

A Community Engagement Process about Policing in Columbia

Stakeholder Survey Responses

Introduction

On February 20th, 2017, the Columbia City Council unanimously adopted a Resolution, *"declaring the need for a community engagement process about policing in Columbia, that addresses staffing levels, officer safety and morale, and community-oriented policing."*

The Resolution went on to *"direct the City Manager to provide staff support and other resources to the City Council and members of the Mayor's Task Force on Community Violence, who will work with stakeholders to design and coordinate a community engagement process that will include public events, consultation with experts, and review of relevant research."*

Council members Laura Nauser and Michael Trapp (who co-chaired the Mayor's Task Force on Community Violence in 2013/14) and Council member Ian Thomas are now seeking to appoint a diverse committee of key stakeholders that will plan and coordinate an event or series of events, later this year. The goals of this process will be to:

1. Educate the Columbia community about police staffing levels, officer safety and morale, and community-oriented policing;
2. Engage the community in a facilitated planning process that will identify what kind of policing Columbia wants, and a strategy for accomplishing it.

Your organization has been invited to participate in an initial survey that will guide the formation of the stakeholder committee and other initial steps in this process. We look forward to receiving your response to the following questions.

City of Columbia Stakeholders:

Columbia Police Department (Chief Ken Burton):

- *Support resolution? YES*
- *Interested in serving? YES*

Community Outreach Unit (Sergeant Michael Hestir):

- *Support resolution?*
- *Interested in serving? YES*

Columbia Police Officers' Association (Dale Roberts):

- *Support resolution? YES*
- *Interested in serving? YES*

City of Columbia Social Equity Team (Toni Messina):

- *Support resolution? YES*
- *Interested in serving? YES*

Neighborhood Outreach Team (Glenn Cobbins):

- *Support resolution? YES*
- *Interested in serving? YES*

Citizens Police Review Board (Darryl Smith and Val DeBrunce):

- *Support resolution? YES/YES*
- *Interested in serving? YES/YES*

Commission on Human Rights (Scott Dean and Amanda Hinnant):

- *Support resolution? YES/YES*
- *Interested in serving? YES/NO*

Mayor's Task Force on Community Violence (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *Support resolution? YES/YES/YES/YES*
- *Interested in serving? YES/YES/NO/YES*

Community Organizations:

Columbia NAACP (Mary Ratliff):

- *Support resolution? YES*
- *Interested in serving? YES*

Minority Men's Network (Steve Calloway):

- *Support resolution? YES*
- *Interested in serving? YES*

Youth Empowerment Zone (Lorenzo Lawson):

- *Support resolution? YES*
- *Interested in serving? YES*

Race Matters, Friends (Tara Warne-Griggs and Carol Brown):

- *Support resolution? YES/YES*
- *Interested in serving? YES/YES*

Empower Missouri (Don Love):

- *Support resolution? YES*
- *Interested in serving? YES*

Columbia Faith Voices (Molly Housh Gordon):

- *Support resolution? YES*
- *Interested in serving? YES*

Diversity Awareness Partnership (Nikki McGruder):

- *Support resolution? YES*
- *Interested in serving? YES*

Association of Black Graduate and Professional Students (Tiffanesha Williams):

- *Support resolution? YES*
- *Interested in serving? YES*

Centro Latino (Eduardo Crespi):

- *Support resolution? YES*
- *Interested in serving? NO*

Refugee and Immigration Services (Grace Wildenhaus):

- *Support resolution? YES*
- *Interested in serving? YES*

Columbia Neighborhood Watch (Irwin Schneider):

- *Support resolution? YES*
- *Interested in serving? YES*

Crimestoppers (Terry Robb):

- *Support resolution? YES*
- *Interested in serving? YES*

Other Institutions:

MU Police Department (Chief Doug Schwandt):

- *Support resolution?*
- *Interested in serving?*

Chamber of Commerce (Matt McCormick):

- *Support resolution? YES*
- *Interested in serving? YES*

Columbia Public Schools (Peter Stiepleman):

- *Support resolution? YES*
- *Interested in serving? NO*

Heart of Missouri United Way (Andrew Grabau):

- *Support resolution? YES*
- *Interested in serving? YES*

Central Missouri Community Action (Darin Preis):

- *Support resolution? YES*
- *Interested in serving? YES*

Columbia Housing Authority (Phil Steinhaus):

- *Support resolution? YES*
- *Interested in serving? YES*

Boone County (Janet Thompson):

- *Support resolution? YES*
- *Interested in serving? YES*

Columbia Missourian (Matt Dulin and Katherine Reed):

- *Support resolution? YES*
- *Interested in serving? YES*

Which other groups/organizations do you think should serve on the stakeholder committee?

