**Community Ally Composition as an Indicator of Anti-Bias Policing Reform Readiness:
A Stakeholder Analysis**

by

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Abstract

This essay explores the usage of the power mapping tool in assessing community readiness for policing reform. Biased policing is a national concern as well as a local one. The Latino population faces unique consequences of biased policing interactions including rights violations, discrimination, health risks, and reduced feelings of security. In an exploratory case study design, the stakeholders of biased policing reform policy are identified among six municipalities around the Pittsburgh area. A visual power map adapted from Eden and Ackerman's original tool (1998) is then used to compare the composition of allies among the six communities to assess readiness for engagement in policing reform policy. The first aim of this essay is to assess how the use of the power mapping tool can identify and categorize individuals and entities within communities as allies for a political cause, specifically policing reform. The second aim is to consider how the composition of allies within communities may contribute as an indicator for community readiness for policing reform. Policy reform is a multistage endeavor that requires networks and the growth of community support. The stakeholder analysis Power v. Interest Grid is commonly executed in policy implementation, yet; the tool may prove to have implications in being applied to predictive readiness for reform. Stakeholder analysis is significant to public health in its ability to empower local communities to advocate for health and population-based policy interventions.

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PREFACE

It has been only with the guidance, support, and mentorship of those around that I am able to present my work and conclude this chapter of my academic career. I greatly thank Dr. Albert, my advisor, for fielding all my questions, guiding my studies from start to finish, and genuinely believing in my abilities. I also sincerely thank Dr. Ohmer, for not only being a reader but a constant invaluable resource through my academic journey. To Casa San Jose and Laura Perkins, thank you so much for introducing me to the work of the agency, teaching me skills, and giving me the opportunity to practice and give back. I would also like to thank my parents for fielding my emotional phone calls; to that I owe simultaneous thanks and apologies. Final thanks are owed to the University of Pittsburgh for allowing me to pursue a curated experience that encouraged me to develop and explore my specific interests.

1.0   INTRODUCTION

Policing bias is a prevalent issue among local law enforcement agencies and takes on many presentations depending on the population or the motive. Policing bias is a product of policy or lack thereof, which creates immediate and long-term reverberations within the social environment. One such group that experiences these reverberations is the Latino immigrant population and those that are unauthorized residents. These communities face unique experiences of police bias and interactions with local enforcement agencies that contribute to fear, stress, harm, and victimization. Specific consequences may include physical harm from inappropriate use of force, trauma from stress and to the family involved, confusion and behavioral responses from language barriers, financial threats if work or income is interrupted, and fear of deportation (Culver, 2004). The Bureau of Justice Statistics released that Latinos make up 12.5% of all people who had interactions with police in the year 2015; however, jump to 21% of all people who experienced police threat or use of force in the same year. Comparatively, the white population made up 70% of interactions with police within the year 2015, but only 49% of experiences of police force or threat of force for the year (BJS, 2015). Latinos disproportionately experience force or threat from police during their interactions compared to other races. In cases documented in Solis' study, Latinos or Hispanic individuals have been verbally oppressed and told not to speak Spanish by officers (Solis, 2009), and are treated with aggressive force (Wietzer, 2015), and a lack of courtesy.

Not only does biased policy towards Latinos lead to immense personal consequences, but biased policing also degrades the trust of Latinos in their local policing departments (Weitzer, 2015). In a study conducted on Latino youth perceptions of police, the youth report feelings of disrespect and procedural injustice such as long wait times for crime reporting response, failing to report crimes due to inadequate policing accountability and protection, and that interactions with police are intimidation based (Solis, 2009). This disregard results in the underutilization of enforcement and safety services such as crime reporting and protection. With a relative risk of experiencing serious violence 1.4 times greater than non-Hispanic/Latino whites (Warnken, 2019), and with the FBI reporting a 21% rise in anti-Latino crimes in 2018 (FBI UCR, 2019), a lack of willingness to report crimes and trust in the procedural justice system leaves the entire Latino population vulnerable to further victimization of crime, and victimization of police injustice.

Latinos also experience racial bias by being targeted by law enforcement for citizenship confirmation. These interactions contribute to fear of deportation and discrimination based on Latino or presumed Latino racial appearance (Becerra, 2017). In addition, risks from police interactions among the Latino community extend beyond the community of residence. Latinos may also work within, and travel through communities with lessened feelings of safety, protection, connection, acceptance, and with heightened stress due to a perceived threat that policing departments and enforcement agents pose without protective policies in place.

Ultimately, these negative experiences and risks to Latinos by policing departments correlate to negative public health and social impacts across the larger community. With decreased utilization of enforcement and crime reporting, Latino victimization increases and likewise results in an increase in overall community crime incidence and prevalence when left unaddressed. In addition, distrust of local policing agencies also results in a distrust of other government or

community provisions or services such as health clinic services, Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and other local programs for fear of referral to police or ICE for citizenship confirmation or other investigation (Watson, 2014). This reluctance to apply and receive nutritional and health assistance may increase community health disparities, and overall community health indicators. In addition, the reluctance to engage in, and the general distrust Latino residents have in their community offerings may impact community social cohesion, and inclusion.

Bias used in policing is a practice that is both criticized and defended among different arenas and professions. The primary defense for police bias includes safer communities by fighting unauthorized immigration, protecting against foreign and international crime and drug trade events, and preventing crime from occurring by targeting "suspicious" individuals identified by race or other characteristic and that affiliates them with illegal behavior (U.S Immigration and Customs, 2020). With roots in cultural norms and attitudes as well as political history, social categorization has existed for such a long time that the cognitive process of bias is a psychological reflex. The long-standing reference to racial differences in American culture has reaffirmed these behaviors and thought processes. While bias may present as dominative or aversive (Pearson, 2009), or be rationalized as a neurological efficiency system for novel experience interpretation and intake (Bloom, 2013); bias perpetrated by police has consequences on the people they are employed to protect as well as the greater community.

Critically, biased policing is an act of institutional discrimination, violates civil rights, and can result in consequences on individuals and populations beyond a single interaction. With momentum gained from Black Lives Matter advocacy campaigns and other police accountability

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and human rights organizations, the current social-political landscape is constructing a critical lens of policing practices (Weitzer, 2015). Biased policing and discriminatory actions occur as a result of absent agency policy and procedures that focus on conduct that would otherwise prohibit such actions. Local police enforcement departments maintain the ability to adopt specific policies and procedures on how police officers and the agency operates regarding individuals, populations, and situations within their own jurisdiction.

Not only does biased policing present within their own agencies, but is also a Constitutional concern. Explored in the cases of United States v. Brignoni-Ponce, United-States v. Martin-Fuerte, United States v. Weaver, and United States v. Montero-Camargo, racial policing bias was approached as a breach of the fourth amendment (Dale, 2004). The fourth amendment protects the security of individuals and their property and residence against unreasonable search and seizure. The cases of biased policing involve stops, searches, and arrests on the basis of race instead of on the basis of legally supported reasonable suspicion or a legal warrant for such behavior. In addition, racially biased policing may be considered a violation of equal protections clauses, as long as the event fits the definition of racial profiling or racial motivation is proven (Dale, 2004).

Biased policing is defined as "when law enforcement inappropriately considers race or ethnicity in deciding with whom and how to intervene in an enforcement capacity" (Fridell, 2001, p. 5). While Fridell notes that racial profiling is restrictive in its definition to include law enforcement actions that are solely based on the identification or interpretation of race, biased policing is more comprehensive of other biases that may affect action (2001). Additional bias may can include neighborhood or other personal characteristics that may be associated with race categorization, and may also include actions where law enforcement activities are based on

pluralistic factors such as race and an additional factor, legitimate or biased. Supported in United States v. Valenzuela, the presence of an additional factor discounts an action from being an interaction of racial profiling but would still be included under racial bias (Dale, 2004). This broader definition allows for policing bias to be viewed as any event where enforcement action is based on bias, instead of being first based on reasonable suspicion.

Local law enforcement agencies develop policies and set standards for conduct, which creates their agency culture, and maintains principles through potential consequences. Policing policy reform for anti-bias would initiate conduct oversight and protections for Latino individuals from potential harm of interaction and encourage crime reporting. Contributing to current lack of policy of anti-bias in policing agencies, is the absence of a definitive explanation and legal description of what constitutes policing bias, as well as an understanding of this bias by police officers (Ioimo, 2007). Examples of protective anti-bias policing policies have included standardized explanation of what constitutes as bias, appropriate use of force policy, required trainings, language access policy, anti-ICE collaboration policy, and reporting protections.

The act of policy reform is a procedural event that relies on local governmental action based on the demands and needs of the community. American policy is founded on the principles of classical liberalism, with power given from the people, and therefore policy should embody the people or stakeholder's interest (Birkland, 2011). For policing reform policy to be adopted, policy implementation steps and considerations must be made in a manner that does not jeopardize the adoption of policy (Birkland, 2011). Potential missteps in strategizing policy reform may result in early stage opposition, damaged community relations, and ultimately may result in the rejection of policy and denying policing protections to vulnerable Latino individuals. Considerations must include protection of individuals, respect to community context, and strength building.

The primary steps of policy implementation include first and foremost problem identification, followed by agenda setting (Birkland, 2011). With the problem defined, the subsequent step is to set the agenda through stakeholder mobilization. Policy adoption on the local level is largely a bottom-up process that begins with the community and relevant stakeholders. Stakeholder identification and analysis is a method of conceptualizing public health policy implementation and engagement (Teitelbaum and Wilensky, 2017). Efforts to mobilize stakeholders to advocate for policy, requires careful planning on who, how and when to engage must be considered.

Policy adoption and reform through stakeholder analysis conceptualization is guided by the theories and principles laid out in policy network theory, stakeholder analysis theories, and community organizing theories that emphasize the importance of stakeholder identification and utilization in the policy process (Buchholz, 2004). Stakeholders hold influence and vary in their commitment and ability to support causes. With stakeholder support, policy and topics can be elevated to the community agenda through strategic action.

1.1 PUBLIC HEALTH SIGNIFICANCE

Significant to the field of public health, efficient and strong policy adoption by strategically cultivating community strengths, relationships and support can yield policy adoption that protects the lives, freedoms, rights, and safety of many vulnerable populations. Latino individuals and their families face consequences of policing bias that are traumatizing and stressful, that threaten their financial security and their physical safety, which impact their trust and relationships with local government and enforcement agencies. Daily, Latino residents face the compounding effects of

stress and general discrimination with the added fear of policing bias. These effects on the Latino community further impact overall community health, safety, and cohesion. The health, safety, and protection of one vulnerable population extends to the distributed effects experienced by the entire community. Identifying communities that are ready for protective anti-bias police reform is progress toward improving the health and wellbeing of vulnerable Latino populations and has effects on the health and wellness of the entire community.

1.2   ORGANIZATIONAL SUPPORT AND SCOPE

While anti-bias policing policy reform is a national priority, there are policy opportunities to be taken locally. This essay specifically employs the expertise and guidance of a local nonprofit Latino resource center, Casa San Jose, and data collection from municipalities within Allegheny County. Casa San Jose is a Pittsburgh based 501(c)(3) founded in 2013 by the Sisters of St. Joseph Baden (Casa San Jose About, 2020). The organization operates under the mission to promote transition and self-sufficiency among Latino immigrants in the Pittsburgh area through programs, advocacy, and empowerment. Casa San Jose serves a client base within the city of Pittsburgh and in the surrounding suburbs in Allegheny County. Allegheny county is home to 1,216,045 individuals distributed among 130 municipalities, with Latinos/Hispanics accounting for 2.3% (while the percent of the population within Pittsburgh city limits identifying as Hispanic or Latino is 3.2%) (U.S Census Bureau, 2020). The county also accounts for an estimated 15,000 unauthorized individuals as per the Pew Research Center (2019).

