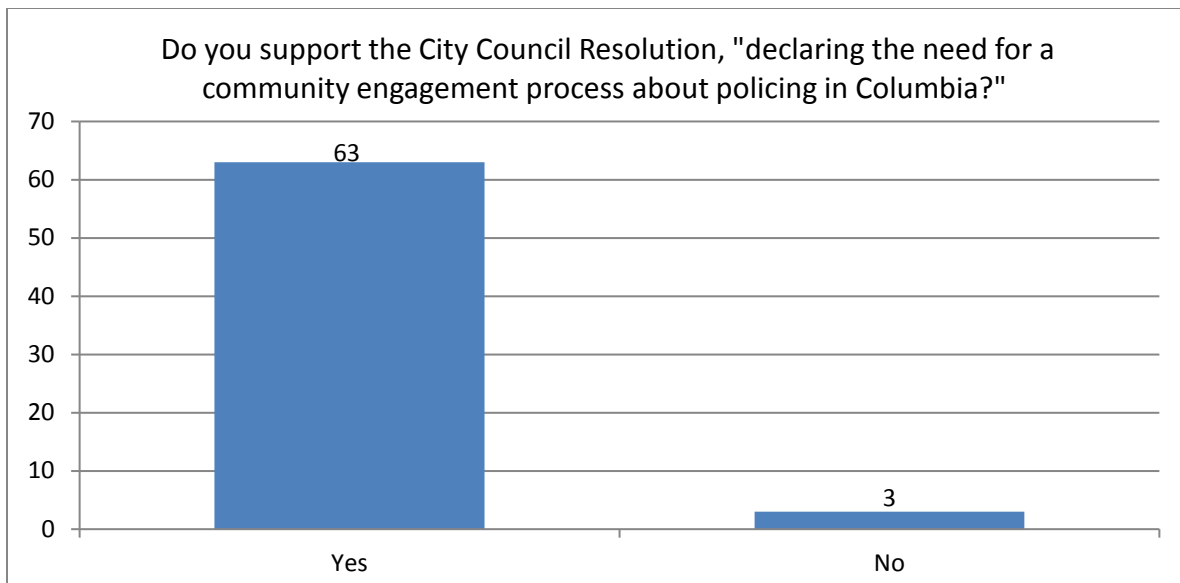


**The group/organization you are affiliated with**

- 13th Circuit Court
- Artists for Social Justice
- Association of Black Graduate and Professional Students
- Benton Stephens
- Boone County
- Burrell Behavioral Health
- Catholic Charities of Central and Northern Missouri
- Central Missouri Community Action
- Centro Latino
- Citizens Police Review Board
- City of Columbia, Social Equity Strategic Priority Team
- Columbia Chamber of Commerce
- Columbia Community Land Trust
- Columbia Housing Authority
- Columbia Missourian
- Columbia Neighborhood Watch
- Columbia Police Department
- Columbia Police Officers Association
- Columbia Public Schools
- Crimestoppers
- Diversity Awareness Partnership – Columbia
- Dubradis Neighborhood Association
- Early Childhood Education
- East Pointe Property Owners Association
- Empower Missouri
- Faith Voices of Columbia
- Gary-Atkins Neighborhood Association
- Grasslands Neighborhood Association
- Heart of Missouri United Way
- Highland Park Neighborhood Association
- Human Rights Commission
- Hunters Gate Neighborhood Association
- in2Action
- John Stewart Park/Old southwest
- Mayor's Task Force on Community Violence
- Minority Men's Network
- NAACP
- NCCNA
- Off Broadway Condominium Association
- Parkade neighborhood association
- Park Hill Improvement Association
- Park Hill Neighborhood
- Race Matters, Friends
- Refugee & Immigration Services
- Rock the Community
- Rothwell Heights
- Shepard Hills Improvement Association
- Stonecrest neighborhood
- THALA NA
- Westmount Neighborhood Association
- Westwinds Park Neighborhood Association
- Youth Empowerment Zone



**What kind of event(s) do you think should be planned and coordinated?**

**Representation, Information and Communication**

- Perhaps consider looking at each Ward to have a representative that can speak to the needs and challenges of policing in their respective neighborhoods.
- I would have small area meetings to get the best ideas and concerns of the populations represented in Columbia. Compile the best and obtainable ideas and go from there.
- Neighborhood questionnaires
- representative door to door solicitation
- Meetings with residents in various locations / beats so that people are informed and have an opportunity to ask questions. This seems to have been effective in the past.
- Landlord meetings to create a crime-free housing policy
- talking to various civic groups, church based groups, school events
- To start, I would recommend taking advantage of events already planned throughout the community and having the city and safety representatives, aka police, represented by exhibiting or sponsoring events.

