830
Hispanic / Latino	8%	11%	7%	10%	4%	10%	18%	20%	7%	8%	4%	5%	11%	13%	4%	5%

Note: The city’s estimated percentage of Hispanic/Latinos living in the department’s beats are listed in the above chart. This information was not able to be included in the Demographics by Beat chart.

³ SOURCE: <https://www.census.gov/geographies/mapping-files/time-series/geo/tiger-data.html>
2014-2018 American Community Survey (ACS) 5-year Estimates

Field Interviews / Subject Stops

The below tables display data for subject stops and field interviews conducted by Toledo Police officers in 2020. A subject stop is when an officer stops an individual or a group of individuals while in a public place, but not in a moving vehicle. This can occur while on patrol or in response to a call. When an officer believes a person may have information pertaining to a crime, pattern of crimes and/or criminal suspects, or when an officer has reasonable suspicion to believe a person may have committed, may be committing, or may be about to commit a crime, they complete a Field Interview report. It is important to note that subject stop data is collected from the Tri-Tech CAD (Communications) system when an officer puts him/herself out on a subject stop. Field interview data is collected from the actual Field Interview reports that officers complete and that data is tabulated by the Criminal Intelligence Section. Therefore, a subject stop and a field interview could be counted under both totals.

Though not represented in the table,

Field Interview reports have been steadily declining since 2016. There were 1,113 less Field Interview reports completed by officers in 2020 than in 2016. In 2019 there were 696 field interviews conducted. This number dropped to 292 in 2020. A likely cause was the pandemic coupled with low department manpower. The most Field Interview reports were generated in beat 320 with 28 followed by beat 520 with 27. The fewest number of reports were generated in beats 720 with 8. Black males were the group that was recorded the most often on the reports totaling 135 (46%). This is a 14% decrease from 2019 – (419 black males interviewed- 60%). White males were the next highest group that field interviews were completed for with 117 (40%). This is a 12% increase from 2019 when 196 white males were interviewed (28%). The suspect's activity most often listed by officers on the report as the reason for the interview was *suspicious person activity*. *Exposer and theft activity* was cited as the next most frequent reasons for the interview.

After analyzing the data, race and gender do not appear to be factors in which individuals are stopped or how field interviews are completed by Toledo police officers. As an overall strategy to reduce criminal activity, the department typically assigns more officers to patrol identified hot spots, areas with higher calls for service, and/or areas where crime trends have been identified. As a result, more field interviews are expected to be conducted in those areas. Although property offenses are not discussed in this analysis, many of the crime series that are backed by statistical data from the Criminal Intelligence Section focuses on these types of crimes. For example, in 2020, 15 of the 18 crime series were initiated because of property offenses. As a result of this focused policing, burglaries in 2020 were down over 21% from 2019 and since 2012 when the crime series started, residential burglaries are down over 77% overall (8,329 in 2011 to 1,946 in 2020). It is to be expected that when the Criminal Intelligence Section puts out a series, more field interviews will be conducted to identify potential suspects and to deter criminal activity.

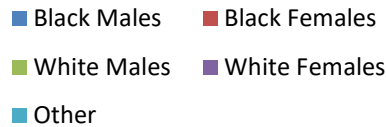
2020 Field Interviews By Race/Gender																		
	110	120	210	220	310	320	410	420	510	520	610	620	710	720	820	830	Total	
White Male	13	8	3	13	3	7	10	7	15	14	8	4	0	2	2	8	117	
White Female	2	3	0	1	1	0	3	1	0	2	0	1	0	2	0	0	16	
Black Male	7	6	9	3	9	21	6	9	3	9	10	16	9	2	7	9	135	
Black Female	0	0	0	0	0	0	0	0	0	1	0	3	1	0	0	3	8	
Hispanic Male	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	2	
Hispanic Female	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	2	
Other	0	3	1	0	2	0	0	1	1	0	0	1	0	2	1	0	12	
Beat Total	22	20	13	17	15	28	20	18	19	27	18	26	11	8	10	20		
Sector Total	42		30			43		38		46		44		19		30		292



There were 2,003 occurrences where subjects were stopped by a Toledo police officer in 2020 compared to 2019 when there were 3,895 subjects stopped (49% decrease). In 2018 there were 4,914 subjects stopped. Beat 620 had the most subject stops with 253 followed by Beat 710 with 234. Again, both beats are in the top 3 beats for violent crime incidents. The beats with the lowest number of subject stops were 830 with 33 followed by 820 with 35. One reason for a lower number of subject stops in sector 8 could be that this sector had the third lowest amount of violent crime incidents, the least amount of calls for service and the second least amount of shooting incidents. The data supplied to the department does not break down subject stops by race and gender.