With three local offices, Casa San Jose credits themselves as having helped over 1,000 Latinos in the Pittsburgh area since opening (Casa San Jose About, 2020). Through emergency

response services and community outreach with their service population, Casa San Jose has identified a local need for anti-bias and protective policies for Latinos. This essay focuses on municipalities within the geographical service area of, and as identified by, Casa San Jose through their expertise and work with the Latino community as being candidates for anti-bias police reform. Selection of towns is representative of the expressed need experienced by the local Latino population.

1.3   OBJECTIVES

This essay will explore the usage of the stakeholder analysis tool, the power vs. interest grid, in assessing local community readiness related to policing reform. The first aim of this essay is to assess how the stakeholder analysis power mapping tool can be used to identify and categorize individuals and entities within communities as allies for political cause, specifically policing reform. The second aim is to consider how the composition of allies within communities may contribute as an indicator for community readiness for policing reform. It is through this exploratory case study that conclusions may contribute to further examination in assessing policy reform mobilization readiness within local communities in the context of biased policing.

2.0   LITERATURE REVIEW

The available literature presents variations of theories that contribute to the importance of community involvement in policy adoption and implementation. Stakeholders consist of both official actors who serve in a governmental capacity directly involved in policy adoption and implementation, and unofficial actors who are affected by policy in their daily lives (Birkland, 2011). Stakeholder theories transcend professional arenas and appear within the context of political science, public health, social work, as well as sociology and economics. On the broadest context is policy network theory, which has roots in the realm of political science.

Policy network theory is an ecological way of examining the policy process as an interactional arena where systems, institutions, agencies, and actors all engage in exchanges of values, resources, knowledge, to define problems and facilitate decision making (Compston, 2009). These exchanges are not equal in frequency nor weight, yet each exchange contributes to the policy process. These exchanges are all made by stakeholders at varying levels influenced by individual internal and external factors. Policy network theory emphasizes the impact of network relationships, and the occurrence of trade-offs and strategizing outcomes among differing perspectives (Zheng, 2010). This theory prioritizes the unequal distribution of power, influence, and resources among individuals and their ability to use those resources to achieve means through interactions with others. Policy network theory further gives way to stakeholder analysis theory.

Stakeholder analysis theory is popular within managerial, development and policy arenas. Popularized by the work of Freeman and other scholars, stakeholder analysis theory recognizes the importance and ability of identified individuals or entities that have a stake in the intervention to influence outcomes (Brugha, & Varvasovszky, 2000). Stakeholders are analyzed on the basis of

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their characteristics including networks, interest, influence, political ideology, and involvement. In the context of policy, stakeholders are actors on the agenda setting stage. These stakeholders and actors may be visible or invisible and can actively manipulate the agenda by leveraging their characteristics (Brugha, & Varvasovsky, 2000). Visible stakeholders are more prominent and advantaged in society while invisible stakeholders often come from an oppressed, or minority group or may simply prefer to remain disengaged despite having a stake in the policy.

Actor network theory is a narrower application of stakeholder analysis theory that prioritizes stakeholders specifically in the policy arena. Actor network theory describes a system where actors engage with and form relationships with the elements around them while establishing feedback loops (Young, 2010). Actor network theory encompasses the stages of policy development including information gathering, problem identification, innovation development, alliance building, and acceptance (Young, 2010). Actor network theory explains the related components that comprise an actor's level of power and influence by including factors of support networks, interest groups, as well as resource acquisition including knowledge foundations.

Stakeholder analysis and actor network theory are further supported by similar social work practices and principles such as grassroots organizing, social advocacy, and community capacity development (Rothman, 2007) that likewise emphasize the role of individuals, and communities in social change. Social work principles emphasizing stakeholder development, community level advocacy and community development include the responsibilities to facilitate informed public participation in addressing social policies, the responsibility to promote social justice and equality with respect to implication the policy arena has equitable accessibility, the responsibility to promote diversity and inclusion, the acknowledgement of the dignity and worth of every person,

as well as the value of human relationships in promoting the wellbeing of individuals and communities (NASW Code of Ethics, 2019).

2.1   STAKEHOLDER ANALYSIS METHODS

Different methodologies of stakeholder analysis exist to evaluate and assess individual characteristics of stakeholders and their impact. Stakeholder analysis methods are used in the fields of policy, program implementation, and evaluation. Culmination of the available literature agrees upon a set of stakeholder characteristics for analysis. The first set consists of four internal or personal characteristic considerations of stakeholders. These characteristics consider personal investment and ability to use their positions (Schmeer, 1999).

1. Interest – personal curiosity about intervention

2. Support – level of commitment to the intervention

3. Influence – power of the stakeholder to impact intervention

4. Engagement – the activity of the stakeholder in the intervention

The second identified model of stakeholder characteristic consideration includes similarities but also includes consideration of the influence of external factors on stakeholder positioning (Mitchell, 1997).

1. Power – what is the ability to carry out will regarding intervention?

2. Urgency – is problem and intervention of immediate concern?

3. Legitimacy –what is the social acceptance of intervention?

These two sets of characteristics form the basis and construction of the tools used for analysis. Most stakeholder analysis tools are formatted as visual grids plotting the identification of at least two stakeholder characteristics against each other. Other tools consist of tables or charts that qualitatively describe stakeholder tendencies, behaviors, capabilities, histories, and networks, to inform predictive assumptions toward interventions (Bryson, 2011). These analysis methods are later used in prioritizing stakeholders and strategizing methods of leveraging them for intended policy interventions or predictive policy analysis.

Information gathering is typically done through a compilation of available public resources, as well as interviewing stakeholders. A questionnaire is often used to have stakeholders self-identify knowledge, personal resources, networks, support, interests, personal position, alliances, affiliations, and recommendations in order to inform analysis and provide data for justification in a graphical display (Schmeer, 1999). Such public information such as political party affiliation, previous support of policy and interventions, group affiliations can be identified or confirmed through public records.

One such visual method of stakeholder analysis is the support vs. opposition grid or a position map (Schmeer, 1999). This grid is represented as a bi-directional line where the left direction corresponds with interest that is in disagreement of intended intervention and is labeled as opposition. The right direction corresponds with interest that aligns with the intervention and is labeled as support. Both directions operate as a scale function where the further away from the middle or neutral the stakeholders are plotted, the more extreme their interest in the intervention lies toward in support or opposition.

Furthermore, stakeholders are analyzed on the basis of their power or social network strength. This analysis follows a concept mapping approach where the connection of stakeholder

relationships is drawn directionally to display networks and the ability to influence other stakeholders, actors and networks central to the intervention (Buccini et al, 2020). Mapping evaluates sources of power, extent of power, and ultimately the level of power of each stakeholder.

A power vs. interest grid is the combination of both the support vs. opposition grid as well as the results from a power basis analysis and social network analysis. Established and supported by Mendelow, Eden, and Ackerman, the power vs. interest grid is one of the most widely used stakeholder analysis tools (Sova et al, 2015). This stakeholder analysis method graphically displays the position of stakeholders on a cross section of support and power and identifies stakeholders as "players" supporters with power, "subjects" supporters with little power, "the crowd" those with little interest or power (Sova et al, 2015). This grid has been further advanced to include oppositional stakeholders and identities.

2.2   REFORM READINESS

Previous studies have explored the application of stakeholder analysis tools and methods in the prediction of policy reform or change. For example, a study conducted in Indonesia focusing on legal abortion policy, analyzed stakeholders through a triangulated method that utilized mapping, interviews, and perspectives in order to identify stakeholders along an optimal fit model (Surjadjaja, 2011). This model allowed for the strategizing of mobilizing stakeholders to be addressed by prioritizing stakeholders and arguments. This study concluded that the analysis of stakeholders did identify a window of opportunity for policy change (Surjadjaja, 2011). The stakeholder analysis tool in this case was used to identify strengths of support and opposition and how to strategies on engaging support. Ultimately, legal abortion policy was passed demonstrating

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the success of the use of stakeholder analysis tools in application and prospective circumstance. A study involving mapping stakeholder positions regarding transgender healthcare employed similar methods and concluded in support that stakeholders can be prioritized and thus indicate the readiness of the political environment for policy change (Nieder, 2019).

A differing study on breastfeeding policies and programs in Ghana also analyzed stakeholder characteristics in the context of policy change. This study incorporated additional analysis of social networks to inform level of influence and power of each stakeholder (Aryeetey, 2020). Due to multifactorial influence of stakeholders involved in breastfeeding policy, the study focused on attention to actors at all levels in their analysis; governmental, academic, media, civil society, and United Nations agencies (Aryeetey, 2020). With the stakeholder analysis focusing on centrality of networks, degrees of separation, and level of influence, the study concluded that there exists a relational network of stakeholders regarding policy that can be utilized for policy reform (Aryeetey, 2020). The identification of the positionality of these stakeholders is thus able to inform decision-making and who is best positioned to address policy within the mapping.

Cumulatively, the literature indicates that stakeholder mapping, specifically considering power and interest positions, can inform policy approach recommendations across social and health policy interests (Nieder, 2019). Existing studies identify a ranking of approachable stakeholders and their judgement. While studies exist describing a set of stakeholders on a distinct position such as a policy or intervention as well as within a single geographical context concluding with a recommendation on most approachable among the individual stakeholders for reform; there is limited literature and studies describing a similar approach but distinguishing between stakeholder communities and the broader composition across geographies. Stakeholder analysis has been used extensively for distinct regions and policy adoption in a single system, but its

application of comparing the total compositions of stakeholders between locations does not exist to the same extent.

In addition, stakeholder analysis and its application to policy change is limited in the policing reform arena. One study does exist, however, that analyzed stakeholder perceptions of barriers and drivers to police reform in Canada (Duxbury, 2018). Conclusions drawn include the perception from external stakeholders that the barriers to reform are internal to the police department, while the internal police stakeholders view that barriers exist externally (Duxbury, 2018). While this study does utilize stakeholder analysis in the realm of police reform and indicates a prioritization of stakeholders outside of the policing agency in the event of police reform, the implications drawn are based on the Canadian context the study was conducted in (Duxbury, 2018). The United States and local policing agencies regarding anti-bias policy are nuanced and present their own unique complexity. An American contextual stakeholder analysis centered on police policy reform is not reinforced within available literature, despite being able to draw inferences from related social policies on equality, and public health. This gap in literature presents an opportunity for exploration and development   .

3.0 MATERIALS AND DESIGN

The study design used in this essay is a qualitative exploratory case study evaluating the usage of the stakeholder analysis tool Power v. Interest grid and implications of results in assessing policing policy reform readiness among Allegheny County municipalities. Power v. Interest grids exist in several adapted formats. For this study, a personally adapted model is being used from the Eden and Ackerman tool created based on available literature and the need determined through discussion with Casa San Jose. The modification was made to broaden the inclusion of stakeholders to include unapproachable stakeholders or those in opposition that would not be worthwhile in contacting but important to note. Broadening the grid of the original design included expansion into quadrant I, III, and IV with negative power and interest directs. This was discussed with Casa San Jose after identifying the importance of acknowledging opposition in the policy arena. Collection of data and analysis was supervised by Casa San Jose. Stakeholders, for this essay, are defined as individuals or entities that may have interests impacted by the anti-bias policing policy or are directly involved in the policy passage process (Teitelbaum and Wilensky, 2017). Such stakeholders may be those who vote on behalf, enact, or enforce the policy, those that are affected by the interpretation of the policy, or those that have interests that align or misalign with policy. Each stakeholder has two variables that contribute to their status or ranking: power and interest.