**Mission/ Goals Defined:**

- Before community events are planned I believe that a mission statement that can be agreed upon by members of this group is necessary. The goal must be clear or it is too easy to become sidetracked by pet projects.
- There should be a kickoff event to establish the ground rules and scope of work for the stakeholder committee.
- define what citizens want police in their community to do.
- What is the goal?
- Team development and planning the process, including setting up desired expectations and outcome of the process
- Identify a clear process for collecting information and how it will be integrated; Identify other information that will be needed in process and how it will be collected;

- Online and print discussion guides that define key topics, identify key stakeholders (including neighborhoods)

#### **Community Forums/ Open Forums/ Public Forums/ Town hall/ library meetings:**

- Gets to the root of what the community feels should happen before we incorporate officers in the process.
- Town Halls, small meetings, press conferences
- Informal and more formal gatherings
- Small events designed to spur discussion of concerns about safety and fairness.
- forums/listening sessions (open but structured)
- Open question and answer sessions steered by participants.
- Sessions similar to the Tribune's Community Forums and/or CPS World Cafe style.
- Meet and greet between officers and community members
- A roundtable discussion around specific questions about policing strategies and how to achieve or envision them
- Discussion time.
- more public meetings
- Neighborhood picnics with speakers
- I would recommend forums early in the process
- If it is about informing the community on the power of a community policing model, then perhaps a world cafe.
- Once the plan is crafted, hold community meetings.
- Open forums to better inform people what is being done and to allow citizens to express their perceived needs.
- COMMUNITY SEMINAR ON COMMUNITY POLICING
- Town hall type meetings. I do think CPD is a mess. Get rid of their union leader. His messaging to the community is horrible. Makes all CPD look foolish.
- Community events
- Town hall meetings
- Community based
- Strategic neighborhood events, forums
- Meet and greets and neighborhood meetings
- Focus groups, surveys, community meetings

#### **Event Logistics:**

- All events should be open to the public, and held in accessible locations capable of holding large audiences.
- Events with food in a neutral location.
- Events where we talk "with" not talk "at" or "to" the community
- Events to solicit comments from a good representation of our community.
- I believe that it should be the people's choice
- A one-day event (ideally a weekend day) would probably be helpful towards the beginning or middle of the process (perhaps when speakers come in).

- Some big events to get attention
- We most strongly believe that the event should center and prioritize the voices of people of color and young people. In order for this to be possible, the planning process must include a heavy representation of those same voices.
- Things that interest targeted people in community
  - regular meetings
- I would like to engage a national speaker from a community that might be similar to the size of Columbia that has successfully addressed the challenges of community policing. The event should have a first day of those speakers and then a breakout on identified themes. The second day should provide breakouts where facilitated conversations can take place to devise actions steps, recommendations, and accountability to make sure that we move forward with an agreed upon model of success.
- There should be follow up events that are working meetings to determine what community policing will look like in CoMO and what resources are needed to bring it to fruition. These should not be listening sessions--we've done that work. It is time to get down to doing the work of crafting community policing in a way that makes sense for our community, and its most vulnerable citizens in particular.
- Walk-in listening sessions later in the process.

#### **Training, Research and Education Opportunities:**

- Classroom and scenario based training in use of force & de-escalation
- provide case studies and research in community policing
- Review and analyze responses and relevant info (e.g. reports cited in Ian's resolution)
- Review what has been done in the 30 benchmark cities referenced in the resolution.
- Identify "best practices" or comparator cities that have effectively addressed the issue; collect information from those communities;
- Community policing conference with experts from the region
- FATS = Firearms Training Simulation, or system. It is a simulator, NOT a real firearm system. But it simulates the split-second quick decision-making our officers face every day. The more people who can experience the FATS system, the Better!
- Joint citizen-CPD training and education opportunities; ride-alongs with Police officers; in-depth interviews with COU officers, leaders and community partners; review of citizen survey data
- Educations regarding issues and definitions; presentation of roles/perspectives of various stakeholders; Education about types of policing by outside experts, using definitions that allow comparison of types based on principles and practices
- White people need to educate themselves about why we are where we are and how we got here.
- Similar to the affordable housing symposium. Content experts outline the issues and challenges, as well as options for solutions.
- 1) Information-sharing events featuring speakers from communities that are a model of good community and police relations; 2) Leaders from communities where the

relationship is NOT good, but where they are working on improving and have started a process to do this;