Arrests

Juvenile Arrests



Adult Arrests



There was a total of 11,958 arrests made in 2020 and 19,712 arrests were made in 2019. The above graphs represent the arrests made in 2020 separated by juveniles and adults and then by race and gender. Hispanic arrests of both genders are included in the “Other” category. As stated earlier, an “arrest” does not necessarily indicate that the individual was physically arrested and taken to jail. Individuals arrested for non-violent on-view violations/outstanding warrants can be issued a summons and released at the scene with the expectation that they are to appear in court at a later date.

Conclusion

As officers work to protect community members and their property, the department has taken great strides to ensure that individuals, with whom officers come in contact, are treated justly and without bias. This report highlights how department policy, training, inspections, supervisory review, investigations of citizen complaints, and a data driven approach work to reduce bias.

Recommendations

The last year was challenging for the nation due to the continuing COVID-19 pandemic and the social unrest that started during the summer months and continued throughout the year. Toledo was not immune to the effects of these twin crises as violent crime rose 41% from 2019 to 2020 and a record number of homicides occurred within the city limits. The Toledo Police Department should continue proactive policing to deter crime and criminal activity by showing a police presence and engaging the community in order to learn their concerns. Methods that identify areas that could benefit from an increase in proactive policing measures should continue to be used as well. With a limited amount of personnel available, it is important to utilize those

resources in the most efficient way possible. It appears that certain beats/sectors within the city have higher violent crime rates and/or higher calls for service than others. In response to this, the department did a lengthy internal study in 2019 with the goal of trying to determine if redistricting would distribute the geographical areas of each beat in a more equitable way (the last redistricting occurred over a decade ago). The redistricting study found that the current boundaries do in fact distribute the workload in a reasonable manner. In order to increase efficiency to an even higher level, the lines were moved slightly in sectors 6, 7, and 8 to improve the workload balance at the Scott Park District Station. While the calls for service will never truly be equalized throughout the sectors, the outcome of the redistricting cannot properly be evaluated until a number of years have passed.

The Toledo Police Department should continue to build open and honest relationships with the public. Keeping an open dialogue with community members through events and partnerships has proven to be very beneficial. The Toledo Police Department website provides a wealth of information to the public. Users can access a crime map to see what crime is occurring in their neighborhood. They can also report a crime anonymously. Users can also use the website to find the department yearly goals and objectives, reports pertaining to use-of-force incidents/pursuits/bias-free policing, Internal Affairs and Equal Employment Opportunity (EEO) reports, community surveys, the department manual and much more. The flow of information to the public and community leaders should always remain high priorities for the Toledo Police Department.

In 2017, the Toledo Police Department began contracting with the National Testing Network to hire officers. The new hiring procedure was implemented in an attempt to attract a more diverse group of applicants by both simplifying the process and making it more accessible. A police force that represents the make-up of its community is essential as is a thorough and complete background investigation of each candidate. Hiring recruits that display traits of bias-free attitudes and an understanding of public service are vitally important. The 66th Toledo Police Academy class was hired in 2019 and graduated in February of 2020. Out of 37 graduates, 12 were females (32%). Nine of the 37 graduates were identified as Black, Hispanic or other (24%). This was followed by the 67th class that is set to graduate in the summer of 2021. Out of the 25 cadets that started the class in October of 2020, seven are females (28%). Fourteen of the 25 cadets identify themselves as Black, Hispanic or other (56%) which is a large increase from the prior class. The police department has and continues to make it a priority to recruit females and minorities to help diversify the ranks.

While there is no evidence of bias-based policing occurring within the department, the need to continuously monitor the situation is great. In an effort to improve the management of personnel, the Toledo Police Department is in the process of transitioning to an advanced police

force management and early intervention system. The new system, Benchmark Analytics, enhances the ability to collect and review data in areas such as vehicle pursuits, use-of-force incidents, performance evaluations, internal affairs complaints and officer training. This system will allow the Toledo Police Department to gather more comprehensive data and get a better understanding of officer and subject interactions.

The department should also continue annual training on issues relating to bias-based profiling with respect to the law on topics such as field contacts, traffic stops, and search and seizures. The department should also continue regular training officers on topics such as cultural diversity, implicit biases, and human relations and interpersonal communication skills.

Finally, it is important to note that first-line supervisors play an important role when it comes to combating bias-based policing. If an officer begins to display explicitly discriminatory behavior, the issue can be quickly and effectively addressed by a supervisor. Systems of accountability and taking corrective action when needed are vital to remain a bias free police department.