3.1   SAMPLE POPULATION

The sample population consists of six municipalities within Allegheny County outside the City of Pittsburgh that are proximal to city limits labeled as Community A-F. The sampling was purposeful in methodology to satisfy two inclusion conditions. The first condition is to include diverse samples that would be representative of the larger Allegheny County composition politically, geographically, and demographically. The second condition was to be a location that has been identified by Casa San Jose as having a strong presence of Latinos whether that be residential or occupational, or as being a location where policing encounters have demonstrated need for reform due to biased conduct experienced by the Latino population. Of the six municipalities three lie directly north of the city (Community A-C), one northwest (Community F), one southwest (Community D), and one south of the city (Community E). The populations of the municipalities range in size, demographic composition, and political majority. Exclusion criteria included communities where policing reform policy had already been denied, or where local policing agencies were known collaborators with ICE. The collaboration with ICE exclusion assumes that policing agencies that take active stances in support of deportation and their communities are not immediately amenable to entertaining consideration of immigrant or Latino protective policy and the current time would not be efficiently used to conduct a stakeholder analysis in the attempt of mobilizing allies in the limited capacity they may present.

Thirty-two municipalities were originally identified within Allegheny County outside of the City of Pittsburgh to approach for inquiries into their current policies and practices. Of the thirty-two one already had a known written policy pertaining to anti-bias policing practices. The remaining either did not have a written policy or contact was not made. After meeting with CONNECT (Congress of Neighboring Communities) of Pittsburgh who works closely on public

safety and Casa San Jose, 5 municipalities were excluded. These exclusions were on the basis of one department undergoing investigation for an officer involved shooting, two departments were too overwhelmed with turnover and retention, one department already having refused anti-bias policy, and one department being too overwhelmed with other matters.

The sample of 6 communities was purposefully selected of the 26 communities after exclusion criteria was accounted for, therefore the sample represents 23% of communities where Latinos may work, live, or travel through in need of anti-bias policing and where there is opportunity to initiate policy change.

3.2   DATA COLLECTION

Data collection involved the identification of all municipal policy stakeholders such as council members, mayors, and committee members; all those actively engaged in voting matters of policy adoption. In addition, all municipal police departments and individuals within police departments were identified as stakeholders who also represent street-level bureaucrats and would carry out the policy. Other organizations, institutions and individuals of the communities were identified if they were engaged in community activism, if they represented or belonged to a specific interest group, or if they were publicly known. All stakeholders, while personally identified during collection, were assigned non-identifying codes for confidentially and anonymity. Individuals and entities are coded as A-CZ and tagged as either individual or as an entity.

Stakeholders were identified through public sources such as government web pages, public web pages, press releases, and publications. In addition, data was also collected through cold contacting stakeholders and inquiring for further connection to and identification of other

stakeholders. The cold calling was conducted through calling publicly listed phone numbers such as their business office and emailing listed email addresses. The initial contact consisted of an inquiry into their knowledge or involvement of any local community initiatives, programs, campaigns, associated with Latino resources, immigrant support, or policing policy. These questions were designed to investigate preliminary interest and involvement of the stakeholder within this policy context without obtrusive probing and defensive opposition building.

Stakeholder participation and response rate is summarized in Table 4. All stakeholders were contacted excluding individuals who were preliminary assumed to be strong opponents, and police departments and their personnel so as not to create pre-policy proposal defensive rejection among the change target. The initial contact included an inquiry into their awareness of any Latino resource support or initiatives present in their communities, and progressed based on response to invitations to discuss their own perceptions of anti-bias policing, their role, and policy opportunities. Following identification of stakeholders and attempted contact, data was collected to inform their level of power and their level of interest. Inclusion of the identified stakeholder on the mapping tool was made only when there was enough information available to make coding assumptions for labelling. If information on the stakeholder did not exist for three or more of the interest characteristics (50%) or two or more of the power characteristics (40%) then inclusion in the mapping was not made due to insufficient information for scoring. Stakeholders were included in the mapping even if participation response was not accepted or captured so long as available information met the minimum requirements.

For the purpose of this essay, power, referenced among other tools as influence as well, is defined as falling within three larger categories of positional power, personal power, and political power (Yukl, 1991). Personal power can be attributed as power awarded to individuals based on

characteristics, skills, ability, connections, relationships, expertise, or personality. Positional power is power awarded to individuals within a system such as an employment agency by way of job or title and contributes to a power hierarchy. Power is attributed based on position within this ranked system. Political power refers to the power of being elected and having policy making or decision making power, often by already having personal or positional power. Within this study, the main power attributes considered include personal power as analyzed through public opinion characteristics, political power as defined as the stakeholder holding a voting position, and positional power where a stakeholder is identified with relation or involvement in or with social service agencies, or the police department. While other typologies of power exist such as coercive, and reward, power for the sake of more positive application will focus on connection or strength of networks, legitimate or based on position, and referent based on personality characteristics (Greene and Elfers, 1999). Data that informed power level included voting ability of individual or agency in policy adoption, strength and quantity of member base, public opinion, resource availability, and current partnerships.

For this essay, interest, also identified in literature as support, is defined as having a political stake in the policy intervention; or being impacted or involved beyond curiosity (Bryson, 2011). Data that informed interest level included previous support of protective policies, level of support of equality/equity policies, level of support of immigrant/Latino populations, experience with diverse and vulnerable populations, involvement in policy, experience in community improvement and advocacy, public statements, involvement in legal disputes/scandals, social media statements, and engagement in community activities and resources.

The following tables (Tables 1-3) list the stakeholder variables that were collected and used to inform the analysis. These characteristics are adapted from presentations of the three types of

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power previously defined, as well as experiences such as exposure and history that imply interest as well as direct statements that would explicitly confirm interest. The characteristic table was developed based on the literature review of power and interest, as well as with discussion with Casa San Jose based on their experiences with approaching legislative advocacy.

The table includes types of variable, whether the variable impacts power determination or interest determination, justification for inclusion, as well as assumptions of potential interpretation, and the coding value of the variable. The grading scale consists of additive points based on the stakeholder variable that contribute to the stakeholder's independent power and interest scores. These categories were chosen through discussion with Casa San Jose, with inclusion to characteristics informed through literature review as well as with respect to characteristics that are publicly identifiable, and present among Pittsburgh municipalities.

The characteristic table is used to score both individuals and entities. Entities just as individuals develop relationships, form affiliations, have political positions, have membership bases, assets, and create public images and statements in similar manners.

Table 1. Stakeholder Variables for Interest

Stakeholder Variables	Responses	Justification/assumptions	Grading
I-1 Political party affiliation (interest)	(democratic /republican /other)	Democratic party membership may imply endorsement of immigration and immigrant friendly policy whereas republican party membership may denote support of labor and union groups that may back police organizations and be resistant to change	Democratic/left oriented = 1 + Other = 0 Republican/ right oriented = - 1

I-2 Previous support of policies (interest)	(supportive of immigrant or inclusive and protective policy, critical of immigrant or inclusive and protective policy)	Previous support of comparable policies may indicate a proclivity to supporting a policy that would create protections for Latino individuals from biased law enforcement conduct Support of drug trafficking or rejection of inclusive policies may indicate bias toward Latino citizens and a lack of interest in the proposed policy	Support of Immigrant friendly policy = +1 Support of other inclusive policy = +1 Support of Police training policy = +1 No information/no answer = 0 Rejection of Immigrant friendly policy = -1 Rejection of inclusive policy = -1 Support of ICE collaboration policy = -1 Support of strong drug trafficking enforcement policy = -1
I-3 Experience with minority groups or diverse populations (interest)	(have previously worked with diverse populations, have worked with Latino groups specifically, have no experience working with diverse populations, opposed to working with diverse populations, open to working with diverse populations)	Lack of experience with diverse populations may indicate individuals have a lack of empathy or understanding of the lived experience different from their own. More experience with diverse populations may indicate that the stakeholder is more predisposed to being interested or supportive of anti-bias policing policy for Latinos. In certain circumstances such as a specific described case of an individual working with the DEA, that particular work with diverse populations has inclined the stakeholder to be less sympathetic toward Latinos due to work related experience enforced bias.	Identifies as POC = +1 Experience with POC = +1 Positive experience with immigrants = +1 Positive experience with Latinos = +1 No answer/no information = 0 Potential bias-generating experience with POC = -1 Latinos = -1 Immigrants = -1 (as determined by personal or family members associated with ICE employment / DEA / victimization history / other)

Table 2. Stakeholder Variables for Power

Stakeholder Variables	Responses	Justification/assumptions	Grading
P-1 Voting capacity in local policy (power)	(city council member / committee member/ mayor / non voting resident)	Individuals or entities that have the ability to vote on policy have higher level of influence as a stakeholder due to their direct impact on approval of policy adoption	Council Member = +2 Community Committee member not on council= +1 Is an entity with full policy adoption voting power = +2 Is a committee with voting power or political power = +1 Divided and Stagnant policy adoption = -1
P-2 Public Presence (power)	(well respected by community or individuals, well liked by community or individuals, not respected, not liked; has a membership base or following)	Public opinion is a general indicator of level of power. Likeability and charisma are characteristics of leadership and as defined in types of power directly contribute to influence. The more accepted an individual or entity is the more they can influence others to accept their perspective. Financial assets are also a power indicator. The more money the more resources can be used to persuade or educate others.	public presence (strong and positive presence at public events, documented through media and published community commentary) = +1 public presence (disengaged from community or poor reception) = -1 Has a membership base/following = +1 Has usable financial assets = +1 (power)

Table 3. Stakeholder Variables for both Power and Interest

Stakeholder Variables	Responses	Justification/assumptions	Grading
I-4 **P-3** Involvement in community organizations or groups (interest, power)	(volunteerism, management, nonprofit, human services, community improvement, labor interest group, other)	It is assumed that stakeholder involvement in community groups or organizations may indicate level of interest and power. Level of collaboration with other entities implies strength of power and contributes to ability to influence related networks. Level of involvement in community based groups may indicate level of interest in engaging in community based reform.	Involved in direct work with a community social service agency = +1 (interest) Involved in direct work with a Latino/Immigrant oriented agency = +2 (interest) Has partnerships or working relationships with 1+ community social service agencies = +1 (power) Primary employment is within a community social service agency = +2 (power) + 1 (interest) Is a social service agency = +2 (interest) +2 (power)
I-5 **P-4** Affiliation or network with policing department (interest, power)	(supportive, defensive, critical, employed, related, other)	It is assumed that stakeholders with closer allegiance to the police department may be more supportive of current practices. If current culture or practices are inclined toward protective and friendly policies that may imply more interest in also being supportive. It is also assumed in the opposite scenario in terms of interest. It is assumed that stakeholders with closer	Work within police department/is the police department = +2 (power), +2 (interest if department has pre-existing history of bias training and force training) – 2 (interest if department has no history of bias training or force training) Related to member of policing department or have strong working relationship = +1 (power), +1 (interest if department has pre-existing history of bias training and

		allegiance or relations to the police department may be able to assert influence over culture and attitude of change within police departments. This relationship implies those with closer relations to the police department may have higher levels of power.	force training) – 1 (interest if department has no history of bias training or force training) Poor relationship with police = -1 (power)
I-6 **P-5** Social media, press statements, following (interest, power)	(public statements of support for inclusive programming or policy, public statements of support for community based and strengthening events or programs, public statements of discrimination, lawsuits other)	It is assumed that public statements may indicate level of influence and level of power. It is assumed that stakeholder public statements may indicate support for policy. Such considerations may include personal statements of direct support, press statements of inclined interest, and advocacy toward specific interests, involvement in scandals, lawsuits, or other events. It is assumed that stakeholder social media may indicate level of power due to followings of social media accounts, response rate to press releases and statements, support of statements by public.	Public documentation of discrimination history (action) = -2 interest Documentation of discrimination (commentary/verbal) = -1 interest Public statements supporting ICE = -2 interest Public statements denouncing ICE = +2 interest Public statements supporting inclusive and equitable standards = +1 interest Statements directly supporting Latino community or immigrant community = +2 interest Statements/actions receive likes, favorites, retweets, shares, and support = +1 power Statements/actions receive criticism and pressure to retract or correct= -1 power

3.3   ANALYSIS

The initial analysis method is the visual construction of a power vs. interest grid. This grid is a four-quadrant construction with the variable power mapped vertically along the y –axis and interest mapped horizontally along the x-axis. Power and interest both extend in positive and negative directions. Figure 7 in Appendix A demonstrates the Power v. Interest adapted template of analysis use for this study's mapping (Eden and Ackerman, 1998, p. 122). The original grid design by Eden and Ackerman has been modified to a larger four quadrant design for this study. Figure 8 in Appendix B depicts the original tool designed by Eden and Ackerman (1998, p. 122). The analysis of the allies and their placement on the grid is dependent on their individual composition of characteristics outlined in Tables 1-3. Stakeholders are graded, ranked, and assigned values based on these characteristics. The level of power and interest is analyzed and assigned independently. The individual stakeholder assignment of power and interest values and calculation of levels from their characteristics is detailed in Table 6-11 Appendix C. The level of power and interest from this computation is then mapped on the power interest grid.