#### **Law Enforcement:**

- “1x1 with a Cop” - interview series that pairs a citizen who has questions about policing with a police officer who can answer them
- Neighborhood get-togethers, where law enforcement could join and get to know the community.
- Meetings with law enforcement.
- Talk about how to structure policing in a way that serves the community without preying on part of the community, and how our police can be more trusted and have a safer working environment.
- Interactions with police and residents.
- Neighborhood P.I. meetings with City staff and CPD
- interaction with other community members and area police dept
- celebration of excellent policing efforts

#### **What do you think the goals of this process should be?**

#### **Leadership**

- Effective leadership from the Police Department
- In light of the city survey which was released yesterday, and which shows DECREASED citizen confidence in the Police Department, I think we must explore why the citizens think the current leadership is failing.
- There are members of CPD that refuse to recognize the Chief.

#### **Social Equity**

- Goals to reduce social inequities that result in people making bad decisions because they are unable to create a path to self-sufficiency and a stable and better life."
- To normalize the socioeconomic diversity that exists in a relatively limited geographic area.

#### **Shortage of Officers**

- Find a solution to the shortage of police officers. This will be helpful in reducing response times and improving morale.
- Improve police morale, add additional officers

#### **Community Policing**

- Enhancing current community policing efforts
- local government officials agree on a process for defining what Community Policing is and whether we want it
- To develop citizens' and law enforcement understanding of what community policing is and what it could look like here. Also, to identify issues that have arisen with other community policing efforts in other communities so that Columbia can learn from the experiences of others.
- Discussion and eventual decision of the type of policing that the community wants

- To truly get the community and officers to understand what community policing should look like.
- The end goal of this process should be to have a well thought out model and implementation plan for community policing.
- Also, we need to expand community policing / community outreach unit(s).

### **Education**

- Educate the public as to the problem, partner with a media source (this could be a CAPStone or graduate student project in public policy/journalism)
- To educate CPD officers.
- Thoroughly educate the community about our police department and the challenges they face in keeping us safe. Also, educate about the nature of community policing and especially how it can provide tangible benefits to a community.
- Better understanding of Law enforcement
- There is a huge need for ALL CPD to be educated when it comes to dealing with minorities.
- For both sides to come to an understanding of the work of both sides and the goals of both sides
- To help citizens understand the current work of the police
- Education with the purpose of increasing mutual understanding of the perspectives among the many stakeholder constituencies in Columbia. Education with purpose defining the types of policing that we might consider and investigation of whether we share a common goal as to the type of policing that we want.
- Provide guidance for the police and other city employees who have to deal with violent citizens.
- better understanding of what our police dept members go through

### **Reduce Racial Profiling**

- Reduce racial profiling and discriminatory interactions.
- fair, unbiased policing in Columbia
- I think a hard goal would be a decrease in the statistics of racial profiling and crime.

### **Increase Safety**

- A community with less crime, less deaths.
- DECREASE CRIME
- Bring together our community, view safety as a community issue and not an individual issue. Give residents confidence to speak up if they see something suspicious and not "mind their own business" per se.
- Short term: support for the priorities outlined in the report on violence
- Decrease violence, establish safe havens in neighborhoods (this is a broad term and could be implemented differently in each area of the city).
- Support for a Crime-Free Community.
- Reduction in crime in Columbia and identification of problem areas
- To unite our community with the purpose of making Columbia a safe place to live
- To increase the perception of a safe environment in Columbia.