CPD (Chief Ken Burton):

-

COU (Sergeant Michael Hestir):

- *A diverse group from all view points with an intentional, purposeful goal towards allowing no one group or view point to dominate the conversation or steer the effort.*

CPOA (Dale Roberts):

- *The Chamber of Commerce - they have specifically expressed concern about public safety in Columbia*

Social Equity Team (Toni Messina):

- *Suggest including someone from Columbia Public Schools, such as Derby Ridge Elementary Principal Kristi Shinn. Ms. Shinn and her staff have forged a strong partnership with Community Outreach Officers and other City staff members. There is much to be gained from the perspective of educators on-the-ground.*

Neighborhood Outreach Team (Glenn Cobbins):

- *Any that do not have a hidden agenda*

CPRB (Darryl Smith and Val DeBrunce):

- *Legion of Black Collegians, Reps from the Hispanic/Latino, Asian other communities that are present in Columbia but traditionally don't have a 'seat at the table.'*
- *Additionally, there HAS to be buy in from officers. CPOA should also have a seat. Sgt. Mike Hestir may also be a great resource.*
- *ACLU*

CHR (Scott Dean and Amanda Hinnant):

- *Representatives from neighborhood associations, landlord/tenant associations, educational institutions, concerned citizen groups (especially those representing peoples historically marginalized by police interactions), CPD, CPOA, perhaps someone from the public defenders or MOBAR.*
- *Race Matters, Friends; Citizens Police Review Board; North Central Neighborhood Association; West Ash Neighborhood Association; Douglass Park Neighborhood Association; Columbia Housing Authority; Downtown Leadership Council*

MTFCV (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *Police Review Board, Juvenile detention specialists, Child/Youth Mental Health Specialist, Representative from Love Inc., Member of the Youth Council. I would highly recommend Kevin Keith (former CPD and now at Blue Ridge Elementary). I can provide other specific names if needed.*
- *Any social service provider who serves people at risk of criminal activity and has regular contact with this population*
- *We would want to know more about the plans of this committee before we could determine if we felt it was appropriate for a staff member of the Court to be involved.*
- *Probation and parole*

NAACP (Mary Ratliff):

- *LWV, Minority Me'sn Network, Peace Nook, Black Lives Matter*

MMN (Steve Calloway):

- *MO Civil Liberties Association, Columbia NAACP, Race Matters Friends, Worley Street Round Table, Social Action of the Unitarian Universalist Church, CoMO for Progress, Centro Latino, MU Office of Inclusion, Diversity & Equity, Faith Voices*

YEZ (Lorenzo Lawson):

- *Community Builders*

RMF (Tara Warne-Griggs and Carol Brown):

- *DAP, NAACP, CPD, United Way, CPOA*
- *Worley Street Roundtable, Faith Voices, Missouri ACLU?, University of Missouri college of education and law school, Boone County Resources - social workers, Someone working on prisoner re-entry programs in our community. And the police officers, lots and lots of them, not just the higher ups. We all need to find just such intersections in our community. This would be a great opportunity for our city to make those intersections happen. It's a great use of our resources.*

Empower Missouri (Don Love):

- *Worley Street Roundtable, Faith Voices, Missouri ACLU?, University of Missouri college of education and law school, Boone County Resources - social workers, Someone working on prisoner re-entry programs in our community. And the police officers, lots and lots of them, not just the higher ups. We all need to find just such intersections in our community. This would be a great opportunity for our city to make those intersections happen. It's a great use of our resources.*

Faith Voices (Molly Housh Gordon):

- *Neighborhood Associations in most heavily policed neighborhoods, Race Matters, Friends, Youth Empowerment Zone, Worley Street Roundtable, Diversity Awareness Partnership, Mizzou student orgs particularly those serving students of color*

DAP (Nikki McGruder):

- *Race Matters, Friends, Reps from CoMo for Progress*

ABGPS (Tiffanesha Williams):

- *Latino Graduate and Professional Network; Mi-STEM, ACIS*

Centro Latino (Eduardo Crespi):

- *High school, college and university students.*

RIS (Grace Wildenhaus):

- *I would recommend all social service agencies, as they advocate for a great portion of the Columbia population.*

Neighborhood Watch (Irwin Schneider):

