

# **CITY OF COLUMBIA**

## **CITIZENS POLICE REVIEW BOARD 2020 ANNUAL REPORT**

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**2020 CITIZENS POLICE REVIEW BOARD MEMBERS**  
(as of December 31, 2020)

**Travis Pringle, Chair**

(appointed November 2018; Chair – October 2020 to present)

**Cornellia Williams, Vice Chair**

(appointed November 2016; Vice Chair – July 2020 to present)

**Wayne Boykin**

(appointed July 2020)

**Andrew Fisher**

(appointed September 2013; Vice Chair - November 2015 to October 2019; Chair – November 2019 to October 2020)

**Carley Gomez**

*Commission on Human Rights Liaison to the Citizens Police Review Board*  
(term began December 2019)

**Catherine Grover**

(appointed December 2018)

**Alex Hackworth**

(appointed November 2020)

**Heather Heckman-McKenna**

(appointed February 2020)

**Dillon Pierson**

(appointed November 2020)

**Members who resigned or had their term expire during the year:**

**Delaney Catlettstout**

(Appointed June 2018; Vice Chair – November 2019 to June 2020, resigned)

**Nicole Seamon**

(Appointed March 2019; Term Expired November 2020)

**Darryl Smith**

(Appointed March 2015; Chair – November 2016 to November 2019; Term Expired November 2020)

## **HISTORY OF THE FORMATION OF THE CITIZENS POLICE REVIEW BOARD**

In 2007, a coalition of citizens and groups proposed the idea of creating a civilian review board to the City Council. The City Council appointed a fourteen member committee to study whether or not a review board was needed and to consider how such a board would be structured. The committee reviewed all complaints that existed before the professional standards unit was established. In addition, they studied and considered different models used by different cities, and hosted public events to gather input from the citizens. After extensive study and public input, the committee unanimously agreed to recommend that the City of Columbia establish a citizens police review board.

In July of 2009, the City Council of the City of Columbia, by adopting Ordinance No. 020331, created a nine member Citizens Police Review Board. The ordinance outlined the duties of the Citizens Police Review Board as follows:

The Citizens Police Review Board shall have the following duties:

- (1) Review appeals from the police chief's decisions on alleged police misconduct as provided for in this article.
- (2) Host public meetings and educational programs for Columbia residents and police officers.
- (3) Review and make recommendations to the police chief and city manager on police policies, procedures and training.
- (4) Prepare and submit to the city council annual reports that analyze citizen and police complaints including demographic data on complainants, complaint disposition, investigative findings and disciplinary actions. The reports should also describe the Board's community outreach and educational programs. The reports should also set forth any recommendations made on police policies, procedures and training. The reports shall be submitted no later than March 1 for the previous calendar year.

The City Council initially appointed the first eight members of the Citizens Police Review Board in November of 2009. Also in November of 2009, the Human Rights Commission appointed its first member to the Board. The Board met for the first time on November 18, 2009.

In 2014, the City Council, at the request of the Citizens Police Review Board, amended Section 21-49, to add additional duties. Pursuant to these amendments to the ordinance, the Board is also to conduct a jurisdictional review from the decision by the police chief that a person's allegations do not fall within the requirements set forth in the article related to complaints. The Board is also to conduct audits or reviews of the records of the police department for compliance with the requirements of the ordinances.

## **EXECUTIVE SUMMARY**

This annual report includes information on the Citizens Police Review Board's work from January 2020 through the end of December 2020.

Pursuant to its mandate, the Citizens Police Review Board's accomplishments include:

- (1) The Board reviewed appeals from the police chief's decision on alleged police misconduct and conducted jurisdictional reviews of the police chief's decisions. During this reporting period, citizens requested that the Board review the police chief's decisions eight (8)<sup>1</sup> different times.
- (2) The Board hosted ten monthly public meetings with an opportunity for public comment at each regular monthly meeting, provided public educational programs on a variety of topics, and participated in community outreach. Due to COVID-19, the Board was unable to meet in April and May.
- (3) The Board met with Police Chief Geoff Jones on July 8, 2020 and December 9, 2020. In addition, Chief Jones attended the Board's meeting on November 11, 2020, and addressed the Board during the meeting.
- (4) The Board is submitting to the City Council the following annual report which outlines the Board's actions from January 1, 2020 through December 31, 2020.
- (5) As required by Section 21-56 of the Code, the Board has trained volunteer advocates to assist complainants and police officers with the complaint and appeal process.
- (6) As required by Section 21-55 of the Code, the Board has designed a mediation program and has a local professional mediator under contract with the City to provide for mediation of complaints.
- (7) As of December 31, 2020, Andrew Fisher and Cornellia Williams have maintained their status as Certified Practitioners of Oversight (CPO) through NACOLE.