- Safe working conditions for our police.
- Make Columbia a safer place to live
- Force criminals to move out of town due to pressure associated with their actions

### **Building Relationships**

- The goals of this process should be to build trust by actively engaging with those who feel most marginalized by current policing practices - to not assume what those communities want or need but to ask them. And to further build trust by implementing a vision of community policing that centers those voices.
- FOSTER A BETTER RELATIONSHIP BETWEEN THE CPD AND COMMUNITY
- Improve relations with police
- Develop better dialogue between CPD and the general public.
- A model that promotes relationship building. I think there have been steps to make this model a reality - the Derby Ridge model is proof of that!
- Better the relationship between the police and poor citizens
- Improve community trust in the police force.
- Get broad buy in from the community about how to build trust with the police department and create a roadmap to achieve that outcome.
- build trust in the community
- Create Community Trust
- To promote tolerance and inclusivity.
- A soft goal would be to restore the perception that police are an honored public service for the betterment of Columbia.
- Communication between Police department and the Community
- Better communication and understanding among all parties

### **Community Involvement**

- Community involvement in community policing. Door to door outreach in the neighborhoods most affected by crime to bring now silent voices to the table. Encouragement and support of the leaders in each community to come together to show support for one another, the police officers and resource officers that making the effort and the council for their continued support for improvement in community relations.
- Community control of our police. Accountability of the police to all of Colombia's citizens.
- Input from Citizens on what they feel is good community policing.
- An inclusive process where our community feels like they have contributed to the conversation and provided the city and community at large with actionable next steps
- The goal of this process should be to generate a comprehensive community engagement plan, with clear objectives and delineation of responsibility of all stakeholders.
- Active engagement from all kinds of people from our community

- Get balanced input from all affected stakeholders and geographic areas of the community;
- To have transparent input and actions from both the people and police.
- A broad cross-section of citizens are heard
- More community input toward the decisions.
- We need buy-in from the community in a process they want to stand behind and work through. It needs to be one in which the officers can believe in as well - one where they realize they do not hold all of the answers. In a community policing structure, your main ingredient is the community itself. It has to be a process where the work done is not just on the surface. There has to be a willingness to dig deep and not sugar coat or avoid difficult areas.
- To develop a solid foundation upon which to build a dialog among all constituencies

### **Resources Needed**

- increased support for police department resources
- It should have timelines and budget requirements.
- Discussion of how to implement the decision and possible ways to finance
- To develop a comprehensive and sustainable plan for funding public safety.
- Detail to the extent possible the costs of staffing and other necessary resources and the likely sources for that staffing and those resources.
- A set of recommendations for the community and Council to consider including financing options. I have looked pretty hard at the P&R budget and believe serious damage would be done to it if it is subject to significant cuts. I would suggest that the committee allow P&R and other agencies to present their financial situations to them before considering any cuts. I bring this up because there seems to be a lot of people who think P&R is a promising source of reallocated funds.
- move forward together to empower and support (resources, public support, etc.) the implementation of the model WE want for Columbia
- Leave all discussion of how to implement or finance our shared goal until the very, very, very, very last.
- the resources available to both sides

### **Future Plans**

- To produce a strategic plan for the way in which Columbia will be policed, with measurable goals laid out, and mechanisms for tracking progress. A strategic plan that will lay out our philosophy for operating our police department. A strategic plan to provide our community with the policing we desire within the budget that we have. A strategic plan that any future police chief or officer can access and gain a clear understanding of the job we are expecting them to do.
- Long term: an ongoing engagement process to keep up with changing needs and perceptions.
- To come to a solid solution and to actually put it into action
- How we can reach solutions and empower community
- Integration is ideal.



- From there commonalities can be agreed up and any differences can have compromises found.
- integrate all information into an outline highlighting key issues and proposed responses; identify ongoing monitoring or evaluation methods; submit recommendations to City Council; implement, review, revise...
- To protect the lives, property and processes of all citizens and public servants.
- To successfully implement positive change
- I don't think an event is the main point. The city already has a task force working on similar issues. The challenge is to put their recommendations into practice. All Consultants should be vetted through the normal City process, not hand-picked by city council members.

### **Additional Feedback**

What would it be like to use that \$60k proposed by the United Way and New Chapter Consulting to instead hire a dozen folks from within the neighborhoods - people who are trusted and can act as border crossers or translators for those unpracticed in speaking city government speak and articulating their needs clearly - to work with Judy Hubbard's and Glen Cobbins' model of knocking doors, building trust, and listening deeply... perhaps for 6 months on a "Community Engagement Listening Tour of the City?" You could pay a dozen people the same rate as Judy and Glen (I understand they are paid \$11/hr) for 15 hours a week for 6 months for under \$60k, and you'd end up with deepened relationships, greater trust, and a lot more info about what our neighbors actually need and want when it comes to public safety.