- *CrimeStoppers and Columbia Police Officers Association*

Crimestoppers (Terry Robb):

- *Any Student Group? Neighborhood watch?*

MUPD (Chief Doug Schwandt):

-

Chamber (Matt McCormick):

-

CPS (Peter Stiepleman):

- *There is an existing group, the DMC, that meets about disproportionate minority contacts. We serve on that committee. Maybe that committee picks up some of this work?*

HMUW (Andrew Grabau):

- *Diversity Awareness Partnership, Mizzou Division of Diversity Equity and Inclusion, United Way, CMCA, CPS, CPD, Race Matters, Worley Street, key community leaders from the faith community in the 1st Ward, a business community*

CMCA (Darin Preis):

- *Small businesses, representatives of CPS, police officers, representatives of the low-income and African-American populations, neighborhood association reps*

CHA (Phil Steinhaus):

- *Minority Men's Network, Columbia Landlord Association, NAACP*

Boone County (Janet Thompson):

- *I have already provided Ian with my list.*

Missourian (Matt Dulin and Katherine Reed):

- *KBIA and other journalism school entities*

What kind of event or events do you think should be planned and coordinated?

CPD (Chief Ken Burton):

-

COU (Sergeant Michael Hestir):

- *Public Forums, Neighborhood questionnaires, celebration of excellent policing efforts, open question and answer sessions steered by participants.*

CPOA (Dale Roberts):

- *"The more people who can experience the FATS system, the Better!*
- *FATS = Firearms Training Simulation.. It is a simulation or system, NOT a real firearm system. But it simulates the split-second quick decision-making our officers face every day."*

Social Equity Team (Toni Messina):

- *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;*

Neighborhood Outreach Team (Glenn Cobbins):

- *I believe that it should be the people's choice*

CPRB (Darryl Smith and Val DeBrunce):

- *Classroom and scenario based training in use of force & de-escalation,*
- *Town Halls*

CHR (Scott Dean and Amanda Hinnant):

- *All events should be open to the public, and held in accessible locations capable of holding large audiences. I would recommend forums early in the process, and walk-in listening sessions later in the process. 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).*
- *Community policing conference with experts from the region; town hall/library meetings;*

MTFCV (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *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.*
- *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.*
- *things that interest targeted people in community*

NAACP (Mary Ratliff):

- *Community seminar on community policing*

MMN (Steve Calloway):

- *Information-sharing events featuring speakers from communities that are a model of good community and police relations;*
- *Leaders from communities where the relationship is NOT good, but where they are working on improving and have started a process to do this;*
- *sessions similar to the Tribune's Community Forums and/or CPS World Cafe style.*

YEZ (Lorenzo Lawson):

- *Community Forums*

RMF (Tara Warne-Griggs and Carol Brown):

- *There should be a kick off event to establish the ground rules and scope of work for the stakeholder committee. 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.*
- *Many community forums and discussions/conversations. White people especially need events to educate themselves about why we are where we are and how we got here. Then we can 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.*

Empower Missouri (Don Love):

- *Some big events to get attention, but mostly small events designed to spur discussion of concerns about safety and fairness.*

Faith Voices (Molly Housh Gordon):

- *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.*

DAP (Nikki McGruder):

- *A community forum/dialogue session that gets to the root of what the community feels should happen before we incorporate officers in the process.*

ABGPS (Tiffanesha Williams):

- *town hall/ open forum; meet and greet between officers and community members*

Centro Latino (Eduardo Crespi):

- *Meetings with law enforcement.*

RIS (Grace Wildenhaus):

-

Neighborhood Watch (Irwin Schneider):

- *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.*

Crimestoppers (Terry Robb):

- *Town hall type meeting*

MUPD (Chief Doug Schwandt):

-

Chamber (Matt McCormick):

-

CPS (Peter Stiepleman):

- *What is the goal? If it is about informing the community on the power of a community policing model, then perhaps a world cafe. CPS is all in. We don't need to be on a committee to understand the power of community policing. This is a city effort that needs to be resolved between City leadership and CPD leadership. Once the plan is crafted, hold community meetings. We're happy to host one.*

HMUW (Andrew Grabau):

- *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 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.*

CMCA (Darin Preis):

- *Similar to the affordable housing symposium. Content experts outline the issues and challenges, as well as options for solutions. Discussion time.*

CHA (Phil Steinhaus):

- *Landlord meetings to create a crime-free housing policy*

Boone County (Janet Thompson):

-

Missourian (Matt Dulin and Katherine Reed):

- *"Events and programs: A roundtable discussion around specific questions about policing strategies and how to achieve or envision them"*
- *Online and print discussion guides that define key topics, identify key stakeholders (including neighborhoods), and provide case studies and research in community policing*
- *"1x1 with a Cop" - interview series that pairs a citizen who has questions about policing with a police officer who can answer them*

Do you have any recommendations for outside speakers who should be invited?