## **SUMMARY OF APPEALS REVIEWED BY THE CITIZENS POLICE REVIEW BOARD**

During this reporting period, citizens requested civilian review on eight occasions.

The dispositions of the matters are summarized below.

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<sup>1</sup> A member of the public appealed to the Board twice arising out of the same matter. See the summary of appeals for additional information.

**CPRB Case Number****Summary and Board's Action**

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2020-0001	A person filed an appeal on January 21, 2020. The board determined it had jurisdiction to review the appeal on March 11, 2020. The Board reviewed the appeal on June 10, 2020 and voted by majority, to agree with the police chief's decision. The motion passed. Andrew Fisher, Catherine Grover, Heather Heckman-McKenna, Travis Pringle, Nicole Seamon, Darryl Smith, and Cornellia Williams voted in favor of the motion and Carley Gomez voted against the motion.
2020-0002	A person filed an appeal on February 25, 2020. After its jurisdictional review on June 10, 2020, the Board voted by majority that there was no jurisdiction because the complainant did not timely file the appeal. The motion passed with Delaney Catlettstout, Andrew Fisher, Catherine Grover, Heather Heckman-McKenna, Nicole Seamon, and Darryl Smith voting in favor of the motion. Travis Pringle and Cornellia Williams voted against the motion and Carley Gomez did not vote on the motion.
2020-0003	A person filed an appeal on March 13, 2020. After its jurisdictional review on June 10, 2020, the Board voted by majority that there was no jurisdiction because the complainant did not timely file the appeal. The motion passed with Catherine Grover, Heather Heckman McKenna, Travis Pringle, Nicole Seamon, Darryl Smith Cornellia Williams, Carley Gomez voted in favor of the motion. Andrew Fisher voted against the motion.
2020-0004	A person filed an appeal on June 18, 2020. At the September 9, 2020 Citizens Police Review Board meeting Sergeant Alpers stated this submission was a complaint and not an appeal.
2020-0005	A person requested review on September 23, 2020, after the police chief determined that what the person alleged did not fall within the guidelines of officer misconduct under City of Columbia ordinance 21-51. On October 14, 2020, the Board conducted jurisdictional review pursuant to Section 21-51.1 of the City of Columbia's Code of Ordinances. The Board

determined that the police chief was incorrect and that the complainant timely filed a complaint that alleged misconduct. Wayne Boykin, Andrew Fisher, Carley Gomez, Catherine Grover, Travis Pringle, Nicole Seamon, and Cornelia Williams voted in favor of the motion. Darryl Smith voted against the motion. On October 19, 2020, the Board sent a letter to the police chief informing him of their decision and provided the police chief with the two options set forth in Section 21-51.1(e), to either proceed with an investigation of the complaint or refer the complaint to mediation. On November 3, 2020, the police chief sent a letter to the Board requesting clarification on “which portion of the alleged complaint you are finding falls outside of the criminal court’s jurisdiction for review.” On November 5, 2020, the staff liaison for the Board contacted the police chief for clarification of his letter. On December 7, 2020, the police chief issued a new letter to the complainant. This person appealed the police chief’s December 7, 2020 decision to the review board and it was assigned matter number 2020-0008.

2020-0006

A person filed an appeal on November 2, 2020. On December 9, 2020, the Board continued the matter to their next meeting in January of 2021.

2020-0007

A person filed an appeal on November 30, 2020. On December 9, 2020, the Board voted to request that the police chief reconsider his decision and find that the complaint should be sustained. The Board also requested the police chief to explore possible violations of Section 16-255.2(b) of the City Code, and the following police policies; 306.2, 306.5, 300.6, 506.4.2.5, 506.6, 322.7(b)(4), 341, and special order 20-500-1.