The analysis of reform readiness of the communities is a comparison of the distribution of allies on the grid matrix in relation to each other. Dependent on quantity and strength of allies to oppositional forces within each of the municipalities, each community will then be comparatively ranked by estimated strength of overall support of policy reform where 1 = most ready and 6 = least ready. Most ready is defined as being the municipality with the strongest support for anti-bias policing reform in relation to opposition and the community context would be most ready for

engagement and stakeholder mobilization. Least ready is defined as having the weakest support for anti-bias policing reform in relation to opposition and the community context, and would be least ready for engagement and stakeholder mobilization. Analysis of each stakeholder was conducted independently then reviewed for confirmation and re-analysis by the contact at Casa San Jose to ensure agreement through inter-rater reliability.

3.4   LIMITATIONS

Limitations of this methodology and case study include the identification of stakeholders as well as the analysis by the author. Stakeholders were identified by the author through public research, through recommendation of Casa San Jose based on their existing relationships and work, as well as directly asking community members for their insight when able. Stakeholder identification by both the author and Casa San Jose yield a limited field and may reflect authors' interests and bias toward finding potentially supportive stakeholders prioritized over the inclusive stakeholder identification. Direct asking or snowball sampling recruitment of stakeholders may also yield bias for in group references and may not be inclusive, as well as yielding to response bias. Future stakeholder analysis should employ more bottom up approaches calling on community members to respond to advertisements to be involved in analysis and provide stakeholder inclusion recommendations. The community members and stakeholders are experts of their own lives therefore their interest and power levels should include self-evaluations and confirmation. Stakeholder inclusion is limited by the availability of public information in order to qualify as enough to make an analysis on.

A limitation of the analysis includes the potential error of interpreting stakeholder data reflecting the bias of the author and the author's interests. Stakeholder level of power and interest is determined and reviewed by the author and Casa San Jose yet lacks comprehensive self-identification and input from the individual stakeholder. Future analysis should include a review of assessment by the stakeholders to confirm validity.

In addition, the collection and analysis of stakeholders is limited by lack of input from the Latino community themselves. While Casa San Jose supervised, and imparted aspects of their client/members' voices, the direct input from the Latino community is not included. This is a consideration that was made due to the short engagement period of the collection and the heightened vulnerability of the population. Direct engagement of this stakeholder population carries risk of traumatization, breech of confidentially, and risk of adverse retaliation.

Lastly, with special respect due to the social-political environment as well as the pandemic of Covid-19 there may be a limitation present in response rates from the snowball recruitment attempt. Due to remote work, political transitions, remote learning, and increased maintenance and balance of life aspects, remote communication strain may be present with overwhelming emails, and additional or external interruptions.

4.0   FINDINGS

Results from stakeholder contact and participation are shown in Table 4. Aside from community specific stakeholders, other contacts include community liaisons who are not residents, have no political stake, power, or influence within the specific community, but do have useful community knowledge. As noted previously, strong opposition and affiliates of police departments were not initially contacted to prevent and avoid opposition development. These non- stake holding contacts were used to provide insight on the broad political context of policy reform, additional stakeholder identification, and town selection while the stakeholder identification and contacts were used to inform community ranking. These non- stake holding contacts include case workers, Casa San Jose volunteers, and agencies that operate in the city of Pittsburgh that have knowledge beyond the city limits to be applied to the municipalities being considered. This includes meeting with CONNECT PGH who helped establish the sample population.

Table 4. Stakeholder Contact and Participation

Community	Contacted	Responses
A	Stakeholders: 7 Exclusions: 2 Other contacts:0 Mapped: 9	Total: 3 **Response rate: 3/7 or 42.8%** Stakeholder I and F– The respondent is individual I speaking on behalf of themselves in one role as well as the agency F separate from their role as I. Email response back followed by zoom meeting introduction to Casa San Jose representative for relationship building and information on advocacy and resources. Confirmed level of interest, and power position with notes on future power change due to coming mayoral election and campaign

		Stakeholder C – respondent confirmed power and interest and also referred stakeholder M and R for inclusion for community B with reference to their power and interest position.
B	Stakeholders: 6 Exclusions: 2 Other contacts: 0 Uncontacted: 2 (no contact information) Mapped: 10	Total: 1 **Response Rate: 1/6 or 16.6%** Stakeholder M – respondent confirmed interest and power position and provided political policy insight on current adoptions and legislative considerations
C	Stakeholders: 5 Exclusions: 2 Other contacts: 0 Mapped: 7	Total: 0 **Response Rate: 0/5 or 0%**
D	Stakeholders: 8 Exclusions: 3 Other Contacts: 0 Uncontacted: 1 (no contact information) Mapped: 12	Total: 3 **Response Rate: 4/8 or 50%** Stakeholders AC, AJ, AK – Entity AC was the respondent with a meeting including individuals AJ and AK. All stakeholders confirmed power and interest and provided additional context and insight into broader community context and landscape. Stakeholder AG – respondent recommended stakeholder AI and confirmed power and interest
E	Stakeholders: 2 Exclusions: 5 Other Contacts: 0 Uncontacted: 1 (no contact information) Mapped: 8	Total: 0 **Response Rate: 0/2 0%**
F	Stakeholders: 6 Exclusions: 5	Total: 2 **Response Rate: 2/6 or 33.3%**

	Other Contacts:1 Uncontacted: 2 (no contact information)	Stakeholder CA – respondent confirmed power and interest position.
	Mapped: 13	Stakeholder CH – respondent was replying on behalf of agency and was an employed/volunteer affiliate of the entity. The respondent was not later identified as an individual stakeholder due to their residence and primary community being elsewhere. The respondent only worked for the agency within the community but involvement in policy and other concerns of the respondent focused on their own community of residence. The respondent was able to confirm entity's power and interest in relation to this policy. Other: Casa San Jose contact – non-stakeholding, volunteer/caseworker – provided community insight and stakeholder identification

The results of the respondent table above also correlate with interest level of the stakeholder. Respondents were most likely to be stakeholders that are identified and analyzed as most interested among the other stakeholders within their community. While responding stakeholders ranged in their power assignment, a common trend was their similar assessed interest level in the anti-bias policing policy reform. All respondents had a minimum interest level score of 9, however the majority ranked 10 with a maximum interest of 11. 33% of respondents also referred other stakeholders.

Results from stakeholder identification and status of position based on power versus interest are displayed in the following six power map graphics Figures 1-6. Stakeholders mapped include stakeholders who responded to contact, as well as individuals and entities who did not respond to contact but had enough public information available to meet the information minimums for mapping purposes such as documented work, political history, statements of

support or opposition, and networks. Therefore, the number of respondents above in table 4 is not comprehensive of all mapped stakeholders. The mapped stakeholders in Figures 1-6 include all stakeholders including those that responded described in Table 4. All stakeholders mapped were initially contacted if contact information was available, but response rate varied.

In the scoring of stakeholder interest and power, both characteristics while scored independently, did have crossovers. Relationships to police, and community organizations, as well as public statements contributed to both power and interest. Therefore, stakeholders deeply involved among those three characteristics had correlations of power and interest that skewed strongly in that direction of pre-established policy perspective. There were a few cases where the affiliation with an organization resulted in differing power to interest despite the organization's predisposition. Most often, if a stakeholder had a strong relationship with the organization, their interest matched as well, and power correlated.

Figure 1 displays Community A one of the towns north of the city. This community is largely democratic, a small to mid-size population, with a smaller population of Latino residents. Current social-political trends demonstrate an inclination toward progressive policy and strong community participation. Community A was identified with a stakeholder group of eight individuals with voting power, a police department of seven full-time officers and three part-time officers, five faith-based organizations, four community organizations, and an established business district. Of the stakeholders identified, nine were mapped including four individuals and five community entities. Most stakeholders identified and displayed are generally tolerable of potential immigrant and Latino friendly policing policy and range in interest toward highly interested. In addition, stakeholders identified have relative power and no stakeholder is presented in any of the negative quadrants. Community A has most stakeholders with interest surpassing power.
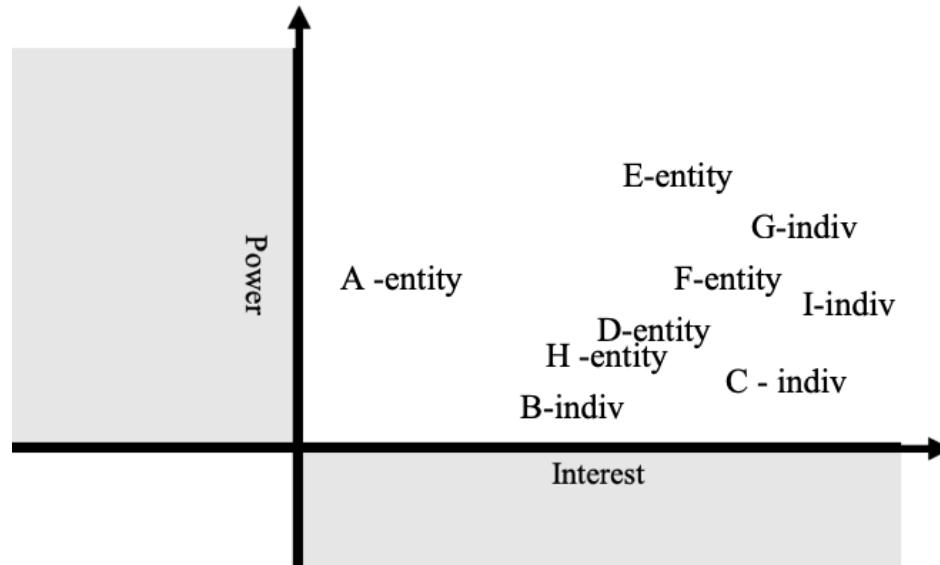
32