CPD (Chief Ken Burton):

- *Lori Fridell*

COU (Sergeant Michael Hestir):

- *Eric Thomas, Ron Johnson MSHP retired, Gordon Graham (of Lexipol), Chip Huth KCPD, Delma K Noel-Pratt (Miami Gardens)*

CPOA (Dale Roberts):

- *"Rick Inglima, President of the State Fraternal Order of Police.*
- *Bill Stephens, Retired instructor from the Law Enforcement Training Institute and Missouri Dept. Public Safety recognized Subject Matter Expert on law enforcement issues."*

Social Equity Team (Toni Messina):

- *Not at this time*

Neighborhood Outreach Team (Glenn Cobbins):

- *No. I believe that it should be indigenous leaders that the people choose from*

CPRB (Darryl Smith and Val DeBrunce):

- *"Todd Burke, Tactical Specialties for an independent presentation of use of force. Constituents have to understand the basics of why a suspect can't simply be 'shot in the leg' as well as why 'less lethal' is not the same as 'nonlethal.'*
- *Bill Thompson has been*
- *There is also a prof at MU who has done a fair amount of research on implicit bias."*

CHR (Scott Dean and Amanda Hinnant):

- *NACOLE (National Association for Civilian Oversight of Law Enforcement) would likely have recommendations on some outside speakers that could discuss best practices in community policing. However, in my experience, community policing needs to be tailored to the community, so I'd recommend speakers come in to give examples of community policing in other municipalities before the stakeholders group starts to commit to their idea of best practices for Columbia.*

- *Van Jones, Russ Washington (Director of the Office of Community Orienting Policing Services)*

MTFCV (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *There are so many great ones to choose from both locally and nationally that I cannot imagine this would be an issue. If asked I am happy to look up more specific names / organizations.*
- *People with felony convictions who have since turned their lives around and support our goals for a safer community*

NAACP (Mary Ratliff):

- *Rev.. Darryl Gray, Dr. Micheal Middleton*

MMN (Steve Calloway):

- *No one by name; person or perhaps a panel from localities that have experienced problems, but have or are working to be better; communities that are succeeding AND some where they are not having such great luck. When looking at other communities, consider other attributes that are same or different from Columbia for comparison (e.g. employment, education, participation of minorities in government and civic organizations, academic institutions, community health)*

YEZ (Lorenzo Lawson):

- *No*

RMF (Tara Warne-Griggs and Carol Brown):

- *I actually think this should be limited. Charles Epp would be good. May some police chiefs who have successfully done this in other cities. But we need to doing the work attending talks.*
- *Charles Epp, author of Pulled Over (he's in KC), and Carol Anderson, author of White Rage about the historical institutional blowback to every step of progress African Americans have achieved (it's a short book), and she used to teach at MU.*

Empower Missouri (Don Love):

- *Lorie Fridell: recognized by law enforcement as an expert on "fair and impartial policing." Charles Epp: KU School of Public Affairs and Administration, co-author of Pulled Over, which uses interviews with KC area drivers and officers to identify misuse of "investigatory" stops as the major reason for minority distrust of officers.*

Faith Voices (Molly Housh Gordon):

-

DAP (Nikki McGruder):

- *I would like to defer to Traci Wilson-Kleekamp. She has researched a speaker or two, and I believe they would be perfect for the opportunity.*

ABGPS (Tiffanesha Williams):

- *Dr. S. David Mitchell-Dean MU Law School*

Centro Latino (Eduardo Crespi):

- *No. Members of the local community should be included/invited to speak about their own experiences.*

RIS (Grace Wildenhaus):

- *I think it's important to invite historians to educate CPD on race relations. I think it's easy to have an almost exclusively modern perspective of race, when today's issues are rooted in institutions with an extensive history of racism, discrimination, oppression, degradation, destruction...slavery. We still exist today with all of these institutions right here in the US of course! It's crucial that we understand Black Americans today considering the generations of oppression that always have and certainly currently play a heavy role in their lives.*

Neighborhood Watch (Irwin Schneider):

