

MALDEN USE OF FORCE POLICY

Advisory Group for Obama's Pledge

FINAL REPORT

JANUARY, 2022

INTRODUCTION

A national conversation continues to take place on the role of policing in communities across the United States. Following the murder of George Floyd by police in Minneapolis, MN, protests surged throughout the country. The fundamental disconnects in the relationship between law enforcement officers and the communities they serve are rooted in the ways policing has been systematically biased. Officers take an oath to uphold the law, to protect people, and to hold themselves and their fellow officers accountable for their actions. Yet, evidence demonstrates that policing has negative consequences for members of many marginalized communities, including Black, Indigenous, and People of Color (BIPOC), persons with disabilities, gender non-binary people, transgender people, and immigrants. Each city and town across the United States is called to examine the role and practices of its police force, to ensure that police officers have clear, reasonable, and accountable structures for their work, and to create public safety policies that are anti-racist, equitable, inclusive, and just for all.

In June of 2020, as one of Massachusetts' most diverse communities, Malden proactively entered this national conversation. As part of Mayor Gary Christenson's UniteMalden 2020 initiative, the City answered the Obama Foundation's Call to Action and signed on to the *Reimagining Policing Pledge*. This pledge calls on Mayors and local officials across the United States to review and reform use of force policy, redefine public safety and combat systemic racism within law enforcement.

A community advisory group was formed to assist in reviewing the Malden Police Department (MPD) Use of Force Policy. The group was asked to leverage their experiences and backgrounds to provide community input on the current MPD Use of Force Policy. The Advisory Group for Obama's Pledge (AGOP) included Jay Bhimani, Kelli Collomb, Isadel Eddy, Ben Hartzell, Karen Colón Hayes, Darren Josey, Tihun Lawrence, Carey McDonald, Yu Sin Mok, Erga Pierrette, Tamerlie Roc, and Birukti Tsige. Also working with the group were City Councillors Amanda Linehan and Stephen Winslow, former City Councillor Neal Anderson and Maria Luise from the Mayor's Office. Their role was to review the policies, to provide insight and interpretation, and to identify areas of improvement specifically through the lens of a community member.

The process involved the following four (4) actions steps:

- **REVIEW** the Malden Police Department's use of force policy.
- **ENGAGE** the community by including a diverse range of input, experiences, and stories in the process.
- After the review, **REPORT** the findings to the community and seek feedback.
- **REFORM** the policies and redefine public safety and combat systemic racism within law enforcement.

Step 1: Review

AGOP encouraged the Malden Police Department (MPD) to publish the Use of Force Policy on their website. In addition, the policy was translated into Arabic, Chinese, Haitian Creole, Vietnamese, and Spanish. The group spent several months reviewing all aspects of the policy, speaking with police officers and city leaders, receiving information and data from the MPD, reviewing resources around best practices,¹ and drafting recommended changes.

Step 2: Engage

AGOP presented the draft of recommended changes to the community and engaged the public through a virtual community meeting and a published survey. The meeting was simultaneously interpreted into Arabic, Cantonese, Haitian Creole, Mandarin, Portuguese, Spanish, and Vietnamese. The meeting included a presentation and offered the opportunity to learn more about the context of the AGOP's recommendations. Participants were also given the chance to ask questions.

The survey was developed by AGOP, translated into six languages and consisted of a five-point agreement scale for each recommendation. It also included the opportunity to provide written comments and suggestions which served as an important tool in considering the range of opinion about the recommendations. A total of 1,318 survey responses were analyzed by consultants at the Metropolitan Area Planning Council (MAPC) and their observations are provided in the Results Report attached as **Appendix I**. The majority of the responses demonstrated strong support for the recommendations put forward. **See Appendix II.**

Step 3: Report

AGOP utilized the feedback and input from the community to reassess the recommendations and make amendments to the draft. The recommendations are finalized in this Final Report, which will be submitted to Mayor Christenson, MPD Commissioner Salvatore Gennetti, and MPD Chief Kevin Molis. This Report will also be shared with the Malden City Council and the community.

Step 4: Reform

The anticipated goal is that the recommendations will be reviewed, considered, and lead to reforms of policies and new initiatives.