Figure 1. Community A Power Interest Grid

Figure 2 displays Community B, one of the other towns north of the city. This community is also predominately democratic of medium size, a smaller population of Latino residents, and has a history of passing inclusive policy. Community B was identified with a stakeholder group of 10 individuals with voting power, a police department of seven full-time officers and two part-time officers, five faith-based organizations, five community organizations, and an established business district. Of the stakeholders identified, ten were mapped including six individuals and four community entities. Most stakeholders identified and displayed are likewise generally tolerable of potential immigrant and Latino friendly policing policy and range in interest toward highly interested. Compared to Community A, Community B's set of stakeholders are cumulatively more interested. In addition, stakeholders identified have relative higher levels of power and no stakeholder is presented in any of the negative quadrants. Community B has a higher concentration of stakeholders that are upper mid-range of both power and interest.
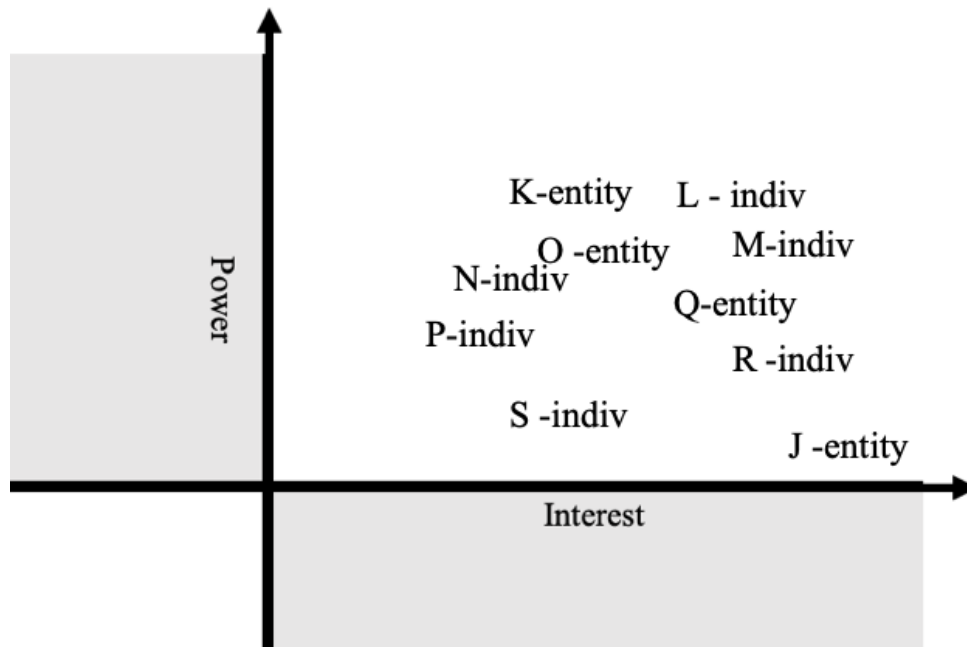
Figure 2. Community B Power Interest Grid

Figure 3 represents community C the last of the three communities located north of the Pittsburgh city line. Community C is also mostly democratic, of small population size, with a very small Latino population. This community has a history of recent development and focus on beautification and access to resources. Community C was identified with a stakeholder group of eight individuals with voting power, a police department of seven full-time officers and four part-time officers, seven faith-based organizations, five community organizations, and an established business district. Of the stakeholders identified, seven were mapped including three individuals and four community entities. Community C includes stakeholders with a wider variability in interest levels than the previous two communities. One stakeholder, individual T borders on the neutral to no interest level, with the remaining stakeholders analyzed with positive interest in intended policy for policing reform. All stakeholders within Community C have positive levels of power.

Figure 3. Community C Power Interest Grid

Figure 4 represents Community D which is located southwest of the City of Pittsburgh. Community D is the largest community of those represented in the study, is mostly republican, has a larger population of Latino residents, and has documented previous police bias. Community D was identified with a stakeholder group of six individuals with voting power, a police department of 46 officers, three faith-based organizations, five community organizations, and an established business district. Of the stakeholders identified, 12 were mapped including eight individuals and four community entities. This analysis has identified stakeholders that actively oppose the intended policy and at varying levels of power. Stakeholders identified as allies within the support quadrant range in power and level of supportive interest.
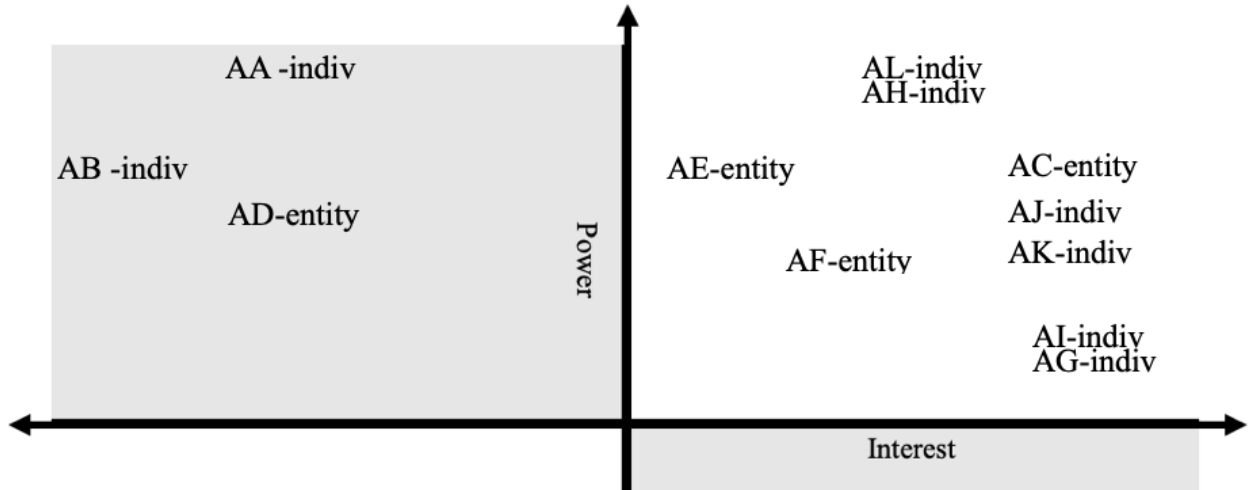
Figure 4. Community D Power Interest Grid

Figure 5 represents Community E which is located south of the city. Community E is the most politically conservative community of the sampled communities, of mid to large size, with a small population of Latino residents, and a very active police department. Community E was identified with a stakeholder group of eight individuals with voting power, a police department of 14 full-time officers, six faith-based organizations, three community organizations, and an established business district. Of the stakeholders identified, eight were mapped including six individuals and two community entities. This analysis includes a majority of stakeholders identified as opposition, some with higher ranges of power than the most powerful identified stakeholders identified as allies in the positive interest quadrant.
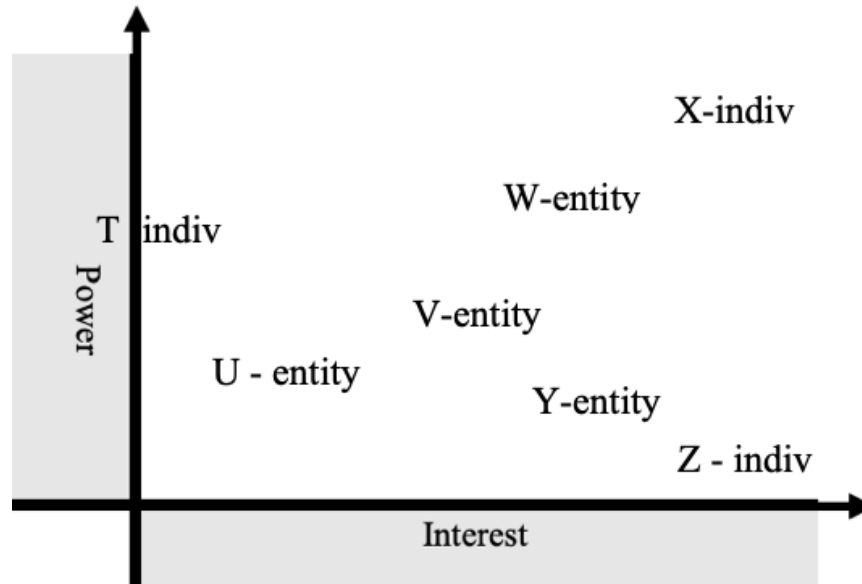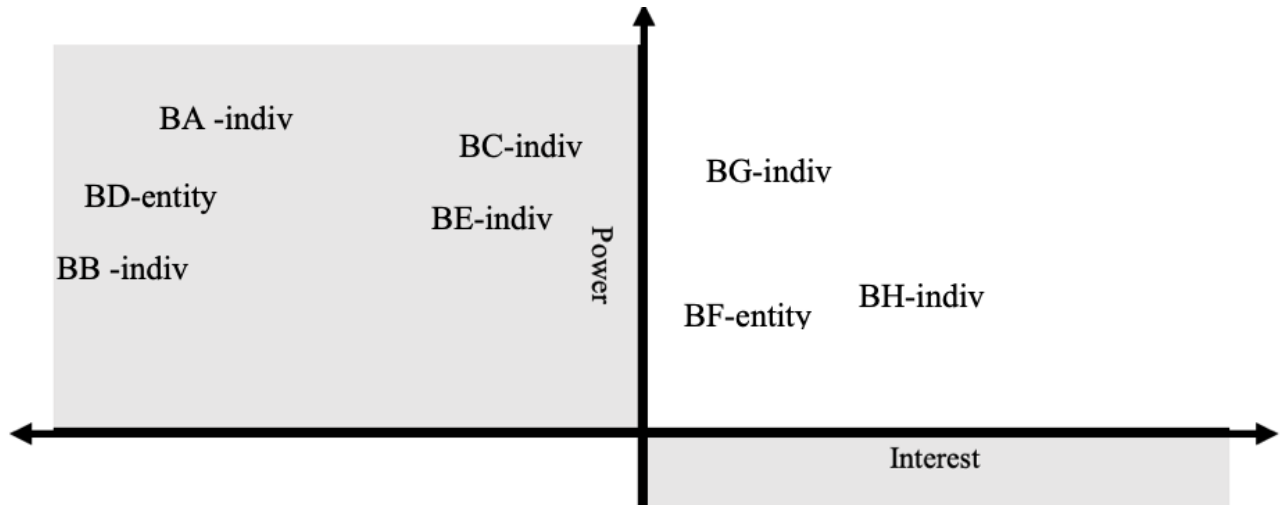
Figure 5. Community E Power Interest Grid

Figure 6 represents Community F which is located northwest of the City of Pittsburgh. This community is more politically moderate, is larger in population size, and has a distinct Latino resident community. Community F was identified with a stakeholder group of five individuals with voting power, a police department of 38 officers, 14 faith-based organizations, four community organizations, and a business district. Of the stakeholders identified, 13 were mapped including six individuals and seven community entities. This figure demonstrates identification of stakeholders among both opposition and ally quadrants. While the stakeholder distribution is slightly more represented among allies, most stakeholders are identified with low levels of power as well as varying their interest and support from minimal to highly supportive. There is a stakeholder identified among the opposition that has been identified with the highest level of power among all stakeholders in Community F.
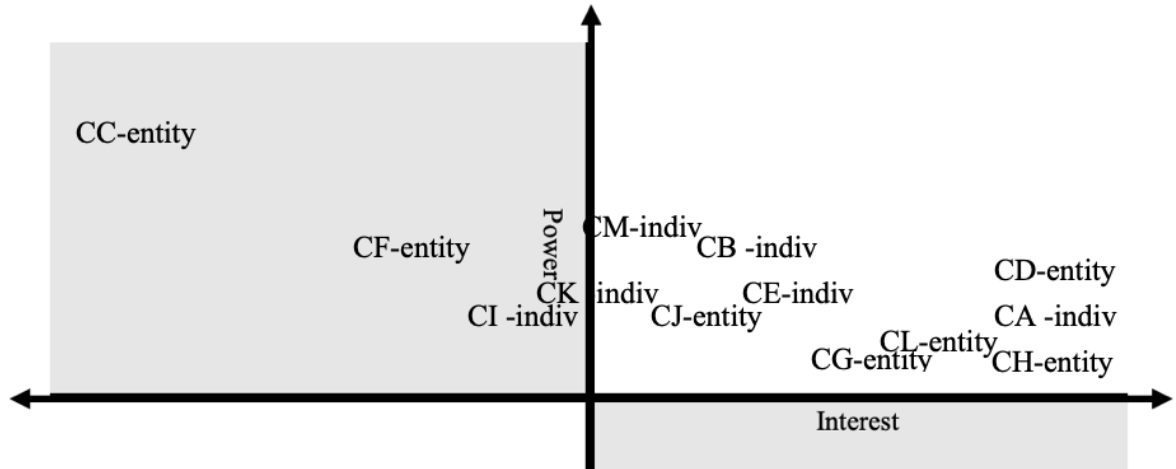
Figure 6. Community F Power Interest Grid

Table 4, is the summation of analysis of the ally compositions compared across sample municipalities. Each community was assessed on distribution of stakeholders across opposition and support as well as their level of interest to rank them comparatively as having a stronger support basis of allies. The basis of ally strength to opposition strength informed the ordinal ranking of the communities to be interpreted as reform readiness or readiness to engage stakeholders to begin implementation of policy reform. The first consideration of ranking involves comparing the total number of allies to the total number of those in opposition. This is assessed by number of stakeholders placed in QI (opposition) and number of stakeholders mapped in Q2 (allies). The second consideration is an analysis of strength of each stakeholder which was informed by the original Eden and Ackerman tool (1998, p. 122). This tool breaks down stakeholder allies into four categories as shown in appendix B. All counts of allies or opposition falling above the midline of power within the mapping and classified as "Players" or "Context Setters" are considered stronger allies or opposition for further ranking purposes and their ability to impact policy adoption.