- *An individual from a benchmark city that has implemented a similar program. Someone from the Law Department or Sociology Department at the University of Missouri.*

Crimestoppers (Terry Robb):

- *Someone from a town similar to CoMo that has been successful with similar issues.*

MUPD (Chief Doug Schwandt):

-

Chamber (Matt McCormick):

-

CPS (Peter Stiepleman):

-

HMUW (Andrew Grabau):

-

CMCA (Darin Preis):

- *The officers that the Chamber trip to Gainesville heard from.*

CHA (Phil Steinhaus):

- *The consultants that did the survey on the Police Department several years ago.*

Boone County (Janet Thompson):

-

Missourian (Matt Dulin and Katherine Reed):

- *"Representatives of the KC Police Department who have experience in community policing.*

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

CPD (Chief Ken Burton):

- *Enhancing current community policing efforts*

COU (Sergeant Michael Hestir):

- *To protect the lives, property and processes of all citizens and public servants.*

CPOA (Dale Roberts):

- *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.*

Social Equity Team (Toni Messina):

- *Get balanced input from all affected stakeholders and geographic areas of the community; manage a disciplined that is fair and respectful to all.*

Neighborhood Outreach Team (Glenn Cobbins):

- *To have transparent input and actions from both the people and police.*

CPRB (Darryl Smith and Val DeBrunce):

- *To develop a solid foundation upon which to build a dialog among all constituencies regarding fair, unbiased policing in Columbia.*
- *Detail to the extent possible the costs of staffing and other necessary resources and the likely sources for that staffing and those resources..*

CHR (Scott Dean and Amanda Hinnant):

- *For both sides to come to an understanding of the work of both sides, the resources available to both sides, and the goals of both sides. From there commonalities can be agreed up and any differences can have compromises found.*
- *Improve community trust in the police force. Reduce racial profiling and discriminatory interactions.*

MTFCV (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *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.*
- *Active engagement from all kinds of people from our community*
- *How we can reach solutions and empower community*

NAACP (Mary Ratliff):

- *Foster a better relationship between CPD and the community, and decrease crime*

MMN (Steve Calloway):

- *A broad cross-section of citizens are heard and local government officials agree on a process for defining what Community Policing is and whether we want it. THEN move forward together to empower and support (resources, public support, etc.) the implementation of the model WE want for Columbia.*

YEZ (Lorenzo Lawson):

- *Better the relationship between the police and poor citizens*

RMF (Tara Warne-Griggs and Carol Brown):

- *The end goal of this process should be to have a well thought out model and implementation plan for community policing. It should have timelines and budget requirements.*
- *To produce a strategic plan for the way in which Columbia will be policed, with measure able 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.*

Empower Missouri (Don Love):

- *Short term: support for the priorities outlined in the report on violence, but especially increased support for police department resources. Long term: an ongoing engagement process to keep up with changing needs and perceptions.*

Faith Voices (Molly Housh Gordon):

- *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.*

DAP (Nikki McGruder):

- *To truly get the community and officers to understand what community policing should look like. 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.*

ABGPS (Tiffanesha Williams):

- *The goal of this process should be to generate a comprehensive community engagement plan, with clear objectives and delineation of responsibility of all stakeholders.*

Centro Latino (Eduardo Crespi):

- *A community with less crime, less deaths.*

RIS (Grace Wildenhaus):

- *To educate CPD officers and build trust in the community. Integration is ideal.*

Neighborhood Watch (Irwin Schneider):

- *Find a solution to the shortage of police officers. This will be helpful in reducing response times and improving morale. Also, we need to expand community policing / community outreach unit(s).*

Crimestoppers (Terry Robb):

- *Better understanding of Law enforcement Input from Citizens on what they feel is good community policing.*

MUPD (Chief Doug Schwandt):

-

Chamber (Matt McCormick):

- *To develop a comprehensive and sustainable plan for funding public safety.*

CPS (Peter Stiepleman):

- *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!*

HMUW (Andrew Grabau):

- *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*

CMCA (Darin Preis):

- *Get broad buy in from the community about how to built trust with the police department and create a roadmap to achieve that outcome.*

CHA (Phil Steinhaus):

- *"Effective leadership from the Police Department to Create Community Trust and Support for a Crime-Free Community.*
- *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."*

Boone County (Janet Thompson):

-

Missourian (Matt Dulin and Katherine Reed):

- *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.*

Anything else do you want to tell us?