¹ Referenced the following best practices in use of force policies:
[Guiding Principles on the Use of Force](#), from the *Police Executives Research Forum*
[#8CantWait Recommendations](#), from *Campaign Zero*
[New Era for Public Safety Toolkit](#), from the *Leadership Conference Education Fund*

RECOMMENDATIONS

Recommendation #1:

Focus on Protecting Life and Safety

(38.9% of the people responding strongly agree with this recommendation and 25.7% agree)

Reorient policies to clarify that the purpose for use of force is to protect the life and safety of all individuals involved in a situation (including officers, subjects of enforcement, and bystanders), rather than to control a situation.

Recommendation #2:

New Policy Sections

(46.8% of the people responding strongly agree with this recommendation and 18.7% agree)

Add new policy sections, including:

- Prohibiting profiling based on race or other identities (the MPD reports this is the current practice, so this recommendation would make it a formal policy);
- Requiring de-escalation tactics for police officers responding to a situation, with appropriate training in these tactics;
- An updated and research-based model for assessing the use of force, such as the Critical Decision-Making Model and proportionality standard recommended by the *Police Executives Research Forum*;² and
- The role of police officers at rallies and demonstrations, based on best practices from other departments and consultation with community leaders.

Recommendation #3

Clarify Training for Officers

(50.5% of the people responding strongly agree with this recommendation and 19.3% agree)

Add and clarify required training for officers beyond what is required by the state in key areas related to equity and minimizing harm, such as: antiracism, racial bias, unconscious bias, conflict resolution and negotiation, language training, how to address a Section 12, how to respond to persons with disabilities, de-escalation techniques and strategies, and trauma-informed responses.

Recommendation #4:

Data Reporting and Transparency

(43.0% of the people responding strongly agree with this recommendation and 20.8% agree)

Track, analyze and present data to increase transparency and build public trust. Provide regular public reports (at least annually) on key areas related to equity, including use of force, stops and arrests, responses to 911 calls, and MPD demographics. Reports should be disaggregated by race, ethnicity, gender, ability, age, and language.

² See <https://www.policeforum.org/assets/30%20guiding%20principles.pdf>

Recommendation #5:

Civilian Oversight Board

(42.2% of the people responding strongly agree with this recommendation and 18.4% agree)

Follow through on the UniteMalden 2020 pledge to create a strong civilian oversight board for the MPD, which would engage the public, receive complaints, address accountability and disciplinary consequences, and review data and policy concerns.

Recommendation #6:

Inclusive Language

(39.2% of the people responding strongly agree with this recommendation and 23.2% agree)

Use updated, inclusive, and respectful language, especially when referring to historically marginalized communities, including using gender-neutral terms.

Recommendation #7:

Language Access

(43.9% of the people responding strongly agree with this recommendation and 23.0% agree)

Address the range of languages that people speak in Malden. This includes describing expectations around how officers communicate with subjects of enforcement and bystanders who are non-English speakers, including those who communicate through American Sign Language. This also includes the MPD communicating its policies in multiple languages.

Recommendation #8:

Engaging Persons with Disabilities

(42.7% of the people responding strongly agree with this recommendation and 20.6% agree)

Rewrite the section referring to persons with disabilities to include all vulnerable populations and to update the language to reflect best practices. The policy should include specific limits on use of force and how police officers should interact with people with disabilities, people experiencing homelessness, victims of domestic violence, people with unmet mental health needs, people under the influence of drugs or alcohol, pregnant people, youth, older people, and other vulnerable populations.

Recommendation #9:

Alternative Response Options

(48.4% of the people responding strongly agree with this recommendation and 17.2% agree)

Identify and develop alternative (non-Police) response options that can be referenced and integrated into the Use of Force Policy, such as mental health response, substance abuse response, mediation and dispute resolution services, and multilingual crisis hotlines.

Recommendation #10:

Full Community Assessment

(32.6% of the people responding strongly agree with this recommendation and 24.7% agree)

Conduct a full community assessment of experiences and trust of the MPD in consultation with a professional organization doing this work.