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Readiness ranking is presented as 1 = most ready and descending to least ready through 6. Justification for assignment is included in the table. It is found that Community B is most ready for reform while Community E is least ready as attributed by their quantity of allies to opposition as well as the magnitude of power each exhibits.

Table 5. Reform Readiness

Readiness Rating	Municipality	Justification
1	Community B	10 total allies (Quadrant II or Ally Quadrant) 4 at or above midline of power
2	Community A	9 total allies (Quadrant II or Ally Quadrant) 2 at or above midline of power

3	Community C	6 allies (Quadrant II or Ally Quadrant)
		   2 at or above midline of power
		
		1 Neutral (on y axis line between opponent and ally Quadrant I and Quadrant II)
		   1 at or above midline of power

4	Community D	9 total allies (Quadrant II or Ally Quadrant)
		   4 at or above midline of power
		
		3 total opposition (Quadrant I or Opposition Quadrant)
		   3 at or above midline of power

5	Community F	9 total allies (Quadrant II or Ally Quadrant)
		   1 at or above midline of power
		
		1 Neutral (on y axis line between opponent and ally Quadrant I and Quadrant II)
		   0 at or above midline of power

		3 total opposition (Quadrant I or Opposition Quadrant) 1 at or above midline of power
6	Community E	3 total allies (Quadrant II or Ally Quadrant) 1 at or above midline of power 5 total opposition (Quadrant I or Opposition Quadrant) 4 at or above midline of power

5.0   DISCUSSION

Passage of holistic and protective policy is highly dependent on community based support across government, residents, organizations, and enterprises. Community support is the platform responsible for setting the agenda, imparting urgency and importance, and informing elected officials of community needs. All stakeholders are vital in the policy process, not only government officials with legislative voting power. It is the collection and inclusion of all community stakeholders that dictate the direction of policy and shape the social norms that the area relies on. The stronger the support, the more likely it is that policy may be adopted.

After completing stakeholder identification, a trend emerged that participation or response to contact correlated with the stakeholders' interest level, as well as overall community interest level. More responses occurred among higher interest ranked stakeholders and within communities where there was a presence of stakeholders with overall common interest levels. All contact respondents scored within the 9+ interest range and were also more likely to contribute and refer another stakeholder, often of similar interest level. Strength of interest or conviction along with known supportive allies may contribute to response rates.

Higher interest ranking stakeholders were more likely to not only participate and respond to the baseline of questions but to further contribute their own resources toward advancing the stakeholder identification. Communities A, B, D, and F all had responses present and communities A, D, and F had rates at or above 33%. Communities A, and B were ranked among the top 2 communities most ready for policy reform and likewise had positive response rates. Meanwhile community C had a response rate of 0. This may be indicative of the smaller size of the community, thus the smaller number of stakeholders, and may imply that the stakeholders are

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less prioritized with this policy reform and discussion at the immediate time or that they as a community are more difficult to gain entry to as a researcher. In addition, Community D and F were ranked among 4 and 5 due to the presence of some opposition with strength however community F also had the third highest response rate. This may demonstrate that while opposition exists the presence of similar perspectives within the community may lend strength to stakeholders to become engaged despite the opposition. Community F, ranked least ready, had a response rate of 0 comparatively. As stakeholder identification is used to eventually mobilize community assets, the stakeholder participation response rates and extent of participation may be future consideration as an implication for willingness to become an active advocate and ease of mobilizing the stakeholder and their resources.

Among the identified stakeholders, those ranking highest in power across all communities were those with voting power, and some with positional power such as affiliation with a direct social service agency or having positions within the police department. Other stakeholders ranked with personal power and other positional power were lower on the power ranking. While these voting and agency affiliated stakeholders are the most powerful, they are not the most numerous. The majority of all stakeholders identified are non-policy voting stakeholders. This emphasizes the importance of including non-governmental stakeholders within community policy analysis.

In addition, those ranked as most interested either have direct ties to policing departments already engaging in or supportive of training and inclusive policy, are directly involved with immigrant or Latino agencies, have publicly spoken their support, or have a history of already working with the population. These considerations may be used to contribute to more comprehensive stakeholder identification to further analyze their potential of mobilizing. This

can be accomplished by looking at Latino and immigrant serving agencies first and their connections within each community to identify as stakeholders that will be interested and more engaged. This can also be accomplished likewise by looking at police department affiliates and further determining their interest and power. There is the opportunity to also use the stakeholders' already expressed vocality around their interest, and their public statements as an indicator for willingness to advocate for the anti-bias policing policy. These most interested stakeholders can inform future analysis and identification strategy and may indicate another factor for mobilization or action. They serve as the first round of folks who can generate community movement and should contacted first if policy action progresses.

Greater patterns from the analysis emerged indicating implications for community comparison. The sample communities consisted of a mix of large, mid, to small population municipalities with different political background, and varying levels of engagement in equitable policy adoption, as well as varying compositions of stakeholders. From the analysis, communities can be ranked determining the readiness in comparison to each other. While this comparison only includes the sample, the sample is intended to be representative of the larger county. Among the sample, Community B was identified as most ready for change and therefore most likely to accept policy change. Other communities of similar stakeholder compositions and sociopolitical compositions may likewise be just as ready comparatively. It can also be inferred that communities excluded from the sample due to their pre-identified reluctance as evidenced by acknowledged ICE partnerships would rank below Community E. These sampled communities can be used as benchmarks to generalize potential readiness among other comparative communities. Communities might closely relate to a pre- ranked community or

between two pre-ranked communities. This allows for guidelines for fit but also allows for ranking expansion and movement.

Another trend demonstrated the communities most ready for reform were the three communities A, B, and C that were identified with a majority population of democrats, and with no identified opposition. The communities least ready for reform were those of more republican tendencies E and D; and F as slightly more moderate was ranked very closely to D. This trend may imply that community political generalization may be a strong pre-emptive indicator for ally and opposition composition depending on the historic political party support for the intended policy. Current and future inclinations about policy adoption may be impacted by party affiliation and history of support. This trend may be useful to further compare communities of similar political allegiance among each other for community readiness as a controlling factor to see how other community level variables affect stakeholder composition on a community power v. interest map. As one of the stakeholder point assignments included support of inclusive policy, this may further be a contributing factor to larger community ranking. If a community has already passed other protective policies for individuals of diverse backgrounds such as certain non-discrimination policies, that might contribute to community readiness as an overall cultural community perspective or tendency to promote acceptance.

It is also noticeable that only among moderate or republican communities was there a noticeable trend of balanced opposition with support. While among more liberal or progressive communities, all stakeholders were interested in the police reform policy, among the more conservative and moderate communities, there was a presence of both allies and opposition. Among Communities D and F, the presence of opposition may be stronger, however there existed more allies identified. Only in community E, the most conservative and active in

assertive policing practices were there more numerous opposition and stronger opposition than allies.

The intent of this study was to evaluate the use of the power vs. interest grid for stakeholder analysis and to explore how stakeholder compositions can be a community level indicator for reform readiness. Readiness, interest, and action are separate characteristics involved in policy adoption. While Community B was identified as most ready, interest in passing policy may not be fully developed. Community interest in passage of policy includes urgency and specific demonstrated need. While the ideal of a protective policy carries proactive benefits, if the problem is not explicit then the interest in passage might be minimal and policy adoption and implementation might be prioritized elsewhere. Policy does in fact tend to be reactive in nature and therefore community interest may be more elevated in communities that experience higher degrees of policing bias despite what their readiness ranking is. Action is the mobilization of stakeholders, the call to act on their interest and initiate this policy change. Likewise, action might depend on community feelings of safety, ability to advocate, urgency, community interest, as well as the inclusion of readiness. The independence, and confluences of these three characteristics should be further explored.

While literature does not explore the comparative stakeholder composition among communities for varying community readiness, this tool may be used to further indicate an order of reform introduction. Once one community, the readiest community, is engaged in reform, there is the question of whether passage or refusal of policy may impact the other communities' stakeholders interest and power or overall stakeholder composition. Will the passage of anti-bias policing policy in Community B, instigate A's stakeholders to shift their interest toward even

more agreeable? Will it affect all communities? What happens if Community B denies the policy?

Further analysis needs to incorporate methods of including and mobilizing the Latino communities within each sample community. While special respects were paid to this population due to traumatic history, for anonymity, and for protection; they remain a very powerful voice and are integral stakeholders. This population, that faces the burden of the lack of anti-bias policing policy, has their own power and interest as well. A potential methodological adaption could include the identification and mobilization of the Latino stake holding population, only after identifying the readiest community and mobilization of current stakeholders has laid a strong and protective foundation to introduce the Latino stake holding group. This may prevent political attacks to the Latino population when there is present opposition, and the laid foundation may demonstrate a supportive community network. In addition, the introduction of new stakeholders during mid-mobilization and advocacy work more provide a renewed urgency to the policy adoption process and a needed push for ultimate adoption.

6.0   CONCLUSION

Stakeholder analysis is a critical tool and step in the policy adoption process. Policy lays the foundation for creating a healthy, safe, and inclusive environment that individuals and entities inhabit and work within. A lack of policies that protect liberties, freedoms, and rights not only hurts individuals but entire communities. The Latino population experiences a double burden of threat from police and from their biased practices. There is the persistent discrimination and threat of daily bias and violence from police, but also the immediate fear of their deportation or the deportation of family members and friends. Anti-biased policing adoption can help address Latino relationships with police, community crime rates, community health disparities, Latino well-being, and community social cohesion.

Anti-biased policing adoption, as with any policy adoption, begins with looking into who holds the power in the community, specifically stakeholders. Those identified as allies are potential introductions into communities. These introduction points are not simply to propose the idea of policy, but are also points of contact to aid in further stakeholder identification, and to promote the reform agenda from within their advantage position. Additionally, opposition is important to note and document so as not to endanger allies or community chances for reform or progress to reform readiness.

The tools used in this essay, the stakeholding analysis and the power vs. interest grid, are useful in not only identifying stakeholders and their individual levels of power and interest, but to visually compose a community model of actors and the inclination of key stakeholders toward the policy. This visual model helps graphically display the composition of stakeholders on a continuum of reform interest and influence that is used to imply overall community reform

readiness. With further research the tool can be further used as a comparative community-level policy reform indicator. There is an opportunity to further develop research and evidence of the usage of the tool in community composition comparisons and reform readiness for initial policy reform application and further replication among the ranked communities. With more development, stakeholder power v. interest grids can help anticipate community change readiness to support stronger, healthier communities and safer and healthier Latino populations, among others.