2020-0008

This appeal is related to matter number 2020-0005. The complainant filed an appeal on December 8, 2020. The Board will take up its review of this appeal in January of 2021.

**DEMOGRAPHIC INFORMATION ON COMPLAINANTS WHO  
APPEALED TO THE CITIZENS POLICE REVIEW BOARD**

<b>CPRB Case Number</b>	<b>Demographic Information on Complainant</b>
2020-0001	b/m
2020-0002	b/f
2020-0003	b/m
2020-0004	w/m
2020-0005	b/m
2020-0006	w/f
2020-0007	w/f
2020-0008	b/m

**ANALYSIS OF CITIZEN COMPLAINTS AND COMPLIMENTS**

At the time this report was prepared, the Board had not received a copy of the City of Columbia Police Department's 2020 Annual Report of the Internal Affairs Unit or its analysis of citizen complaints and compliments. When the Police Department provides the information and analysis of police and citizen's complaints and compliments to the Board, the Board will provide a supplemental report to the City Council.

**REVIEW AND IMPROVEMENTS FOR TRANSPARENCY**

The Board reviewed Chapter 21, Article III of the City's Code and the Board's bylaws. On March 11, 2020, the board updated its bylaws on March 11, 2020, to add a requirement that either the Chair or Vice-Chair be a NACOLE Certified Practitioner of Oversight. On June 10, 2020, the Board adopted the following mission statement: *We work to bridge the gap between law enforcement and the community to help increase trust and accountability.* This mission statement is included on each agenda and is read at the beginning of each meeting.

On September 21, 2020, the Citizens Police Review Board sent a report to City Council proposing that Chapter 21 be amended to increase the number of days to file an appeal or to request limited review from twenty-one to thirty days.

**COMMUNITY OUTREACH, EDUCATIONAL PROGRAMS, AND RIDE ALONGS**

COVID-19 disrupted the Board's usual activities with regard to community outreach, educational programs, and ride alongs. During this review period, the Citizens Police Review Board did host speakers on different topics as part of its public meetings as listed below. To increase transparency, the Board has continued to utilize the services of a court reporter to create a transcript that is placed on the City's website. Two board members participated in a ride along prior to the police department's suspension of the ride along program due to COVID-19. Because COVID-19 caused the National



Association of Civilian Oversight of Law Enforcement (NACOLE) to offer a virtual conference, all members of the Citizens Police Review Board, along with some staff members, were able to attend the NACOLE Conference or listen to the session recordings. This resulted in more training at significant savings, which allowed board members to attend an additional NACOLE webinar.

*Community Outreach, Ride Along Information, and Educational Programs*

<b>Date</b>	<b>Topic/Activity</b>
January 8, 2020	Steve Weinberg spoke with the Citizens Police Review Board about Outreach Ideas at their regular monthly meeting.
February 27, 2020	Travis Pringle attended the police policy review meeting.
March 2, 2020	Carley Gomez reported that she completed a ride along with a police officer from approximately 3 p.m. to 7 p.m.
March 12, 2020	Nicole Seamon completed a ride along with a police officer from 8 p.m. to midnight.
April 4, 2020	Darryl Smith attended a webinar sponsored by NACOLE on the Impact of COVID-19 on Oversight Bodies.
April 3, 2020	Darryl Smith attended a teleconference on “COVID 19 and Police Oversight.”
June 10, 2020	Darryl Smith participated in a Building Inclusive Communities Program on “Conversations and Current Events.”
July 8, 2020	Police Chief Geoff Jones met with the Citizens Police Review Board at their regular monthly meeting.
September 9, 2020	Deputy City Manager De’Carlton Seawood spoke with the Citizens Police Review Board about the Community Engagement on Policing Project at their regular monthly meeting. Officer Joshua McCulloch spoke with the Citizens Police Review Board about the Crisis Intervention Team (CIT) and the Mental Health Liaison at their regular monthly meeting.

- October 14, 2020 Don Love spoke about traffic stop data and the disparity index at the Citizens Police Review Board's regular monthly meeting.
- November 11, 2020 Lt. Hestir spoke with the Citizens Police Review Board about training and recruitment at their regular monthly meeting. Sgt. Sinclair spoke with the Citizens Police Review Board about community outreach at their regular monthly meeting. Chief Jones was also in attendance at the meeting and engaged in conversations with the Board on various topics on their meeting agenda.
- December 9, 2020 Police Chief Geoff Jones met with the Citizens Police Review Board at their regular monthly meeting.