CONCLUSION

Careful study, community engagement and input, as well as extensive research spanning 18 months have led to the final recommendations on the Malden Police Department's (MPD) Use of Force Policy in this report. The Advisory Group on the Obama Pledge (AGOP) finalized their recommendations and submitted them to Mayor Christenson, MPD Commissioner Salvatore Gennetti, and MPD Chief Kevin Molis. Given the broad public support for these recommendations shown in the survey results, AGOP strongly recommends the City of Malden move quickly to fully adopt the recommendations in our final report. We hope these recommendations will strengthen our police department, support other resources to address the needs in our community, and build trust and momentum for more transparent and equitable public safety policies in Malden.

AGOP members would like to express our deepest appreciation to all of the community members who gave feedback on the draft recommendations by attending the community meeting and/or by completing the community survey. We would also like to thank members of the Mayor's office and MPD who supported this important work. Thank you to Chief Molis for meeting with us and MPD Crime Analyst David Ritchie for providing us with necessary data and information from the MPD. We also appreciate the data analysis provided by the Metropolitan Area Planning Council (MAPC) and translation services from Baystate Interpreters, Inc. Lastly, we would like to thank Mayor Christenson for his foresight and leadership in signing on to the Obama Foundation's *Reimagining Policing Pledge* to review and reform MPD's Use of Force Policy.

APPENDIX I
MAPC Results Report



City of Malden Use of Force Policy Survey

RESULTS REPORT

Contents

- I. Introduction
- II. Survey design and implementation
- III. Survey response
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- V. Observations
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I. Introduction

In September 2021, MAPC was engaged to review the results of the City of Malden's Use of Force Policy Survey. The purpose of this report is to, as possible, summarize and characterize the results. The report is composed of the following:

- Survey design
- Survey response
- Methodology and bias
- Observations
- Digest of the main themes expressed by the comments on each recommendation, as grouped by degree of agreement.
- Appendix composed of full text of the comments (including duplicates) grouped by degree of agreement and headed by a short list of the main themes of the comment group.

II. Survey design and implementation

The context for the survey as summarized by the City of Malden:

In June 2020, City of Malden Mayor Gary Christenson announced the UniteMalden2020 initiative, which included signing the Obama Foundation's "Reimagining Policing Pledge." The pledge calls on cities to review and reform police use of force policies, engage the community in the conversation, and report findings. Many communities have taken on the pledge, including over 300 cities nationally.

Mayor Christenson formed an Advisory Group for Obama's Pledge (AGOP) made up of community members who leveraged their experiences and backgrounds to provide input on the current Malden Police Department (MPD) [Use of Force Policy](#). Their role was to review the policies, share insight and identify areas of improvement specifically through the lens of a community member. Their [recommended changes](#) were presented to the community through a public meeting and a published survey. The survey was a critical part of the process, and the aim was to gather community input on the recommendations and garner thoughts, ideas, suggestions, and concerns.

The survey, developed by Malden's Advisory Group for Obama's Pledge (AGOP) and administered by the City of Malden, was composed of twelve questions. Each of the first ten questions offered the complete text of one of the ten AGOP recommendations. For each recommendation, the survey presented a five-point agreement-scale (Likert

scale) question – that is, an opportunity for the participant to register their degree of agreement in a quantifiable way. Participants could check one of the following: Strongly disagree; Disagree; Neutral; Agree; Strongly agree. Each question also included an opportunity for an open response of any length. At the end of the survey, two additional open response questions were offered: “Are you aware of any experiences with the Malden Police Department that you would like to share” and “Do you have any additional comments about the Use of Force Policy.”

The survey opened for participation on May 12, 2021 and closed on July 15, 2021. It was publicized on the City’s website and shared through all its social media outlets, including Facebook and Instagram. The survey was translated into six different languages, shared with community groups, and was available in paper format at City Hall and upon request.

III. Survey response

The effort indeed attracted and recorded community feedback. There were 1,319 responses over the nine weeks the survey was open. Hundreds of comments were collected.

There was no identifying information associated with responses and no limit to the number of responses a participant could make. There were word-for-word duplicate comments. It cannot be determined how many responses, with or without comments, came from any one participant, how many participants submitted multiple responses, or how many participants there were in total. This invalidates the data for numerical comparisons. Our observations are, therefore, qualitative.