TEMPLATE POWER INTEREST GRID
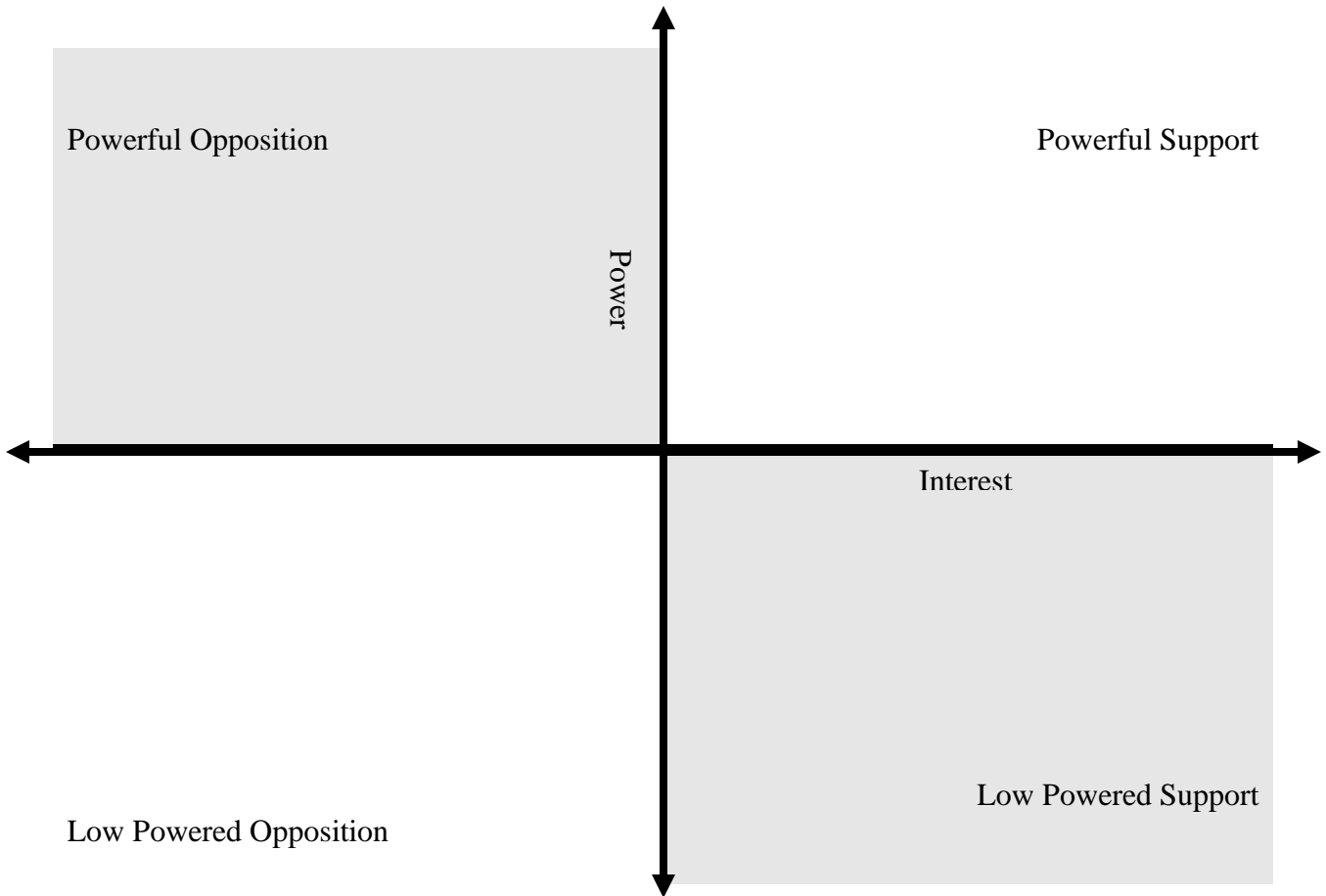
Figure 7. Template Power Interest Grid adapted from Eden and Ackerman (1998, page 122)

EDEN AND ACKERMAN POWER V INTEREST TOOL
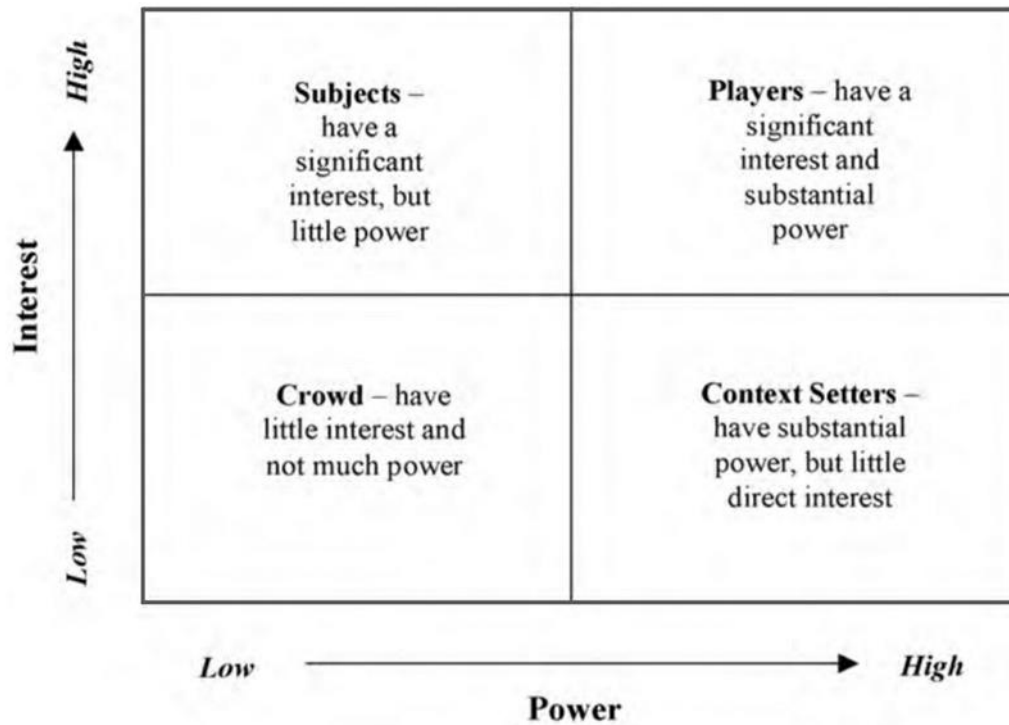
Figure 8. Template Power Interest Grid from Eden and Ackerman (1998, page 122)

COMPUTATION FOR POWER INTEREST ASSIGNMENT

Table 6. Computation Community A

Stakeholder	Power Calculation	Interest Calculation
A	**Total = +5** P-1 = 0 P-2 = +1, +1, +1 P-3 = +2 P-4 = 0 P-5 = 0	**Total = +4** I-1 = +1 I-2 = +1 I-3 = 0 I-4 = +1 I-5 = 0 I-6 = +1
B	**Total =+3** P-1 = +2 P-2 = +1, -1 P-3 = 0 P-4 = +1 P-5 = 0	**Total = +6** I-1 = -1 I-2 = +1, +1 I-3 = 0 I-4 = +1 I-5 = +1 I-6 = +1, +2
C	**Total =+3** P-1 = +2 P-2 = +1 P-3 = 0 P-4 = 0 P-5 = 0	**Total = +10** I-1 = +1 I-2 = +1, +1, +1 I-3 = +1, I-4 = +1 I-5 = +1 I-6 = +1, +2
D	**Total = +4** P-1 = 0 P-2 = +1, +1 P-3 = +2 P-4 = 0 P-5 = 0	**Total = +8** I-1 = 0 I-2 = +1, +1 I-3 = +1, +1 I-4 = +1, +1 I-5 = +1 I-6 =+1,
E	**Total =+7** P-1 = +2	**Total = +8** I-1 = 0

Stakeholder	Power Calculation	Interest Calculation
	P-2 = +1, +1 P-3 = +1 P-4 = +1 P-5 = +1	I-2 = +1, +1 I-3 = 0 I-4 = +1 I-5 = +1 I-6 = +1, +2
	Total = +5	**Total = +9**
F	P-1 = 0 P-2 = +1, +1 P-3 =+1 P-4 = +2 P-5 = 0	I-1 = 0 I-2 = +1, +1, +1 I-3 = +1, +1 I-4 = +1 I-5 = +2 I-6 = +1
	Total =+6	**Total = +10**
G	P-1 = 0 P-2 = +1, +1 P-3 =+1 P-4 = +2 P-5 = +1	I-1 = +1 I-2 = +1, +1, +1 I-3 = 0 I-4 = +1 I-5 = +2 I-6 = +1, +2
	Total =+4	**Total = +7**
H	P-1 = 0 P-2 = +1, +1, +1 P-3 =0 P-4 = 0 P-5 = +1	I-1 = 0 I-2 = +1, +1 I-3 = +1 I-4 = +1, +1 I-5 = +1 I-6 = +1
	Total = +5	**Total = +11**
I	P-1 = +2 P-2 = +1 P-3 = 0 P-4 = +1 P-5 = +1	I-1 = +1 I-2 = +1, +1, +1 I-3 = +1, +1 I-4 = +1 I-5 = +1 I-6 = +1, +2

Table 7. Computation Community B

Stakeholder	Power Calculation	Interest Calculation
	Total = +2	**Total = +10**
J	P-1 = 0 P-2 = +1, +1 P-3 = 0 P-4 = 0 P-5 = +1, -1	I-1 = +1 I-2 = +1, +1, +1 I-3 = +1, +1 I-4 =+1 I-5 = 0

		I-6 = +2, +1	
	Total =+10		**Total = +6**
K	P-1 = +2, +1 P-2 = +1, +1, +1 P-3 = +1 P-4 = +2 P-5 = +1	I-1 = 0 I-2 = +1, +1, I-3 = 0 I-4 = +1 I-5 = +2 I-6 = +1	
	Total = +10		**Total = +8**
L	P-1 = +1 P-2 = +1, +1, +1 P-3 = +1, +1 P-4 = +2 P-5 = +1	I-1 = +1 I-2 = +1, +1 I-3 = 0 I-4 = 0 I-5 = +2 I-6 = +2, +1	
	Total = +9		**Total = +9**
M	P-1 = +2 P-2 = +1, +1, P-3 = +2, +1 P-4 = +1 P-5 = +1	I-1 = +1 I-2 = +1, +1, +1 I-3 = 0 I-4 =+1, +1 I-5 = I-6 = +2, +1	
	Total = +8		**Total = +5**
N	P-1 = +2 P-2 = +1, +1, +1 P-3 = +1 P-4 = +1 P-5 = +1	I-1 = +1 I-2 = +1, +! I-3 = 0 I-4 = 0 I-5 = +1 I-6 = +1	
	Total = +8		**Total = +7**
O	P-1 = +1 P-2 = +1, +1, +1 P-3 = +1 P-4 = +2 P-5 = +1	I-1 = 0 I-2 = +1, +1 I-3 = 0 I-4 =+1, +1 I-5 = +2 I-6 =+1	
	Total = +6		**Total = +4**
P	P-1 = +2, +1 P-2 = +1 P-3 =+1 P-4 = +1 P-5 = 0	I-1 = -1 I-2 = +1, +1 I-3 = I-4 = +1 I-5 = +1 I-6 =+1	
	Total = +7		**Total = +8**
Q	P-1 = 0 P-2 = +1, +1, +1	I-1 = 0 I-2 = +1,	

	P-3 = +2, +1 P-4 = 0 P-5 = +1	I-3 = +1, +1 I-4 = +1, +1 I-5 = 0 I-6 =+2, +1
R	**Total = +5** P-1 = +2 P-2 = +1, +1 P-3 = +1 P-4 = 0 P-5 = 0	**Total = +9** I-1 = +1 I-2 = +1, +1, +1 I-3 = I-4 = +1, +1 I-5 = 0 I-6 =+2, +1
S	**Total =+3** P-1 = +1 P-2 = +1 P-3 =0 P-4 = +1 P-5 = 0	**Total = +6** I-1 = +1 I-2 = +1, +1 I-3 = 0 I-4 = +1 I-5 = +1 I-6 = +1