CPD (Chief Ken Burton):

-

COU (Sergeant Michael Hestir):

- *Could be awesome. Could become divisive if a thematic, agenda driven, emotionally based rhetorical echo chamber is created. On either side.*

CPOA (Dale Roberts):

- *I also think it is necessary that we ensure the participants realize that most police practices are dictated by state law, Supreme Court Decisions, etc., and cannot be changed just to please certain groups.*

Social Equity Team (Toni Messina):

- *Members of the Social Equity Team recommend Assistant Fire Chief Brad Fraizer as our stakeholder representative.*

Neighborhood Outreach Team (Glenn Cobbins):

- *I strongly encourage honesty, integrity, responsibility, and accountability.*

CPRB (Darryl Smith and Val DeBrunce):

- *This is a much needed initiative.*

CHR (Scott Dean and Amanda Hinnant):

- *I believe both the Human Rights Commission and Citizens Police Review Board would be interested in having a member serve on the stakeholders committee. However, that comment nor any of my other comments should be thought to represent the views of either the HRC or the CPRB. I speak only for myself.*

MTFCV (Paul Prevo, Dan Hannekin, Cindy Garrett, and Christopher Haynes):

- *This is an overwhelming task at hand. It needs to have an end goal in mind first. Second is to create milestones of achievement that when accomplished are celebrated. Third is to create bite sized steps towards those milestones that in which each member of the community can take part. Messaging and branding are going to be critical to the community believing that change is possible.*

NAACP (Mary Ratliff):

- *"It is important to speak power in our deliberations"*

MMN (Steve Calloway):

- *I think rather than trying to hold general meetings or sessions in a central location, the process needs to be taken TO the communities involved. The people in those areas are diverse and I think you'll find the opinions of those people may differ (i.e. 5th Ward perceptions of policing vs. 1st Ward or even 2nd Ward policing). Consider the broader aspect of PUBLIC SAFETY, that includes firefighters, public health officials, along with*

police officers. How do we start thinking about the police more like the other people who keep us safe?

YEZ (Lorenzo Lawson):

-

RMF (Tara Warne-Griggs and Carol Brown):

- *I'll be very interested to hear the ideas of others on these questions. While I've thought about it all a lot, I'm sure I don't have all the answers.*

Empower Missouri (Don Love):

- *The Citizens Police Review Board seems to keep busy with reviews of officer performance. Some public commission/board should review police policies and procedures. Perhaps CPRB could do this; officer performance (especially when something has gone wrong) should give a good perspective on how well policies are working. But maybe a separate Community/Police Partnership is needed, a board that has some authority but doesn't get involved in personnel issues. Or maybe a board that follows the broader range of issues identified as contributing to violence.*

Faith Voices (Molly Housh Gordon):

-

DAP (Nikki McGruder):

- *Excited to be a part of the change we want to see!*

ABGPS (Tiffanesha Williams):

-

Centro Latino (Eduardo Crespi):

- *In twenty-five years living in Columbia nothing has changed. We still hear gunshots and still bury young people as the result of systemic inequalities.*

RIS (Grace Wildenhaus):

-

Neighborhood Watch (Irwin Schneider):

- *Columbia Neighborhood Watch (CNW) is happy to participate in this committee. Being a totally volunteer organization, we may not always have someone available to attend but will make every effort to have a member at every meeting. Thanks you for including CNW.*

Crimestoppers (Terry Robb):

- *I think this is a Great idea! I grew up here in Columbia and anything that can be done to make CoMo a better/safe place to live is an excellent idea!*

MUPD (Chief Doug Schwandt):

-

Chamber (Matt McCormick):

-

CPS (Peter Stiepleman):

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HMUW (Andrew Grabau):

- *In order for this to succeed, there must be considerable advance buy-in and participation from multiple groups. There must be identified and completed pre-work. And, everyone must come to an agreement on a format that is empowering, mindful of the power-dynamics of our City leadership, and open to real solutions that are actionable. There will need to be a follow up process to share progress as well as a way to quantifiably demonstrate that the City has moved forward in a proactive and positive way.*

CMCA (Darin Preis):

- *Increasing the size of the police force highlights a show of force but increasing community policing highlights the strength of our community.*

CHA (Phil Steinhaus):

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Boone County (Janet Thompson):

- *I believe that the overarching focus should be more broadly stated, with a subset of the focus being policing issues.*

Missourian (Matt Dulin and Katherine Reed):

- *"The Missourian and other Journalism School-affiliated news organizations are in a unique position to be a neutral convener of these discussions and can offer support in the form of meeting space, publicity and credibility.*