### *NACOLE PROGRAMS*

*2020 Annual National Association for Civilian Oversight of Law Enforcement (NACOLE):* Board members Wayne Boykin, Andrew Fisher, Carley Gomez, Catherine Grover, Alex Hackworth, Heather Heckman-McKenna, Travis Pringle, Nicole Seamon, Darryl Smith, and Cornellia Williams virtually attended or listened to recordings of the 2020 Annual National Association for Civilian Oversight of Law Enforcement (NACOLE) Conference held from July 20, 2020 to September 22, 2020. The conference sessions included the following topics:

- Community Engagement: Leading with a Trauma-Informed Lens
- Legal Updates
- Early Intervention Systems: Do they really work?
- Oversight, Reform, and Abolition
- Implementing Procedural Justice: Strategies for Analyzing Police Stops
- Community and Stakeholder Engagement Intensive Part I
- Community and Stakeholder Engagement Intensive Part II
- Evidence of Effect: Metrics for Law Enforcement Operations and the Impact of Oversight
- Oversight of Deaths in Custody
- Police, Police Oversight, and Our Youth: Giving Young People A Voice in Police Oversight
- Media: Does their camera report the truth, the whole truth, and nothing but the truth?
- What Went Wrong: Deficiencies in the Investigation of an Officer-Involved Shooting
- Voices From Inside: The Importance of Lived Experience in Jail and Prison Oversight
- Calming a Crisis: Strategies to Reduce of Force

- School Police: Concerns, Strategies, and the Role of Oversight
- The Path to Creating Oversight in Mexico
- Oversight and Our Youth: Programs Addressing Impacting the School to Prison Pipeline
- The Future of Jail and Prison Oversight
- Why Oversight Engagement of the Sex Worker Community is Important
- How to Listen For, Recognize, and Break Down Assumptions and Conclusory Language
- Inclusion of Oversight in Settlement Agreements
- Care in Custody: Oversight of Correctional Health and Mental Health Care
- Innovations in Police Education
- Conducting Effective Interviews
- Are you Ready to Work with Complainants with Disabilities or Those Who Do Not Speak English? The ADA and Title VI for Oversight Entities
- Partnerships in Civilian Oversight of University Police
- An Examination of Police-Initiated Neck Restraints
- Innovative Approaches to Seeking Racial Equity in Law Enforcement Oversight
- From Protest to Policy to Sustainable Reform
- Community Perspective: Does Oversight Even Work?
- Staying Effective in the Fight: Vulnerabilities, Trauma, Resilience, and Self-Care for Those in Oversight
- The Thirteen Principles of Civilian Oversight and the Path to Creating Effective Practices and Standards

*NACOLE Webinar: "Handling Demonstrations and Protests"*

On October 20, 2020, board members Wayne Boykin, Andrew Fisher, Carley Gomez, Catherine Grover, Heather Heckman-McKenna, Travis Pringle, and Darryl Smith virtually attended the "Handling Demonstration and Protests" webinar provided by the National Association for Civilian Oversight of Law Enforcement.

**RECOMMENDATIONS ON POLICE POLICIES, PROCEDURES AND TRAINING**

The Citizens Police Review Board has continued to pursue best practices in police policies, procedures, and training. Integrating what they learned from the NACOLE seminars, the Board has made recommendations on police training and policies.

On July 22, 2020, the Citizens Police Review Board sent letters to City Manager John Glascock and Police Chief Geoff Jones recommending that the police department provide foot pursuit training to its officers as part of their required training. On September 10, 2020, the police chief notified staff that he would have the training unit look into foot pursuit training. Then, during its November meeting, Chief Jones, Lt. Hestir, and Sgt. Clinton Sinclair told the Board that they had developed a 5-7 minute training video and that the supervisors would use the training video along with discussion to train the officers on foot pursuits. The Board requested to see the training video and asked for additional information related to were curriculum goals and if the

training integrated implicit bias or bias free policing into its curriculum. The Board followed up with the police chief with regard to these requests during their meeting on December 9, 2020. To date, no additional information has been provided.