The comments collected offer valuable information on the range of opinion about the recommendations, potentially offer insight into the rationale behind those opinions, and contain suggestions that City leaders will find of interest. The Likert scale data offers an illuminating way of sorting the comments.

IV. Review methodology and bias

MAPC first sorted the survey response comments according to the Likert scale choice under which the respondent commented. Two MAPC staff members separately read all the comments in each category, and separately identified common themes. Those two staff members checked each other’s work for bias, and they compared and synthesized observations. The observations were read and commented on by two other MAPC staff members.

Neither the observations (Section V) nor the comment themes (Section VI) are conclusions of quantitative analyses. They are impressions formed after a close reading of all the comments submitted. In Section VI, the lists of comment themes under each Likert category

are intended to communicate a sense of the range of comments, not their frequency. These themes offer a way to understand the sentiments in the comments for each AGOP Recommendation.

Despite best efforts, bias can't be eliminated from any summary or characterization of data, nor can it be eliminated from qualitative observations. We encourage readers to consult the full text versions of the comments in the appendices of this report.

V. Observations

- Most responses that included “Strongly agree” or “Strongly disagree” on one recommendation did so on all the recommendations. This suggests a sharply divided group of respondents with little common ground on the recommendations and issues surrounding them. Work to establish shared assumptions and a generally accepted set of facts may make moving toward consensus more likely.
- AGOP Recommendation #7 has the fewest relative number of “Strongly disagree” responses.
- Among those who checked “Strongly disagree” on fewer than all recommendations, the recommendation on which they did not check “Strongly disagree” was by far most likely to be Recommendation #7.
- Compared to comments in the positive responses, the comments in the negative responses more frequently to express the sentiment that changes to the policy were politically motivated. Compared to comments in the negative response, comments in the positive responses more frequently expressed the sentiment that a lack of police accountability or consequences could or would subvert the implementation of the recommendations.
- Compared to participants who responded negatively to most or all of the recommendations, respondents who selected “Agree” or “Strongly agree” to most or all of the recommendations more often made suggestions in their comments that additional measures, such as training, body cameras, and accountability would be necessary to make the policy effective.
- Respondents who selected “Strongly disagree,” “Disagree,” or “Neutral” were more likely than those who selected “Agree” or “Strongly agree” to cite the need for case-by-case in-the-moment judgement by police officers vis-à-vis use of force.
- The “Agree” or “Strongly agree” comments seem to contain more suggestions and specific areas of agreement and caution.
- Many comments in the “Strongly disagree,” “Disagree,” and even sometimes the “Neutral” categories asserted the recommendations were anti-police. Some comments in

the “Agree” and “Strongly Agree” categories asserted that the recommendations would help police.

VI. City of Malden Use of Force Survey Comments By Degree of Agreement

AGOP’S RECOMMENDATION #1

Reorient policies to clarify that the purpose for use of force is to protect the life and safety of all individuals involved in a situation (including officers, subjects of enforcement, and bystanders), rather than to control a situation.

“Strongly Disagree” comment themes:

- The life and safety of individuals depends on situations being controlled, which can require force.
- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and/or is impractical.
- The recommendation is politically motivated.
- The system works already, and it shouldn’t be changed.

“Disagree” comment themes:

- The life and safety of individuals depends on situations being controlled, which can require force.
- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and/or is impractical
- Protection of aggressor/offender is less important than protection of those being offended against.
- The recommendation does not go far enough.

“Neutral” comment themes:

- The life and safety of individuals depends on situations being controlled, which can require force.
- Recommendation is a repetition of existing policy/too vague
- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and is impractical.
- Recommendation does not go far enough.
- Policy change would be ineffective without additional training.

“Agree” comment themes:

- Officers should be listed last in recommendation.
- Recommendation is vague.
- Recommendation doesn’t go far enough.
- Policy change would be ineffective without additional training.
- Agree

“Strongly Agree” comment themes:

- Strongly agree
- Officers should be listed last in recommendation.
- Recommendation doesn’t go far enough

AGOP'S RECOMMENDATION #2

Add new policy sections, including: prohibiting profiling based on race or other identities, requiring de-escalation tactics for police officers responding to a situation, an updated and research-based model for assessing the use of force, and the role of police officers at rallies and demonstrations.