Table 8. Computation Community C

Stakeholder	Power Calculation	Interest Calculation
T	**Total = +5** P-1 = 0 P-2 = +1, +1 P-3 = +1 P-4 = +2 P-5 = 0	**Total = +1** I-1 = 0 I-2 = +1, +1, -1 I-3 = -1 I-4 =+1 I-5 = +2 I-6 = -2
U	**Total = +3** P-1 = 0 P-2 = +1, +1 P-3 = +1 P-4 = 0 P-5 = 0	**Total = +3** I-1 = 0 I-2 = +1 I-3 = 0 I-4 = +1 I-5 = 0 I-6 = +1
V	**Total = +4** P-1 = +2, -1 P-2 = +1, +1 P-3 = +1 P-4 = +0	**Total = +5** I-1 = +1 I-2 = +1 I-3 = 0 I-4 = +1

Stakeholder	Power Calculation		Interest Calculation	
	P-5 = 0		I-5 = 0 I-6 = +1, +1	
W	**Total = +6** P-1 =0 P-2 = +1, +1, +1 P-3 = +2 P-4 = 0 P-5 = +1		**Total = +6** I-1 = 0 I-2 = +1 I-3 = +1 I-4 = +2, +1 I-5 = 0 I-6 = +1	
X	**Total = +7** P-1 = +2 P-2 = +1, +1, +1 P-3 = +1 P-4 = 0 P-5 = +1		**Total = +9** I-1 = +1 I-2 = +1, +1, +1 I-3 = +1 -4 = +1 I-5 = 0 I-6 = +1, +2	
Y	**Total = +3** P-1 = +1 P-2 = +1 P-3 = +1 P-4 = 0 P-5 = 0		**Total = +6** I-1 = 0 I-2 = +1, +1 I-3 = +1 I-4 = +1 I-5 = 0 I-6 = +1, +1	
Z	**Total = +2** P-1 = 0 P-2 = +1 P-3 = +1 P-4 = 0 P-5 = 0		**Total = +9** I-1 = +1 I-2 = +1, +1, +1 I-3 = +1 I-4 =+1 I-5 = 0 I-6 = +1, +2	

Table 9. Computation Community D

Stakeholder	Power Calculation	Interest Calculation
AA	**Total = +5** P-1 = 0 P-2 = +1, +1 P-3 = 0 P-4 = +2 P-5 = +1	**Total = -6** I-1 = 0 I-2 = -1, -1 I-3 = -1 I-4 = +1 I-5 = -2 I-6 = -2

		Total = +4		Total = -7
AB	P-1 = +1 P-2 = -1 P-3 = +2 P-4 = +2 P-5 = -1		I-1 = -1 I-2 = -1 I-3 = -1 I-4 = +1 I-5 = -2 I-6 = -2, -1	
AC	P-1 = +1 P-2 = +1 P-3 = +2 P-4 = 0 P-5 = 0	Total = +4	I-1 = 0 I-2 = +1, +1, +1 I-3 = 0 I-4 =+2 I-5 = 0 I-6 = +2, +2	Total = +9
AD	P-1 = 0 P-2 = +1 P-3 = 0 P-4 = +2 P-5 = -1	Total = +2	I-1 = 0 I-2 = -1, -1 I-3 = -1 I-4 = +1 I-5 = -2 I-6 = -2	Total = -6
AE	P-1 = 0 P-2 = +1, +1, +1 P-3 = +1 P-4 = +1 P-5 = 0	Total = +4	I-1 = 0 I-2 = +1 I-3 = 0 I-4 = +1 I-5 = -2 I-6 = +1	Total = +1
AF	P-1 = 0 P-2 =+1 P-3 = +1 P-4 = +1 P-5 = -1	Total = +2	I-1 = 0 I-2 = +1, +1, -1 I-3 = +1, -1 I-4 = +1 I-5 = +1, -1 I-6 = +1	Total = +3
AG	P-1 =0 P-2 = +1, -1 P-3 = +1 P-4 = 0 P-5 = 0	Total = +1	I-1 = +1 I-2 = +1, +1 I-3 = +1 I-4 = +2 I-5 = 0 I-6 = +2, +1	Total = +9
AH	P-1 = +2 P-2 =+1	Total = +5	I-1 = +1 I-2 = +1	Total = +5

Stakeholder	Power Calculation	Interest Calculation
	P-3 =+1 P-4 =+1 P-5 = 0	I-3 = 0 I-4 =+1 I-5 = +1 I-6 =+1
AI	**Total = +1** P-1 = 0 P-2 = +1 P-3 = 0 P-4 = 0 P-5 = 0	**Total = +9** I-1 = +1 I-2 = +1, +1 I-3 =+1 I-4 = +2 I-5 = 0 I-6 = +1, +2,
AJ	**Total = +2** P-1 =0 P-2 = +1 P-3 =+2 P-4 = -1 P-5 =	**Total = +9** I-1 = +1 I-2 = +1 I-3 = +1 I-4 = +1, +2 I-5 = 0 I-6 = +2
AK	**Total = +2** P-1 = 0 P-2 = +1 P-3 =+2 P-4 = -1 P-5 = 0	**Total = +9** I-1 = +1 I-2 = +1 I-3 = +1 I-4 = +1, +2 I-5 = +1 I-6 = +1
AL	**Total = +5** P-1 =+2 P-2 = +1, +1 P-3 =0 P-4 = +1 P-5 = 0	**Total = +5** I-1 = +1 I-2 = +1 I-3 = 0 I-4 =+1 I-5 = +1 I-6 = +1

Table 10. Computation Community E

Stakeholder	Power Calculation	Interest Calculation
BA	**Total = +5** P-1 = 0 P-2 = +1 P-3 = +1 P-4 = +2 P-5 = +1	**Total = -5** I-1 = 0 I-2 = -1, I-3 = 0 I-4 = 0 I-5 = -2 I-6 = -2

		Total = +3		Total = -6
BB	P-1 = +2, -1 P-2 = +1 P-3 = +1 P-4 = 0 P-5 = 0		I-1 = -1 I-2 = -1, -1, -1 I-3 = 0 I-4 = +1 I-5 = -1 I-6 = -2	
		Total = +5		Total = -1
BC	P-1 = +2, -1 P-2 = +1, +1 P-3 = +1 P-4 = +1 P-5 = 0		I-1 = -1 I-2 = +1, -1, -1 I-3 = 0 I-4 = +1 I-5 = -1 I-6 = -+1	
		Total = +4		Total = -6
BD	P-1 = 0 P-2 = +1 P-3 = +1 P-4 = +2 P-5 = 0		I-1 = 0 I-2 = -1, -1, -1 I-3 = 0 I-4 =+1 I-5 = -2 I-6 = -2	
		Total = +4		Total = -2
BE	P-1 = +2, -1 P-2 = +1 P-3 = +1 P-4 = +1 P-5 = 0		I-1 = -1 I-2 = +1, -1 I-3 = 0 I-4 = +1 I-5 = -1 I-6 = -1	
		Total = +2		Total = +6
BF	P-1 = 0 P-2 = +1 P-3 = +2 P-4 = 0 P-5 = -1		I-1 = 0 I-2 = +1, +1 I-3 = +1, +1 I-4 = +2 I-5 = 0 I-6 =0	
		Total = +5		Total = +7
BG	P-1 = +2, -1 P-2 = +1, +1 P-3 = +1 P-4 = +1 P-5 = 0		I-1 = +1 I-2 = +1, +1 I-3 = 0 I-4 = +1 I-5 = 0 I-6 = +1, +2	
		Total = +3		Total = +8
BH	P-1 = 0 P-2 = +1 P-3 =+2		I-1 = 0 I-2 = +1, +1, +1 I-3 = +1, +1	

	P-4 = 0 P-5 = 0	I-4 =+2 I-5 = 0 I-6 = +1

Table 11. Computation Community F

Stakeholder	Power Calculation	Interest Calculation
CA	**Total = +3** P-1 = 0 P-2 = +1, +1 P-3 = 0 P-4 = 0 P-5 = +1	**Total = +10** I-1 = +1 I-2 = +1, +1 I-3 = +1, +1, +1, +1 I-4 =0 I-5 = 0 I-6 = +1, +2
CB	**Total = +5** P-1 = 0 P-2 = +1, +1 P-3 = +2 P-4 = 0 P-5 = +1	**Total = +3** I-1 = 0 I-2 = +1, +1, +1 I-3 = 0 I-4 = +1 I-5 = -1 I-6 = 0
CC	**Total = +7** P-1 = 0 P-2 = +1, +1, +1 P-3 = +1, P-4 = +2 P-5 = +1,	**Total = -7** I-1 = 0 I-2 = +1, -1, -1, -1 I-3 = -1 I-4 =+1, I-5 = -2 I-6 =+1, -2, -2
CD	**Total = +4** P-1 = 0 P-2 = +1, +1, +1 P-3 = +1 P-4 = 0 P-5 = 0	**Total = +10** I-1 = 0 I-2 = +1, +1, +1 I-3 = +1, +1, +1 I-4 = +1 I-5 = 0 I-6 = +2, +1
CE	**Total = +3** P-1 = 0 P-2 = +1, +1 P-3 = +1 P-4 = 0 P-5 = 0	**Total = +4** I-1 = +1 I-2 = +1, +1 I-3 = +1 I-4 = +1 I-5 = -1 I-6 = 0
	Total = +5	**Total = -3**

CF	P-1 = +2 P-2 = +1 P-3 = 0 P-4 = +1 P-5 = 0	I-1 = -1 I-2 = +1, -1, -1, -1 I-3 = 0 I-4 =+1 I-5 = -1 I-6 =+1, -1	
		Total = +1	**Total = +5**
CG	P-1 = 0 P-2 = 0 P-3 = +2 P-4 = -1 P-5 = 0	I-1 = 0 I-2 = +1, +1 I-3 = +1 I-4 = +1, +1 I-5 = -1 I-6 =+1	
		Total = +1	**Total = +10**
CH	P-1 = 0 P-2 = +1 P-3 = +1 P-4 = 0 P-5 = -1	I-1 = 0 I-2 = +1, +1, +1 I-3 = +1, +1, +1 I-4 =+1, +1 I-5 = -1 I-6 =+1, +2	
		Total = +3	**Total = -1**
CI	P-1 = +2 P-2 = +1 P-3 = 0 P-4 = +1 P-5 = -1	I-1 = -1 I-2 = -1, +1, -1 I-3 = 0 I-4 = +1 I-5 = -1 I-6 = +1	
		Total = +3	**Total = +2**
CJ	P-1 = 0 P-2 = +1, +1 P-3 = +2 P-4 = -1 P-5 = 0	I-1 = 0 I-2 = 0 I-3 = +1 I-4 = +1, +1 I-5 = -1 I-6 = 0	
		Total = +3	**Total = 0**
CK	P-1 = +2 P-2 = +1 P-3 = 0 P-4 = +1 P-5 = -1	I-1 = -1 I-2 = -1, +1 I-3 = 0 I-4 =+1 I-5 = -1 I-6 =+1	
		Total = +2	**Total = +7**
CL	P-1 = 0 P-2 = +1 P-3 = +1 P-4 = 0	I-1 = 0 I-2 = +1, +1 I-3 = +1, +1 I-4 = +1, +1	

	P-5 = 0		I-5 = 0 I-6 = +1	
CM	**Total = +5** P-1 = +2 P-2 = +1, +1 P-3 = 0 P-4 = +1 P-5 = 0		**Total = +1** I-1 = -1 I-2 = -1, +1 I-3 = 0 I-4 = +1, +1 I-5 = -1 I-6 =+1	

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