On July 22, 2020, the Board also requested that the police department provide the Board with the police department's training schedule for next year. On September 10, 2020, the Police Chief responded that he intends to provide the training schedule once it is finalized. To date, the training schedule has not yet been provided.

On October 14, 2020, the Board passed a motion to request that the police chief allow a member of the Board to serve as a liaison to the Police Chief's Vehicle Stop Committee. This request was sent to the police chief and city manager on October 15, 2020. On November 3, 2020, the police chief declined this request. On November 11, 2020 and on December 9, 2020, the Board discussed this request again with the police chief during their regular monthly meeting. To date, the police chief has not appointed a member of the Board to serve as a liaison to the Police Chief's Vehicle Stop Committee.

Also on October 14th, 2020, the Citizens Police Review Board passed a motion, on a vote of 5 to 3, to recommend to the police chief that policy number 300.11.4 be amended to place a period after the word prohibited and to remove the rest of the sentence. If approved, policy 300.11.4 as revised would read as follows: "Choke, strangle or similar holds which restrict the flow of blood to the brain or the person's ability to breathe are prohibited." On November 3, 2020, the police chief responded via letter that he would be presenting changes to policy 300 in the near future. On December 7, 2020, the police department provided the police chief's proposed revised policy 300, which did not incorporate their recommended change.

The Board also is in the process of developing a recommendation for a Columbia-oriented policing program. The Board's preliminary draft of the proposed program is located in appendix A.

## **CONCLUSION**

This report outlines the work of the Citizens Police Review Board in 2020. The Citizens Police Review Board (CPRB) continues to be an effective asset to the City of Columbia, its citizens, and police department.

With two members recognized as Certified Practitioners of Oversight (CPO) by the National Association for Civilian Oversight of Law Enforcement (NACOLE), CPRB members are well versed in recognized best practices in oversight. The Board's decisions are based upon these practices. The Board performs its duties in accordance with the City of Columbia Code of Ordinances and the Board's adopted Bylaws.

The CPRB looks forward to continuing to provide the City of Columbia and all constituencies with an independent, fair, impartial body for the review of complaints of actual or perceived misconduct by members of Columbia Police Department to ensure

that all persons, citizens and officers, are treated with equality, respect and dignity leading ultimately to a safer, more inclusive community.

**APPENDIX A**  
**COMMUNITY ORIENTED POLICING TRAINING PROGRAM**

Carley Gomez  
Cmghy5@mail.missouri.edu

## **Columbia-Oriented Policing Program**

### **Overview of Columbia & Community-Oriented Policing**

The City Council of Columbia declared support for Community-Oriented Policing in Resolution 23-18 in February 2018. Their resolution cited the 2014 Mayor’s Task Force on Community Violence which recommended a Community-Oriented Policing model four years previously.<sup>2</sup> Also cited in Resolution 23-18 are the “Vehicle Stop Reports” which have shown racial disproportions since data was first collected. The Vehicle Stop Report in 2016 showed a disparity index of 3.13 for black drivers<sup>3</sup> and in 2019 the disparity index was 3.51 for black drivers.<sup>4</sup>

The Community-Oriented Policing report written in 2018 failed to take into account community member suggestions and failed to propose an actual community-oriented policing plan.<sup>5</sup> However, what is included in that report are specific and various suggestions by community members in different wards. Stakeholders were invited to share their thoughts and ideas; such suggestions simply weren’t taken into account.

Since 2018, there has been a Vehicle Stop Committee which was created under Chief Jones’ supervision. Among his requests, he charged the committee to “Find solutions/methods/processes to fill data gaps and set a timeline for research. Identify policing training/best practices that should be examined for changes...Make recommendations to me as the committee comes to consensus.”<sup>6</sup> Such analysis, factfinding, and recommendations for further data collection are obviously important, but the disparity index that remains is egregious and demonstrates a more immediate need for action.