“Strongly disagree” comment themes:

- Recommendation is a repetition of existing policy.
- The recommendation is politically motivated.
- There is no bias currently, so nothing needs to be changed.
- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and/or is impractical.
- Force can be necessary to keep the peace.

“Disagree” comment themes:

- Recommendation is too broad to allow for case-by-case response.
- Force can be necessary to keep the peace.
- Nothing needs to be changed.
- Support of preventing profiling, skepticism that it occurs in Malden or that a policy is needed.

“Neutral” comment themes:

- Recommendation is too broad to allow for case-by-case response.
- Police presence is necessary at rallies to keep the peace and prevent property damage.
- Desired effect is laudable, but recommendation will not accomplish it.
- Recommendation is unnecessary: problem does not exist in Malden/Northeast, and officers already follow recommendation.

“Agree” comment themes:

- Recommendation will not prevent profiling/is unenforceable.
- More anti-bias and de-escalation training is necessary to make recommendation effective.
- Recommendation is vague and doesn’t address the logistical realities of demonstrations.
- Must be accountability/consequences for non-compliance.

- General statements of agreement.

“Strongly Agree” comment themes:

- More anti-bias and de-escalation training is necessary to make recommendation effective.
- Must be accountability/consequences for non-compliance.
- General statements of agreement.

AGOP’S RECOMMENDATION #3

Add and clarify required training for officers beyond what is required by the state in key areas related to equity and minimizing harm, such as: antiracism and racial bias, conflict resolution and negotiation, language training, how to address a Section 12, how to respond to persons with disabilities, de-escalation techniques and strategies, and trauma-informed responses.

“Strongly Disagree” comment themes:

- General statements of disagreement.
- There is currently no racial bias on the MPD.
- There are not enough police officers in Malden.
- This recommendation is politically motivated.

“Disagree” comment themes:

- There is sufficient training in Malden currently and police are doing a good job.
- Disagreement with the recommendation because it doesn’t focus on the family, panders to lawlessness or mental illness, or risks causing more division or secondary issues by focusing on racial bias.
- Training should be focused on identified need, not across the board.

“Neutral” comment themes:

- Recommendation will be expensive, and is unlikely to be funded, and is unlikely to be effective.
- The recommended training is already being given in Malden.
- More training is always welcome.
- Training can be ineffective if done poorly or if trainee has preconceived notions. Training may not have worked in other locales.
- Training is less important than recruiting and selecting the right individuals in the first place.

“Agree” comment themes:

- Must be accountability/consequences for non-compliance.
- General statements of agreement and agreement with need for training
- To be effective, training must be high quality, practical, and evidence-based.

- There must be mental health workers available and fewer expectations on police to provide mental health services.

“Strongly Agree” comment themes:

- Statements that elaborate on the training that should be provided.
- General statements of agreement and emphasis on the need for training.
- Statements about the need for consistency in training and frequency.
- Statements that the training should be paid for.
- Questions about what Section 12 is.

AGOP’S RECOMMENDATION #4

Track, analyze and present data to increase transparency and build public trust. Provide regular public reports (at least annually) on key areas related to equity, including: use of force, stops and arrests, responses to 911 calls, and MPD demographics. Reports should be disaggregated by race, ethnicity, gender, ability, age, and language.

“Strongly Disagree” comment themes:

- General statements of disagreement
- Recommendation is politically motivated
- The system works already, and it shouldn’t be changed.
- Disagreement that profiling should not occur or that data should be collected or that profiling should be focused on.

“Disagree” comment themes:

- Disagreement that disaggregating data would produce desirable results.
- The system works already, and it shouldn’t be changed.
- Recommendation is impractical.

“Neutral” comment themes:

- Suggestions to make the process more useful and practical and less onerous.
- Skepticism regarding the validity of any data supplied under the recommendation.
- General comments about related issues.

“Agree” comment themes

- General statements of agreement.
- Suggestions to make the reporting more frequent.
- Comments regarding trust in the Malden Police Department.
- Requests for the use of body cameras by MPD.