You could focus more deeply on relationship and trust building and listening in high-crime/high-policing neighborhoods, and perhaps use deep canvassing in a more time limited way in other neighborhoods to educate about community policing and why we need it (another position Faith Voices strongly hold). Deep canvassing: <http://blog.organizer.com/what-is-deep-canvassing>

I still want the end goal to be a guidebook for how we, as a community, want to be policed. I want that decision to include looking at the city budget over the last many years to see how spending on policing stacks up to spending on Health and Human Services. I want to paint a picture of priorities in spending for members of our community.

More and more studies are being published that call into question the wisdom of more and more money for policing, and less and less money for social services. We are asking our police to deal with so many issues that should be dealt with by other more appropriately trained people in our community, from health care workers, to job trainers, I could go on. So I would like to include looking at the city budget and where we spend our money and how that spending has trended over the years.

I would still like the police to buy in to the process. I don't know how to accomplish that. How do you create a forum where our community feels the safety and freedom to express themselves, and the police will participate with open ears and hearts? When people feel criticized they tend to shut down.

I think inviting Chuck Epp is a great idea still. He teaches in Kansas, so would be accessible, and I'm pretty sure he would be open to coming and talking about traffic stops, a huge issue in our community that has yet to be addressed by our police department. That unwillingness to discuss the stops report is a barrier to forward progress.

We have the report from the Mayors Task Force on Community Violence. Its a good report with a lot of good recommendations, and it's been sitting on a shelf, barely touched for a couple years now. I would like to include that in the process, to give participants a copy of it, to give us all a grounding in the work that has already been done, and the recommendations that all those people came up with. It's a good report that many in the community probably have not seen, much less read.

A friend of mine said that her bottom line re this contract proposal is that city taxpayers should not spend \$70k on a one-day event that simply green-lights a tax increase to fund the police.

Generally, I have been a supporter of the Community Engagement Process. But I have concluded that the original initiative proposal is so flawed that it needs to be revisited before we move forward.

Accordingly, I request that you reject the contract proposal before you. I believe a contract proposal and scope of service responsive to a substantively flawed initiative proposal will be/is necessarily substantially flawed.

I have attached a draft (very preliminary) of a revised resolution that indicates the problem areas with the original resolution along with some suggested changes for your consideration. I have included end notes to provide some context and explanation for my proposed revisions. I submit this document to initiate a discussion of changes I believe are necessary for the Community Engagement Resolution to meet the minimum threshold required for this important community work to go forward.

I have suggested changes to both sections of the original proposal - the Whereas section and the Therefore section. I believe that the Whereas section is the section for uncontested statements of fact and that Therefore section is for proposals of actions to address the uncontested facts cited in the Whereas section.

I believe the original Whereas sections presents contested statements as though they were proven facts or conclusions. I believe the Whereas section also omits statements of values or beliefs that are necessary to support the proposed actions in the Therefore section. I have proposed changes to correct both problems.

I count as substantively serious flaws in the Therefore section to include, at a minimum:

--Section 1. Omission of "the trust gap between the police and the community, especially the gap between the police and our minority communities" from the list of issues to be addressed.

--Section 1. Inclusion of "community-oriented policing" as an issue when there is no agreement whatsoever among the various stakeholders, especially between CPD and a number of its critics, as to what defines community-oriented policing. Simple inclusion of that language lends support to the CPD definition because it has the loudest voice in the room.

I have attached several documents to give you a hint of some elements of a definition of community-oriented policing, especially as opposed to Problem Oriented or Professional Policing.

I have substituted "determination of what kind of policing our community wants, not just what kind of policing the Columbia Police Department thinks that we should have" for "community-oriented policing" to avoid assuming the conclusion of our discussion before we have had our discussion. I have eliminated the original section 4 for the same reason - to avoid assuming the conclusion of our discussion before we have had our discussion.

--Section 2: Failure to explicitly state the necessity for more than one meeting to accomplish to work proposed to be accomplished by this Process.

Accordingly, I have added language that explicitly calls for 3-4 part Community Engagement Process to take place on separate dates. I also provide a preliminary process outline for the work for each of 4 parts.

I conclude with a quote from the President's Task Force on 21st Century Policing that I believe expresses what any Community Engagement Process on Policing should be about.

"Trust between law enforcement agencies and the people that they protect and serve is essential in a democracy. It is key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services."

Any Community Engagement Process on Policing in Columbia must have as its primary goal increasing such trust and must be designed in way that such trust is modeled and created. I do not believe that the current Resolution and the proposed contract do either. We can and should do better.