In “Comments on 2019 CPD Data” written by Don Love to comment on the 2019 Vehicle Stop Data Report, Committee member Love, points out that saturation patrols and pretext stops may contribute to disparity. While Chief Jones is cited saying that the CPD will not use saturation patrols, there is no cited response yet to the discussion of pretext stops. In a draft of the Committee’s “Data Check-off List” from their September meeting, they recommend further check-offs for pretext stops—requiring officers document more information regarding those stops which would allow for closer review of disparities. The draft of the report explains that check-offs that document facts leading to arrest is a part of bias-free policing. Both the “Data Check-off List” and Don Love’s “Comments on 2019 CPD Data” request further data and the latter asks for an explanation from CPD as to the legitimacy of stops and justifications for the disparity in traffic stops. Although Community-Oriented Policing is mentioned and praised in Love’s “Comments on 2019 CPD Data”, there are no actionable items suggested to make a Community-Oriented Policing plan—there are only further questions.

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<sup>2</sup> Council Bill No. R 23-18, Columbia, MO.

<https://www.como.gov/CMS/granicus/downloadfile.php?id=17786&type=attachment>

<sup>3</sup> Vehicle Stop Report, Columbia, MO. 2017. <https://www.como.gov/CMS/pressreleases/view.php?id=4933>

<sup>4</sup> Love, Don. “Comments on 2019 CPD Data,” May 2020.

<sup>5</sup> Pratt, Pat, “CPD Community Policing Report Now Dead On Arrival,” *Columbia Daily Tribune*. Jan 12, 2019.

<https://www.columbiatribune.com/news/20190112/cpd-community-policing-report-now-dead-on-arrival>

<sup>6</sup> 2019-04-23 Chief’s Charge, Vehicle Stops Working Group

The Community-Oriented Policing report failed to create a plan that CPD could follow and although the Vehicle Stop Committee is the source of important data collection recommendations, they are not a source of action. This is not to say that Community-Oriented Policing has been removed from the city's agenda. In September 2020's "Columbia Policing Update" by Chief Jones, the "Columbia Policing Plan Intended Outcome" describes that it shall "Provide citizens with proximity to the officers who serve them to promote shared power and responsibility" (2) and included in "Key Actions to Achieve the Outcome" are "Training for police officers will be infused with community-oriented philosophy" (5). The report states that "It is proposed that instruction in policing tactics and competencies should be meshed with these principles: guardianship; partnership; human connections; cultural awareness and understanding; fairness; life consequences; and quality of life" (5) but what exactly does this look like? Has the CPD included these many principles and how do they intend to accomplish such training?

In the later discussion of "Data Collection" within the "Columbia Policing Update," the importance of the Vehicle Stop Committee comes to light once more. "When evaluating training and practices, CPD will use data to help measure effectiveness, fairness and efficiency. The Department will work with the community to examine areas of concern, eg., vehicle stops, and seek solutions to help address community and policing issues. As described in section I.A. above, the Chief's Vehicle Stop Committee is advising on data collection, officer training and changes in procedures and practice" (10). In "Comments on 2019 Columbia Police Department Incident-Based Data," suggestions about future data collection are clear, but recommendations regarding training aren't evident, and implied suggestions in procedures and practice will achieve little.

The Columbia Policing Update also includes "2020-2021 Strategies" which focuses on adopting community policing into CPD.<sup>7</sup> This section goes so far as to say that "Everyone at CPD contributes to community policing, but there is uncertainty about what people in the community expect" (24). However, there is also a lack of specificity on how community policing is being put into effect, in terms of both policy and training.

What can be gleaned from the Community-Oriented Policing report, the Chief's Vehicle Stop Committee, and the Columbia Policing Update, is that there is a strong foundation of data relating to vehicle stops and community members' perceptions, values, and recommendations. And although there may still be more data needed, also evident is a sustained interest in enacting community-oriented policing. What is missing from these initiatives and reports, are actionable steps toward community-oriented policing.

One such step toward community-oriented policing could be a Columbia police officer leadership program modeled after Police for Tomorrow and New Orleans's police program, EPIC. The program I propose, Columbia-Oriented Police Program, is a competitive 12-month program with monthly 4-hour sessions that provide peer-on-peer support, workshops taught by University Professors and other community members on topics specific to Columbia, and discussion forums and activities involving the public. The program would culminate in a capstone project of officers' own choosing.

This program would fulfill several "Key Actions to Achieve the Outcome" within the Columbia Policing Update. It would ensure that "Training for police officers will be infused with community-oriented philosophy" (5), it would be a "joint training opportunity" (5) in which community members will be included, and it will be conducted in "various formats and by a wide range of community instructors..." (5).