“Strongly Agree” comment themes

- General statements of agreement
- Statements of support about the importance of transparency.

- Suggestions regarding datasets and presentation of the data.

AGOP'S RECOMMENDATION #5

Follow through on the UniteMalden 2020 pledge to create a strong civilian oversight board for the MPD, which would engage the public, receive complaints, address accountability and disciplinary consequences, and review data and policy concerns.

“Strongly disagree” comment themes

- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and/or is impractical.
- Recommendation is politically motivated.
- General statements of disagreement.

“Disagree” comment themes

- Discomfort with the qualifications and appropriateness of a citizen board to oversee MPD.
- Votes of confidence for MPD.
- Comments about the recommendation having negative effects.

“Neutral” comment themes

- Discomfort with the qualifications or appropriateness of a citizen board to oversee the MPD.
- Questions about the composition of the board recommended.
- Expressions of confidence in MPD.

“Agree” comment themes

- General expressions of agreement.
- Suggestions for the composition of the recommended committee.
- Questions around the composition and powers of the recommended committee.

“Strongly Agree” comment themes

- General statements of agreement.
- Questions/concerns about the recommended board having adequate power.
- Comments about the composition of the recommended board.

AGOP'S RECOMMENDATION #6:

Use updated, inclusive, and respectful language, especially when referring to historically marginalized communities, including using gender-neutral terms.

“Strongly disagree” comment themes:

- General expressions of disagreement.
- Recommendation is politically motivated.

- Comments critical about the idea of self-identified gender identity.
- The use of recommended language by MPD is impractical or will make them less effective.

“Disagree” comment themes:

- Comments critical about the idea of self-identified gender identity, or about the value of acknowledging it.
- The recommendation is too directive and will interfere with the effectiveness of the MPD.
- The recommendation is not necessary,

“Neutral” comment themes:

- The recommendation is acceptable, but not important
- Everyone is deserving of respect
- The recommendation will be difficult to implement, but is useful.

“Agree” comment themes:

- General expressions of agreement and strong agreement.
- Agreement with the recommendation but skepticism that it will in itself be effective.

“Strongly agree” comment themes:

- General expressions of agreement and strong agreement.
- Training is an important component to make this recommendation effective.

AGOP'S RECOMMENDATION #7:

Address the range of languages that people speak in Malden. This includes describing expectations around how officers communicate with subjects of enforcement and bystanders who are non-English speakers, including those who communicate through American Sign Language. This also includes the MPD communicating its policies in multiple languages.

“Strongly disagree” comment themes

- Objections to the expectation that the use of languages other than English should be expected by MPD.
- General expressions of disagreement with the recommendation

“Disagree” comment themes

- Recommendation is not feasible due to the number of languages spoken in Malden and the effort it would take for officers to become multilingual.
- Objections to the expectation that the use of languages other than English should be expected by MPD, suggestion that those MPD interacts with should be expected to speak English.

“Neutral” comment themes

- Expecting English to be learned and used is reasonable.
- It is not practical to expect officers to speak many languages.
- Suggestion that a translation/interpretation protocol would be needed to implement recommendation.

“Agree” comment themes

- Expressions of agreement and strong agreement.
- Recommendation is not feasible due to the number of languages spoken in Malden and number of multilingual officers.
- Expressions of doubt that the recommendation is feasible in emergency situations or in practice

“Strongly agree” comment themes

- General expressions of strong agreement
- Recommendation should be augmented with ensuring more diversity in MPD.
- Recommendation should be augmented with training and cultural competency training.
- Interpretation should be available.

AGOP'S RECOMMENDATION #8:

Rewrite the section referring to persons with disabilities to include all vulnerable populations and to update the language to reflect best practices. The policy should include specific limits on use of force and how police officers should interact with: people with disabilities, people experiencing homelessness, victims of domestic violence, people with unmet mental health needs, people under the influence of drugs or alcohol, pregnant people, youth, older people, and other vulnerable populations.

“Strongly disagree” comment themes:

- Use of force should depend on the situation, not the characteristics of the person in the situation. Blanket limits are dangerous.
- General expressions of disagreement.
- Expressions of support for the MPD and police officers in general.

“Disagree” comment themes:

- Use of force should depend on the situation, not the characteristics of the person in the situation. Blanket limits are dangerous.
- Social service workers replacing police officers will be ineffective and dangerous.
- Social service workers can be a beneficial supplement for police officers.
- Recommendation is too broad.
- Statements about who is and isn't disabled, how best to protect the rights of people with disabilities.

“Neutral” comment themes:

- Comments about the prohibitive cost of the recommendation.
- Resources should not be taken from MPD for this recommendation.
- Statements of support for MPD.
- Recommendation is too broad. Use of force is situation-specific.
- “Disability” category is too broad.
- Policing must be done on a case-by-case basis.

“Agree” comment themes:

- General statements of agreement and strong agreement.
- Supplementation of police services would be beneficial.
- Questions and statements about police accountability for following this recommendation.
- Policing must be done on a case-by-case basis.
- “Disability” category is too vague and broad.

“Strongly agree” comment themes:

- General statements of very strong agreement.
- This recommendation will require additional funding and training.
- Police are asked to do too much.
- Non-police services should be responding to where possible.

AGOP'S RECOMMENDATION #9:

Identify and develop alternative (non-Police) response options that can be referenced and integrated into the Use of Force Policy, such as mental health response, substance abuse response, mediation and dispute resolution services, and multilingual crisis hotlines.

“Strongly disagree” comment themes:

- Recommendation is unlikely to succeed, and it is unwise to send mental health staff into danger.
- Recommendation has not worked elsewhere.
- Recommendation is politically motivated.
- Recommendation is a poor use of public funds.
- Recommendation is politically motivated.

“Disagree” comment themes:

- A better solution is to couple, not replace, police response with social service response.
- Mental health workers are not trained or in a position to take the lead or respond effectively to all situations.

“Neutral” comment themes:

- Mental health workers should be supplemental responders, and should not take the place of police officers.

- Statements of concern about cost.

“Agree” comment themes

- Statements of agreement and strong agreement.
- Statements that recommendation would be helpful to police officers.
- Concerns about the safety of mental health workers and their suitability in all situations.

“Strongly agree” comment themes

- Statements of strong and very strong agreement.
- Police are asked to do too much; recommendation could be helpful to police.
- This recommendation will require additional spending.
- Suggestions regarding implementation.

AGOP's Recommendation #10:

Conduct a full community assessment of experiences and trust of the MPD in consultation with a professional organization doing this work.

“Strongly disagree” comment themes:

- This recommendation is not a good use of public funds and taxpayer dollars.
- General statements of disagreement and strong disagreement.
- MPD already does a good job – recommendation is unnecessary.
- Criticisms of the survey itself and its administration.
- Comments about people being anti-police.

“Disagree” comment themes:

- This recommendation is not a good use of public funds.
- Concern about bias and incompetence in an outside agency.
- MPD already does a good job – recommendation is unnecessary.

“Neutral” comment themes:

- This recommendation is not a good use of public funds.
- Concern about an outside agency being able to do an effective job.
- This recommendation is unclear.
- Statements about bringing both the police and public into agreement/partnership.

“Agree” comment themes:

- General expressions of agreement.
- Concern that the study target, or at least not omit, populations with historically bad experiences with police, diverse populations, or people who disagree with elected officials.
- Wariness and suggestions about an outside agency.

“Strongly agree” comment themes:

- General expressions of support.
- Encouragement to assess as recommended on a regular basis.
- Encouragement to hire an outside organization without ties to Malden.
- Expressions of the necessity to hear stories of interactions with MPD.