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<sup>7</sup> Chief of Police Geoff Jones, *Columbia Policing Update*, 23, September 2, 2020

Such a program would also further the “Columbia Police Department Accountability for Task Force Recommendations” from the Mayor’s Task Force on Community Violence relating to “CPD Contributions to Fulfilling Enforcement Recommendations.” This leadership program will include training in several areas which officers may request: “community policing philosophy; cultural competency; bias-free policing; implicit bias; customer service; and Columbia history and culture” (61). One of the Enforcement Recommendations is, “A system of professional development and promotion should be instituted that rewards the softer skills of relationship building, community involvement and cultural competency” (61). This competitive program which focuses on those softer skills could serve as a preference point toward future promotions. Another recommendation is that “The Columbia community should develop programs to help officers feel appreciated and respected, to aid in recruitment of the highest quality officers that are representative of the diversity of Columbia” (62). This program would provide support for officers and aid in developing mutual respect between community members and police.

### **Impact of a Police Officer Leadership Programs**

In New Orleans, NOPD and community partners developed EPIC, Ethical Policing Is Courageous, in 2014. Although focused on peer intervention, the program does more than empower intervention, “At its core, EPIC is an officer survival program, a community safety program, and a job satisfaction program.”<sup>8</sup> Among its outcomes are “Higher morale; Better retention and recruitment; Increased public trust; Happier, healthier, and more stable officers.” After completing EPIC, they also see “Fewer citizen complaints.”<sup>9</sup>

Another Police Leadership program is ProjectABLE, created by the Georgetown University Innovative Policing Program and Sheppard Mullin law firm. Police departments, the Washington State Criminal Justice Training Commission, and experts have all helped develop this program. Among their upcoming virtual events is “ABLE Virtual Open House” during which “...a series of experienced speakers will discuss the principles of active bystandership in the context of policing, and share concrete steps any department can take to employ active bystandership training to reduce harm to civilians, reduce harm to officers, and drive cultural change.”<sup>10</sup>

A more all-encompassing project is the “Police for Tomorrow,” a two-year fellowship program for newly recruited officers with monthly workshops. This program includes mentorship, educational workshops, and community action. The program is fairly comprehensive: “Among the topics covered are new approaches to policing, current issues in criminal justice, the role of police in a diverse and democratic society, race and criminal justice, and the future of policing. Some workshops are led by speakers from community organizations, universities, and government, and all the fellows are offered an opportunity for mentoring by senior MPD personnel.”<sup>11</sup> Data-driven effects can be hard to determine but Professor Brooks

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<sup>8</sup> EPIC, City of New Orleans. <http://epic.nola.gov/home/#what>

<sup>9</sup> EPIC Overview, EPIC, City of New Orleans. <http://epic.nola.gov/epic/media/Assets/EPIC-Overview.pdf>

<sup>10</sup> “Upcoming Active Bystander Events,” Georgetown Law. <https://www.law.georgetown.edu/innovative-policing-program/active-bystandership-for-law-enforcement/events/>

<sup>11</sup> “Police for Tomorrow: Creating a New Generation of Leaders,” March 2019, Volume 12, Issue 2, *Dispatch*. [https://cops.usdoj.gov/html/dispatch/03-2019/police\\_for\\_tomorrow.html#:~:text=Designed%20to%20inspire%20and%20challenge,mending%20frayed%20relations%20with%20minority](https://cops.usdoj.gov/html/dispatch/03-2019/police_for_tomorrow.html#:~:text=Designed%20to%20inspire%20and%20challenge,mending%20frayed%20relations%20with%20minority)



who developed the program describes other effects, “...some departmental leaders say they have seen a positive change in the officers on the street and that they have gotten positive feedback from the community members.” Participants have “overwhelmingly positive” feedback.

Programs such as these three have demonstrated the many great effects of investing in our community-police relationships through alternative types of training and education. The city of Columbia could also benefit from an Officer Leadership program. Home to multiple universities and an invested community, Columbia is well situated to develop a similar program. Stakeholders are asking for community-oriented policing and programs like these create an environment for real cultural shifts.

## **An Overview of the program**

The Columbia-Oriented Policing Program **will start** as a one-year, competitive program for new police officers with monthly workshops that focus on different topics related to community-oriented policing. The program will begin with an interview process, wherein officers who have been on the CPD for two years or less will be invited to apply. Applicants will be interviewed by three people—a city official, police representative, and a community member. Eighteen officers will be selected on the basis of their openness to community-oriented policing and discussions of social injustice, and their interest in future police leadership positions. These criteria are based off of the “Police for Tomorrow” program at Georgetown.

Monthly sessions will include peer-to-peer support time, an educational component run by professors and other community members, and an activity with community stakeholders such as an open discussion forum. Some subjects will be taken from EPIC, ABLE, and Police for Tomorrow, and others will be Columbia specific to further community-police relationships.

The program will culminate in an independent capstone project of the officer’s choosing. It must in some way engage the community and it must draw on techniques or topics they’ve learned from previous sessions. This will help officers cement understanding and demonstrate the way these concepts can be put into practice in the community.

This proposed program takes into account the data from the community feedback meetings from the “2018 Community-Oriented Policing Report” while also taking substantial actions to manifest such a philosophy. Every single workshop developed for this program directly addresses suggestions and/or possible measurements of success brought up in the “World Café Community Meetings.” In four of the seven meetings the relationship between the police and youth was explicitly mentioned. One of the sessions will focus on juvenile brain development and the community-based activity will involve local youth. Many community members suggested more racial bias training which this program provides. There were many who also suggested that there should be more interactions between community members and police—each session provides an opportunity for this.<sup>12</sup>

Similarly, intended results for this program are aligned with many community stakeholders’ measures of success. In the “2018 Community-Oriented Policing Report,” raising officer morale and citizen satisfaction were mentioned multiple times as ways to determine how successful Community-Oriented Policing is. The models which this program is based upon tout these exact results. In community meetings held by the NAACP and the City Manager, they described a range of priorities community members would like to see in community-oriented

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<sup>12</sup> Chief of Police Geoff Jones, *Columbia Policing Update*, 20-35, September 2, 2020

policing. In regards to their discussions of police and “Cultural Diversity,” their list of priorities include training, interaction, and that it should be ongoing.<sup>13</sup>

The Columbia-Oriented Police Program would directly fulfill many of the stakeholders’ suggestions, it provides new opportunities for education and support for officers, and it brings Community-Oriented Policing tactics and philosophies to the CPD.

## **Program Goals**

1. Create and sustain a philosophy of community-oriented policing within officers
2. Steadily develop a cultural shift within the police department wherein community-police partnerships are encouraged
3. Peer-to-peer mentorship that increase morale of officers and increase accountability
4. Community and police interactions and conversations that address social justice issues
5. Education on topics meaningful to the Columbia community and that uphold long-term community-oriented policing goals
6. Leadership training with a focus on equity and community

## **Program Sessions**

Each of the monthly sessions will include peer-on-peer mentorship, activities with the community, and educational workshops run by experts in various fields. The community activities will be directly related to the educational workshops. The workshop topics follow below:

Trauma Informed Policing\*

Systemic Racism\*\*\*

LGTBQIA+ Safe Space\*\*\*

Overcoming Implicit Bias\*\*\*

Columbia History

Juvenile Brain Development\*\*\*

Personal Wellness and Mental Health\*\*\*

Over Criminalization and Mass Incarceration\*

Homelessness\*

Bystander Action\*\*

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<sup>13</sup> Chief of Police Geoff Jones, *Columbia Policing Update*, 37, September 2, 2020

\* Topics derived from “Police for Tomorrow”

\*\* Topics derived from EPIC

## Community Leadership\*

### Disability\*\*\*\*

The program will culminate in a capstone project of each officer's own choosing in coordination with community groups who are involved with the monthly sessions. The projects will build upon and solidify understanding of topics taught in the various sessions.

### Future Iterations

After the first year of the program is completed, the officers will participate in exit interviews to help guide and modify the structure to best suit the needs of Columbia and its police officers. Due to the size of CPD, the future cycles of the program can begin to bring in officers who have been with the department longer. Eventually, this program could reach most of the officers leading to better community-officer relationships long term, productive discussions relating to social justice, and community-oriented policing.

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\*\*\* Topics derived from community members suggestions in Community-Oriented Policing meetings

\*\*\*\*Topic Recommended by People's Defense