Open Question – “Are you aware of any experiences with the Malden Police Department that you would like to share?”:

- General expressions of support of/trust in the Malden Police Department
- General expressions of mistrust of/discomfort with the Malden Police Department
- Specific anecdotes about good interactions with Malden Police Department
- Specific anecdotes about bad interactions with Malden Police Department
- Several specific suggestions about improving the Malden Police Department

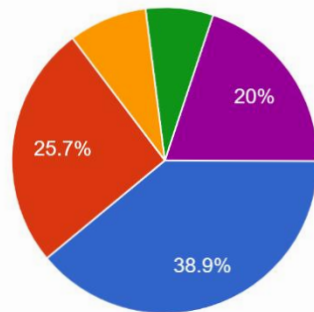
Open Question – “Do you have any additional comments about the Use of Force Survey?”:

- Only police officers themselves understand the reality of being a police officer, the recommendation does not reflect that reality and/or is impractical.
- The recommendation is politically motivated.
- The system works already, and it shouldn't be changed.
- Survey is vague, has errors, does not provide sufficient information
- General support for recommendations
- Expressions of hope/pessimism that recommendations will be enforced.
- Calls for more training, body cameras.

APPENDIX II
Pie Charts of Survey Results

How would you rate recommendation #1?

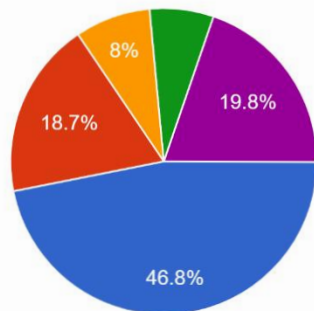
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #2?

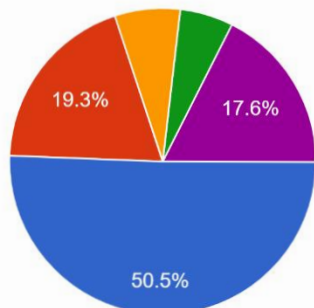
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #3?

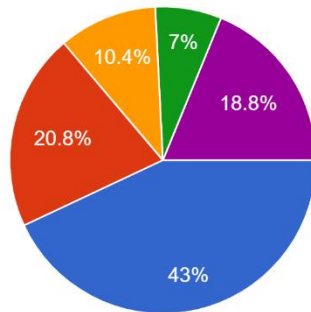
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #4?

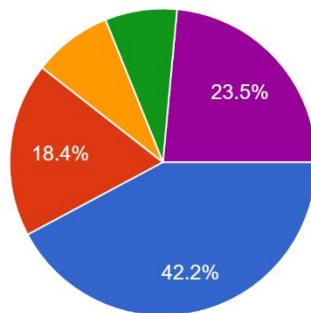
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #5?

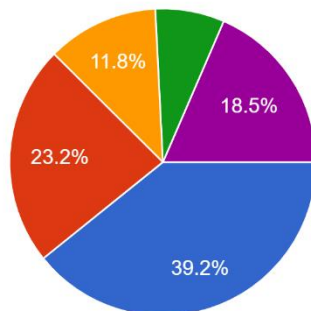
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #6?

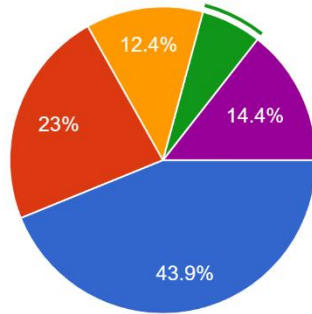
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #7?

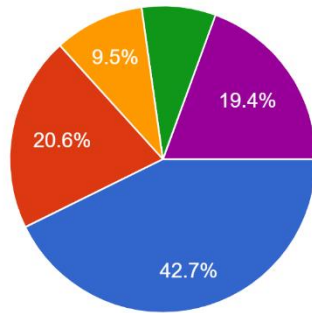
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #8?

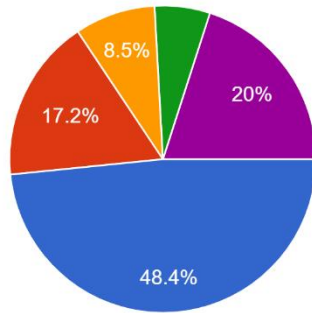
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #9?

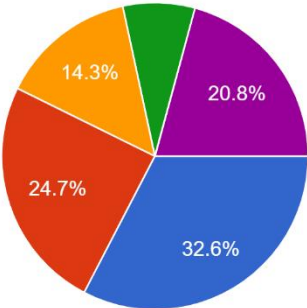
1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How would you rate recommendation #10?

1,318 responses



- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree