



CITY OF COLUMBIA, MISSOURI



POLICE DEPARTMENT

TO: CITY COUNCIL

FROM: GEOFF JONES, CHIEF OF POLICE

REF: COLUMBIA POLICING UPDATE

DATE: 09-02-20

CC: JOHN GLASCOCK, CITY MANAGER

This material will supplement the Columbia Police Department's pre-Council presentation scheduled for Tuesday, September 8, 2020. The narrative accompanying this memo summarizes progress made on community policing plans shared with Council members on December 16, 2019.

Other background items include:

The Department's 2020 Community Outreach Unit Mission and Goals and beat maps;

CPD goals and objectives for 2020 – 2021; and

An update on recommendations made by the Mayor's Task Force on Community Violence, *which includes the policing plans presented last December.*

Community conversations about policing have been ongoing for many years. I look forward to the opportunity to let you and community members know where we are as a Department, what we have done and where we are going. Even more important, I welcome new input generated through the City's current community stakeholder process. The Department has a strong foundation on which, together, we can build the future of Columbia policing.

Columbia Policing Plan Intended Outcome

Provide citizens with proximity to the officers who serve them to promote shared power and responsibility.

Key Actions to Achieve the Outcome

- I. Create partnerships internally and externally in an effort to identify problem areas and resources available to address root causes.**
 - A. With continuing partnerships, we will improve data collection to maintain accountability and transparency while building a base for data-driven problem solving.**

CPD continues to collaborate with City and community partners to provide valid information for policing decisions. Data includes information from people (including witnesses and others); businesses; service and civic organizations; other law enforcement agencies; advisory groups; and Department records. These contacts, relationships and partnerships establish a collective database that contributes to solving crimes and improving residents' quality of life.

Because of growing trust between residents and officers, the Department is more rapidly identifying and developing cases to arrest and prosecute those who prey upon law-abiding citizens. This helps CPD stay accountable and transparent. Cases are built on actionable information rather than hunches, guesses or biases. The Department shares as much information as possible with the public, which also may lead to connecting people with resources that help them through personal crises and hardships.

The Department is working toward data system inter-operability with the Boone County Sheriff and the University of Missouri Police Department, but that goal has not been reached. CPD is in daily contact with its records management system vendor and relies heavily on City Information Technologies staff to align the Department's RMS capacity with its needs. IT staff also supports CPD's community outreach "app" that can count officers' daily contacts with residents.

Last year the Chief appointed a committee, composed of public and law enforcement members, to review racial disparities in Columbia vehicle stop data and advise him on ways to assure the impartial enforcement of traffic laws. The key is to find the underlying clues beneath the numbers. Committee members are reaching consensus on the need for more specific measurements, officer training and procedural changes. As those deliberations continue, the Department is conferring with University of Missouri administration and faculty to design a research model that will help the committee identify factors associated with officers' decisions to stop vehicles.

B. All new officers will learn the community outreach process and continue to build upon and improve an inclusive process.

New officers, by definition, must adopt Columbia's community outreach process to effectively serve citizens. They are mentored by veteran community outreach officers and by those in Patrol and other units who have come to understand that many of their practices go beyond the traditional police response. More and more, they see that this approach works.

C. Starting in January, COU officers will be assigned as float cars, move from beat-to-beat to train officers and respond to multiple-officer calls to reduce the time that beat officers are outside neighborhoods.

The Community Outreach Unit merged with the Training and Recruitment Unit in January under the leadership of the Department's original COU supervisor. Although COU officers no longer functioned as a special unit, they were available to teach their trust-building strategies to their colleagues. The intent was to inject expertise throughout CPD. This training model was well meant, but it did not have a structure that citizens could recognize or support as community policing.

The Chief has reconstituted the former Community Outreach Unit that successfully worked with citizens in central, north and east Columbia. The unit includes all former school resource officers, a veteran community outreach officer and a patrol officer. They are assigned to neighborhoods and are supported by a supervising Sergeant, the training and recruiting Lieutenant and an Assistant Chief.

D. Begin the expansion into a 16-beat structure as we hire more officers. Staff beats 30 and 40 as subdivided beats. Community outreach officers will move into a new sector as assigned officers are exposed to methods used in strategic neighborhoods.

As described in the City's adopted FY 2020 budget and in the City Manager's FY 2021 budget proposal, CPD is gradually giving more citizens proximity to regularly assigned officers. The Department has subdivided and mapped its eight-beat structure into 16 beats, consistent with the schedule outlined in the plan shared with City Council members on Dec. 16, 2019.

Beat 20E: Two community outreach officers are assigned to north central Columbia in an area just south of I-70 and bordered by College, Park and Garth avenues. It includes Douglass Park and a portion of Business Loop 70.

Beat 40E: Two community outreach officers are assigned to an area north of and surrounding the Ballenger Road – Clark Lane intersection and extending north beyond Mexico Gravel Road. It includes Indian Hills and McKee Street parks.

Beat 40W: Two community outreach officers are assigned to an area surrounding the Highway 63 – I-70 interchange with Paris Road as its west border. It includes the CPD substation housed at Columbia Insurance Group on White Gate Drive. This is the community outreach home station.

Beat 30N: Community outreach officers and their supervising Sergeant will rotate through this area that reaches from Highway 763 on the west to Rogers Road on the east. It includes Auburn Hills Park, Derby Ridge and the surrounding neighborhoods.

Beat 70D, which adjoins Beat 20E on the south and is bordered by Park Avenue, Hitt and Elm streets and Providence Road, is the next proposed assignment. The area includes a mix of government, residential and business property. In addition to their downtown parking enforcement function, as proposed in the City Manager's FY 2021 budget, CPD community service aides will be able to establish relationships that contribute to the quality of life in this area.

Community outreach officers are responding to calls for service and taking care of residents who need service referrals or other resources to stay safe in their homes and neighborhoods. They work directly with patrol officers to demonstrate partnership-building strategies. Patrol Lieutenants are assigned to north and south sections of the City to emphasize their command accountability to neighborhoods under their watch.

II. School resource officers will take an active role in education and recruitment.

SROs will teach at least one hour per week...help mitigate crime...help plan restorative practices with school staff. REDIRECTED AS DESCRIBED IN I.C ABOVE

The agreement executed by Columbia Public Schools and the City of Columbia last fall expired June 30, 2020 and was not renewed. All four SROs transitioned to community outreach officers and regularly connect with students both at school and out of school, as they circulate through their assigned beats.

III. Community-centered recruitment will diversify our department.

CPD will request involvement from community organizations to recruit civic-minded officers. Youth programs will provide context for those considering a career in policing.

Several months ago, the Chief and Department staff met with the NAACP and faith leaders to form working groups in the areas of outreach, recruitment and training. CPD successfully recruited an officer through a relationship with the Islamic Center of Central Missouri. This work paused during the COVID-19 pandemic, but a strong foundation is set.

Last summer the Department re-established its Police Explorer program in cooperation with Scouts BSA. A diverse group of middle school and high school students met with officers every other week to learn law enforcement techniques and provide volunteer service at local events. Again, the pandemic interrupted this career-oriented program. CPD continues to work with the Columbia Career Center to create curriculum for students interested in the law enforcement field.

The Training and Recruitment Unit contacts all police academies; reaches out to criminal justice programs in Missouri and elsewhere; goes to historically Black colleges; and visits military installations. CPD has advertised at movie theaters, on the radio, on billboards and online. CPD still needs a current, professional quality recruiting video with special attention to portraying the Department in a way that is timely and relevant.

IV. Training for police officers will be infused with community-oriented philosophy.

A. The Training Lieutenant will include community-centered messaging in all CPD training. All officers are required to attend customer service training. All CPD employees will be trained in customer service and service delivery.

Over the last few years, the Training and Recruitment Unit has educated staff in fair and impartial policing, total community policing, community outreach policing and procedural justice. The Training Lieutenant has proposed a revised curriculum designed to cultivate highly effective and continuously certified police officers and respond to community concerns. His recommendations are based on close to 30 years in law enforcement and his ability to build positive relationships. He suggests that better, safer officers contribute to a safer community. 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.

All sworn and civilian employees received training in customer service delivery in June 2019. The instructor tailored content so that it was relevant to each CPD policing and support function. Because Columbia policing *is* customer service, the Department will refresh this training as allowed by resources and health factors. The Department will train all CPD staff in anti-racism, cultural competency and bias-free service delivery.

B. CPD will work with the community to identify joint training opportunities. Public members will be included in some sessions.

Last September the Department hosted a community empowerment bus trip to the National Civil Rights Museum in Memphis, Tennessee. More than 30 community members and sworn and civilian CPD employees (of different races, genders, ages, faiths and sexual orientations) participated in facilitated discussion on the way there and back. The group was a collection of acquaintances when the trip started. The return trip revealed everyone's greater understanding of themselves as friends and colleagues with different

life experiences. CPD hopes to return to Memphis with a different group of participants when it is possible to travel again.

Community members and retirees will be invited to develop and deliver joint training. The Department is reviewing a recommendation from the Chief's Vehicle Stop Committee to conduct small group sessions, involving officers and community members, on the history of Columbia's race relations.

C. Training will be provided in various formats and by a wide range of community instructors using both classroom and in-person exposure to form relationships.

The Memphis trip demonstrated the value of person-to-person learning. Likewise, a focus on preventing homicides has drawn African-American leaders and CPD staff closer together to address this threat to future generations. The Chief makes it a habit to include younger officers in public discussions and events relating to community violence. This provides valuable context for them and contributes to a growing mutual trust that connects citizens and the police.

That exposure contributed to community collaboration during protests for racial and social justice this summer, and it continues. This has been a season of mutual learning and relationship-building like no other. Formats have been on-the-scene; in physically distanced public sessions and classroom settings; outdoors; on virtual platforms; and in one-on-one conversations. There is no doubt training decisions must take health factors into account for the foreseeable future.

D. Police supervisors and those who want to be promoted will have opportunities for periodic training.

CPD assures that its total workforce...sworn, civilian and volunteer...is trained and competent to achieve the Department's vision of policing in Columbia. That vision promotes a balance of caretaking and law enforcement based in the values of trust, transparency, community and empowerment.

Supervisors are expected to demonstrate leadership, listen to employees and help them reach their career goals. Every employee and his or her supervisor is accountable to recognize areas where training would benefit individual performance and career goals, remedy practices where improvement is needed and allow an employee to attain special skills. To prepare sworn members for success as they ascend to the next higher rank, CPD provides both general supervisory training and job-specific instruction for Field Training Officers, Sergeants and Lieutenants.

High priorities include training to maintain certifications and essential job functions. To maintain their professional standing, all commissioned personnel must receive 24 hours of continuing education every year. Subjects include legal studies; technical studies; interpersonal perspectives; firearms skills; racial profiling; and electives. Any officer out of compliance with continuing education requirements has three months to get those hours

or be suspended by Missouri P.O.S.T. (Peace Officer Standards and Training) until in compliance.

CPD employees also are trained in the policies and practices appropriate for their work roles. Volunteers may be approved to attend CPD in-service training in several areas, including community policing philosophy; cultural competency; bias-free policing; implicit bias; customer service; and Columbia history and culture.

The Training Lieutenant recommends training plans and topics to the Police Chief. Outside sources may provide special instruction if the Training Unit cannot develop the lesson. Courses must be approved by P.O.S.T. or delivered by an approved provider.

E. All officers will be trained and evaluated as community policing officers and aim for the status of “Total Cop.”

Officers who reach the proper balance of law enforcement and community caretaking attain the status of “Total Cop.” CPD trains and encourages all officers to reach this status. A Total Cop demonstrates mastery of tactics, safety, resource familiarity, investigative knowledge and application, technology and community partnership development. A Total Cop is empowered to make decisions, enforce the law responsibly and empower others (including citizens and his or her direct reports, if any) to identify and solve problems.

V. Policy revisions will empower officers to act as guardians.

A. CPD will modify policies requiring ineffective and inefficient data collection to maintain accountability, search-ability and to give officers more discretionary time.

With the City Manager’s approval, the Department revised Policy 322, relating to search and seizure, on Feb. 19, 2019. Sec. 322.5 provides guidance for searches without a warrant based on consent to search. Consent previously was documented on a card signed by the individual granting consent. This practice was time-consuming, and signed cards sometimes were lost. Policy revisions require an officer to document a request for consent by capturing the interaction on a body-worn camera (if one has been issued) and by creating an entry in the Department’s database using keywords “Consent Granted” or “Consent Denied.” Video footage and the database may be searched to review these reports and interactions.

B. CPD will adjust policies that arbitrarily restrict an officer’s ability to apprehend offenders to allow more ability to responsibly enforce the law.

With the City Manager’s approval, the Department revised Policy 314, relating to vehicle pursuits, on March 4, 2020. In an earlier version, Sec. 314.3 imposed an officer driving speed cap of no more than 20 mph over the posted speed limit during pursuits of misdemeanor offenders. This reduced the potential, when an officer observed a traffic

misdemeanor violation, to apprehend someone known to be associated with gun violence. The revised policy removes the speed cap, requires an officer to drive with due regard for the safety of all persons and provides for supervisory oversight and officer training.

With the City Manager's approval, the Department revised Policy 500, relating to traffic enforcement, on March 19, 2019. Sec. 500.4 prohibits saturation patrols, other than DWI saturations. Any traffic stop conducted by a member of the Department must be based on an articulable, reasonable suspicion that a crime or traffic offense has been or is being committed. All investigative stops must be based, at a minimum, on intelligence and articulable reasonable suspicion. The revision eliminates verbal warnings. Enforcement actions include physical arrest, citation/notice to appear and written warning.

When the City declared a health emergency in March, the Chief ordered changes to limit exposure to the coronavirus through traffic stops. Special Order 20-500-1 is in effect through 2020. Stops may be made only for hazardous moving violations and for known threats to the community, where there are articulable facts.

With the City Manager's approval, the Department revised Policy 516, relating to traffic citations, on Oct. 21, 2019. The revisions align with those made to Policy 500, described above.

C. CPD will present policies in public forums to allow public input, increase transparency and encourage implementation of fair and impartial policing practices.

The Department hosts open, public "interested party" meetings to review proposed policy revisions before they are adopted. Proposals are available in advance by email and on the City website. Citizens are able to discuss their concerns with and ask questions of the Chief and CPD's Accreditation Manager in an informal exchange. Since Feb. 21, 2019, close to 50 policies have been reviewed at seven public meetings. The Chief submits proposed policies to the Department of Human Resources and the City Manager for final review and approval.

VI. Reorganization will streamline communication and increase efficiency.

A. Lieutenants will take on more administrative and command-level duties while insuring consistency in communication, training and discipline.

The Department has compressed its command structure and entrusted employees in other tiers with more day-to-day decisions. The Deputy Chief position was eliminated and replaced with an additional Assistant Chief. This allows for direct communication between the commanders of each bureau and the Police Chief. The number of Patrol Lieutenants was reduced from four to three. This empowers Sergeants to manage their shifts and solve issues without continually relying on their supervisors. Lieutenants have assumed more administrative/command-level duties while ensuring consistency in communication, training and discipline.

- B. Staff with the internal affairs, training/recruitment and accreditation/policy functions will meet regularly to proactively address issues before they obstruct the mission. This will allow first-time supervisors more discretion to correct behavior for low-level policy and standards violations.**

CPD addresses specific employee issues through supervisory coaching and internal investigations, with findings that may be upheld or modified by the Police Chief. Certain employee grievances may be appealed to the City's Personnel Advisory Board, with findings ultimately resolved by the City Manager. Other reviews include use of force, motor vehicle pursuits, biased policing and citizen compliments and complaints.

CPD also investigates citizen complaints about alleged officer misconduct. If the citizen (or the officer) disagrees with the Police Chief's finding, the decision may be appealed to the Citizens Police Review Board appointed by the City Council. If the Chief rejects the Board's decision, it may be appealed to the City Manager. The Board publishes an annual report of the matters it considers.

The Department's internal affairs, training and policy units regularly review these transactions to proactively shape policing practice. Their collaborative work can identify issues before they become problems and obstruct the CPD mission. Most recently, the Department has discovered issues with how body-worn camera video is tagged and categorized for retention; identified better training methods for using the Taser; and discussed the rate of officers and citizens being injured during the use of force. The Chief will assign an experienced officer to review the cycle of policy, training and practice and its effects on equity within the Department and within the community.

- C. All performance evaluations will include goals that align with CPD's community policing philosophy. Measurement will be a key component. All supervisors, from command to first-line, will regularly review goals and concerns with employees and compliment good work behavior.**

Sworn staff are being trained and evaluated in community policing. For civilian staff evaluations, supervisors are aligning general City job success factors with specific work behaviors. Promotions, assignments, discipline and praise are based on qualifications. Community policing and problem-solving are included in goals for all employees. Opportunities are earned by those who help move the Department forward to balance enforcement with building trust and relationships.

VII. Investigate and arrest people who commit crime and refuse or purposefully opt themselves out of other intervention efforts.

- A. Officers will identify individuals who prey on citizens.**

Relationships are some of the most critical assets for policing. Connections can be built over many years or occur spontaneously during calls for service, and they often contribute to identifying crime suspects. As it helps victims, the Department's Criminal Investigation Division leverages all of its internal and external relationships to get a wide range of data leading to timely, accurate identifications.

B. CPD employees will work as a team to address violent crime and mitigate violent behavior.

The goal of CPD's Investigative Operations Support Bureau is to increase and improve efficiency in criminal investigations and communications. The bureau includes the Criminal Investigations Division (focusing on major crime, property crime and special victims) and the Special Operations Division (addressing street crimes and vice, narcotics and organized crime).

Members from all of these units attend each other's meetings. They frequently encounter the same people, and continuing communication improves the Department's ability to develop probable cause with integrity. The unit with the most knowledge of all the factors associated with a crime assumes lead responsibility for handling the case. Supervisors communicate and coordinate leads to patrol officers in shift briefings. The crime analyst is involved in predictive policing, and the Department has filled its digital forensic investigator position

All bureau supervisors and command staff are involved in community groups and talk to local clubs that want a better understanding of how a police department works. Staff regularly meets with businesses and organizations to discuss public safety issues relevant to their interests. Banks are interested in fraud. College students learn about CPD's Special Victims Unit. Neighborhood associations are interested in preventing property crime.

C. CPD will work each shooting as if it is a homicide.

Immediate and intense follow-up to shootings is intended to convey that Columbia will not tolerate threats to the safety of its citizens. CPD detectives, especially in the Street Crimes Unit, have established relationships and broadened cooperation with citizens. More people are identifying suspects, either in direct contact with the Department or anonymously, through CrimeStoppers. Rapid identification of those who commit homicides can help deter criminal activity by those who prey on others. CPD's homicide clearance rate has rebounded from 22% in 2017 to 77% in 2019.

D. CPD will follow all leads and bring in resources to investigate cases.

CPD follows all leads from the community, from witnesses and from victims and brings in resources to enhance investigations. After a string of homicides last year, a task force of local, state and federal agencies was established to reduce gun violence and increase efficiency and manpower during critical incidents.

Missing person investigations at the Lamine River and the City landfill tested the Department and the new detectives assigned to the cases. CPD is thankful for the time and resources contributed by City Utilities staff. Every one of those individuals innately understood the anguish of families missing their loved ones, and they worked from the heart. The family of Megan Schultz, whose remains were found at the landfill, has closure. The Department continues to work with partner agencies with toward finding certainty for the family of Menqi Ji.

CPD will continue building good relationships with businesses, including pawnshops. Identifying the market for stolen goods can help reduce burglaries. Security camera mapping will continue. Knowing where cameras are located reduces the time needed to canvass for video footage that can help identify crime suspects.

VIII. Data Collection

A. Use of federal assets and the Department's internal crime analyst will help direct enforcement through intelligence. Blanket saturations will not be used as a tool.

The Department's data assets include information collected from officers; citizens who call for service or make other contacts; facts revealed through investigations; regional, state and federal databases; and audio and video recordings. With the help of the crime analyst, these assets are converted into actionable and timely information, leading to a safer community. Various resources and software are used to analyze and interpret information related to crime series, patterns and suspect profiles. This knowledge supports crime prevention, development of probable cause statements and decisions relating to appropriate responses.

How information is collected is as important as the content, itself. Saturation patrols, where a large number of officers are concentrated in a small geographic area, are seen as biased against people active in those places. In the interest of minimizing potential bias, the Department revised Policy 500 to eliminate saturations patrols, other than DWI saturations (see section V.B above). Any traffic stop conducted by a member of the Department must be based on an articulable, reasonable suspicion that a crime or traffic offense has been or is being committed.

B. 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, e.g., 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. This is an opportunity to systematically address racial disparities, and their consequences, in traffic stops. CPD expects other recommendations to emerge from the City's stakeholder process on policing.

The Department is not yet able to quantify measurable results for the effectiveness, fairness and efficiency of its training and practices.

C. Partnerships will remain a key component of data collection and application of practices in response to data.

As described in section I.A. above, CPD continues to collaborate with City and community partners to provide valid information for policing decisions and for connecting citizens with resources. This asset grows richer with every new contact, every renewed relationship and every suggestion for change and is the basis for Columbia's community policing practice. Officers are expected to be known and present and to be consistent, reliable and intentional in forming relationships and practicing two-way communication.

IX. Transparency

A. Command staff will meet regularly and include members from every unit in the Department to discuss non-personnel issues.

Command staff members meet at least twice each month to get general updates and discuss special or emerging topics. Meetings include the Chief, Assistant Chiefs, Lieutenants and sworn and civilian administrators for all CPD units. These open-door sessions allow more employees to get a consistent interpretation of events and guidance. Regular meetings foster greater staff engagement with CPD's mission and goals. Personnel-related topics are limited to higher-level command.

B. CPD will work with citizens and news media to keep the public informed.

The Chief is reorganizing the Department's public information function. This change, as proposed in the FY 2021 City budget, will include an outreach and communications supervisor to help coordinate officer/citizen group engagement and enhance information sharing. Since February 2019, CPD has initiated ten press conferences designed to inform the public of police incidents through commercial news media. The Chief regularly participates in interviews with local broadcast outlets.

C. CPD will update the Department's website and forward information through social media.

The Department's update is part of an overall re-design process for the City website, scheduled to launch in FY 2021. The site will be customer-focused, mobile friendly and provide easier navigation for residents. Interim updates reflect changes in CPD leadership, organizational structure, programs and City branding elements.

The Department is generating more social media traffic by posting video briefings on high-priority public safety incidents. These are developed rapidly, in-house, by public information officers, sworn staff and City Channel producers. The videos share what the

Department can disclose in a high-quality, easily understood format. They have drawn an average viewership of 1,284 for the six community briefing videos hosted on the City's Youtube channel.

CPD continually posts content seeking community help to identify crime suspects; highlighting citizen acts of appreciation for officers; alerting users to traffic conditions; announcing meetings; and recognizing officers' daily, meaningful work. CPD has 19,327 Facebook followers and 18,027 "likes." It has 9,776 Twitter followers,

D. CPD will increase involvement through public meetings and committees.

Opportunities for involvement are present in the many willing partners who care about keeping Columbia safe and the Department accountable. Citizens, organizations and news media want to know how CPD is fighting crime and guarding the community. Businesses support the Department with donations, acts of appreciation and space for substations. Since February 2019, the Chief has made more than 100 appearances at meetings and events. CPD continues to work with citizens who have lost trust in government and the justice system and expects community relations and crime to be affected by disruptions associated with the COVID-19 health emergency.

2020 Community Outreach Unit

Mission:

Open lines of communication with the community while rebuilding community partnerships and relationships.

Goals:

Listen and act upon the cares and concerns of the community.

- Measured by identified ordinance changes, training issues, public training forums, changes to enforcement strategies, and changes in policy, practice, or procedure.

Establish a network of community contacts.

- Measured by the number of community members who will work with police to advocate for the community and jointly advocate for the police. Reach out to existing organizations to enlist their aid at creating coalitions that maintain the peace of the community and positive law enforcement/community interaction.

Facilitate an environment in which community members are comfortable to communicate with police.

- Measured by the cooperation observed when reporting crime, reporting officer conduct (positive and negative), and reporting efficiencies and inefficiencies, etc..

Identify problem areas, people, and situations within the community.

- Measured by documented reports of criminal activity and Problem Oriented Policing projects to address community concerns. Also measured will be the reduction in reactive calls for service involving identified problem people and places.

Solve problems.

- Measured by the utilization of resources inside and outside the Columbia Police Department to address the needs of community members. Also measured in the reduction of calls related to a specific, identified problem.

Identify areas in which police meet the needs of these communities and areas in which police do not meet the needs of these communities.

- Measured by the number of efficiencies and inefficiencies reported to members of the Community Outreach Unit.

Responsibly enforce the law in these communities to build trust in those who call upon us.

- Take responsible police action when we identify offenders who create a danger to others and/or disrupt the peace of the community.

Work cooperatively with other members, units, and divisions within the Columbia Police Department.

- Maintain open communication to exchange information, address community concerns, and share resources.

Make ourselves available in places where people gather to network and interact with community members.

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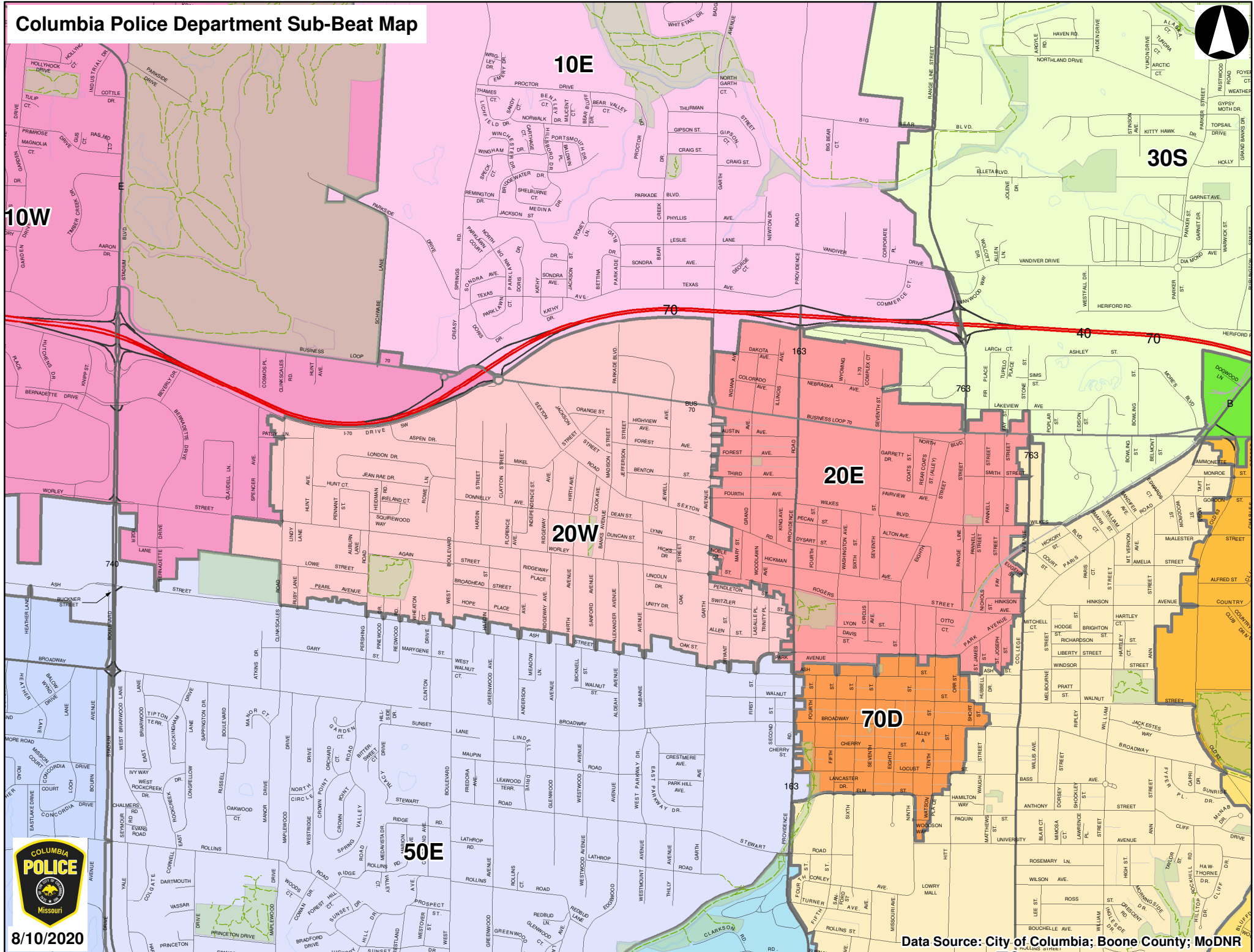
Officer Chris Williams

Officer Maria Phelps

Officer Sean Dutton

Officer Keisha Edwards

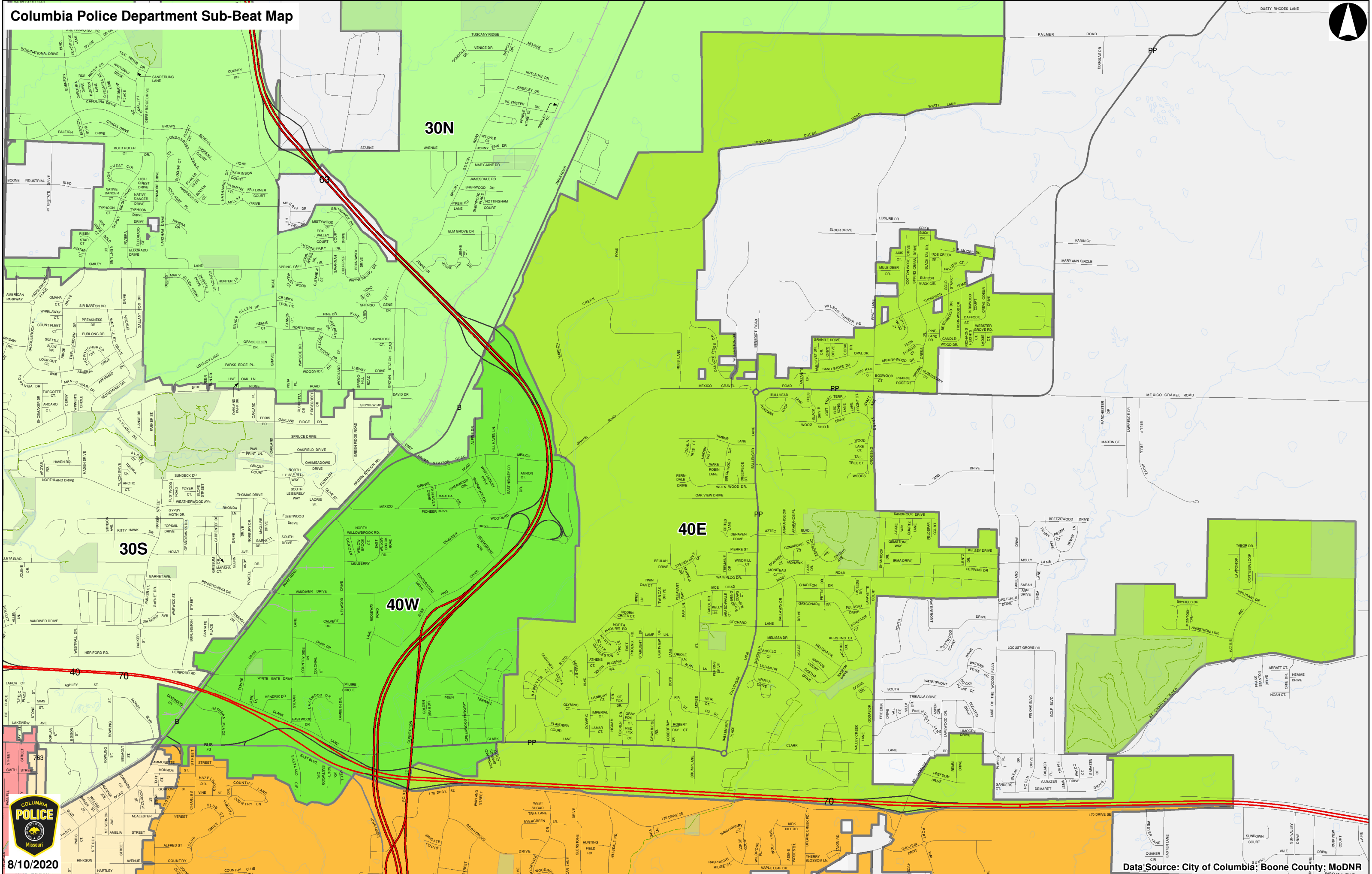
Columbia Police Department Sub-Beat Map



8/10/2020

Data Source: City of Columbia; Boone County; MoDNR

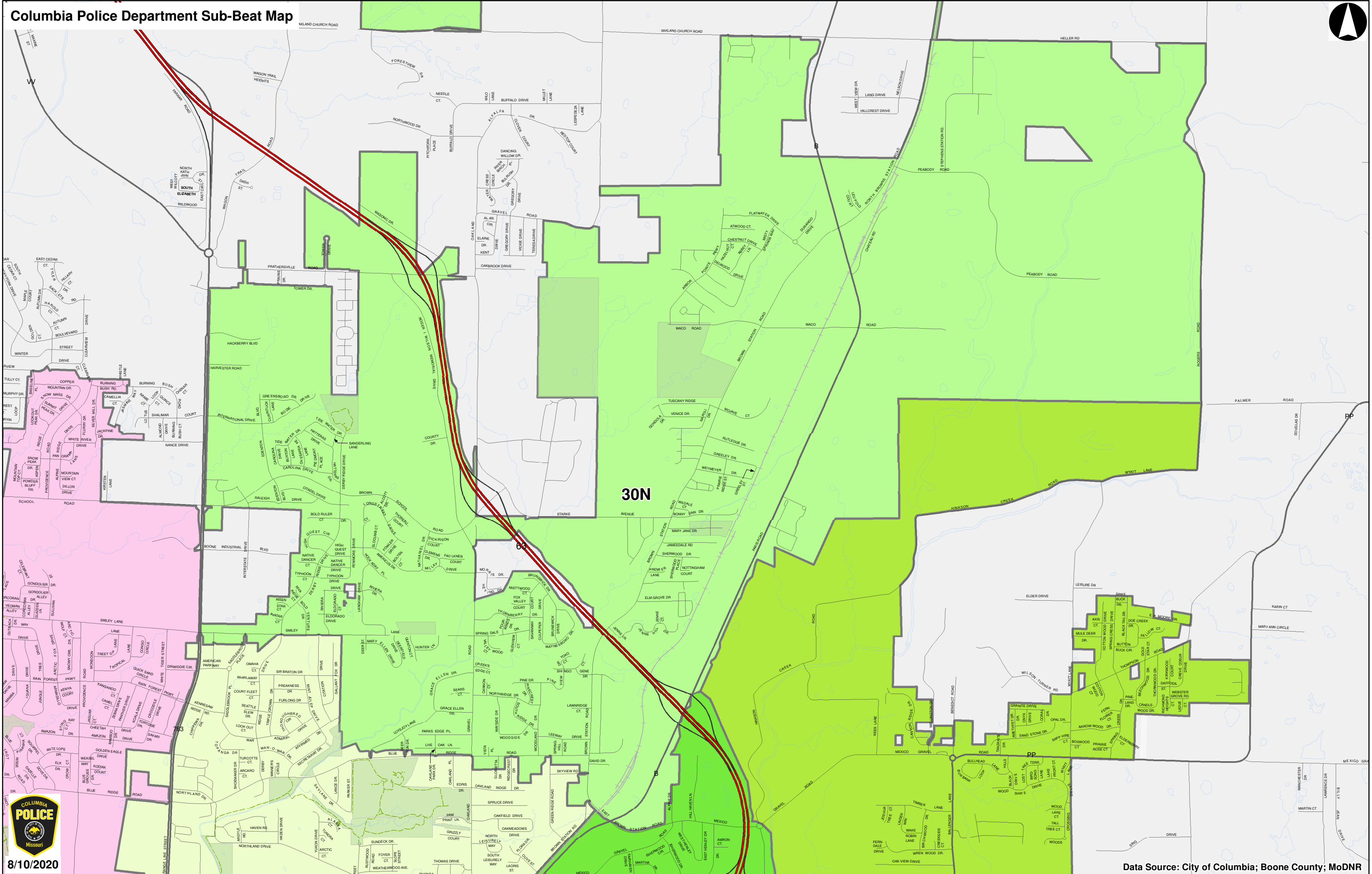
Columbia Police Department Sub-Beat Map



8/10/2020

Data Source: City of Columbia; Boone County; MoDNR

Columbia Police Department Sub-Beat Map



8/10/2020

Data Source: City of Columbia; Boone County; MoDNR



CITY OF COLUMBIA, MISSOURI



POLICE DEPARTMENT

TO: SGT. ROBERT DOCHLER

FROM: CHIEF GEOFF JONES

REF: 2020 – 2021 GOALS AND OBJECTIVES

DATE: 08/03/2020

The attached report was completed for compliance with CALEA standards regarding Annual Goals and Objectives for the Columbia Police Department (15.2.1). The CALEA standard is as follows.

“A written directive requires the formulation and annual updating of written goals and objectives for the agency and for each major organizational component within the agency. Established goals and objectives are made available to all agency personnel.”

The CPD organizational structure has changed since 2019. Shared responsibility for the objectives described in this report are shown in the table below.

Thank you for your continuing commitment to reaching the standards required for CALEA accreditation. I look forward to continuing progress.

2020 – 2021 Strategies	Administration	Operations/Patrol	Investigative Operations Support	Special Services
Community Policing Implementation	✓	✓	✓	✓
Recruiting	✓	✓		✓
Training and Development	✓	✓	✓	✓
Traffic and Roadway Safety	✓	✓	✓	✓
Technology Improvements	✓	✓		✓
Infrastructure Improvements	✓			✓
Increase Efficiency in Criminal Investigations and Communication	✓		✓	

Attachment



Columbia Police Department Goals and Objectives 2020 - 2021

August 3, 2020

**Geoffrey J. Jones, Chief
Columbia Police Department
Columbia, Missouri**

Columbia Police Department Vision, Values, Goals and Objectives

Vision

A safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner.

Values

Character — Professionalism — Dedication

Goals

Build upon our effective law enforcement tradition.

Establish partnerships to achieve a safer community.

Use innovative technology to maximize our performance.

Provide a rewarding work environment and invest in personnel development.

Communicate effectively, both internally and externally.

Apply intelligence-led policing to deploy resources and assess effectiveness.

Promote accountability through geographic-based policing.

Effectively and efficiently use our available resources.

Objectives

Community Policing Implementation

Recruiting

Training and Development

Traffic and Roadway Safety

Technology Improvements

Infrastructure Improvements

Increase Efficiency in Criminal Investigations and Communications

Objective: Community Policing Implementation

2020 - 2021

Be known and be present. Be consistent, reliable and intentional in forming relationships and practicing two-way communication. Be helpful.

CONTRIBUTES TO THESE CPD GOALS

Establish partnerships to achieve a safe community.

Promote accountability through geographic-based policing.

Communicate effectively, both internally and externally.

SUCCESS STATEMENT

The placement of officers where they, as guardians, form long-term relationships in an effort to open lines of communication and resolve community issues through the incorporation of community partnerships, problem oriented policing and citizen input.

2019 – 2020 Highlights

The Community Outreach Unit merged with the Training and Recruitment Unit under the leadership of the Department's original COU supervisor. Although COU Officers no longer functioned as a special unit, they were available to teach their trust-building strategies to their colleagues. The intent was to inject expertise throughout CPD. This training model was well meant, but it did not have a structure that citizens could recognize or support as community policing.

Patrol Lieutenants were assigned to north and south sections of the city.

Community policing *is* customer service, and internal support helps officers take extra steps and go the extra mile. Even completing a report, answering the phone or sending an email immediately is customer service.

Pre-COVID, officers regularly attended community meetings and made presentations tailored to their audiences' interests. Supervisors and higher are involved with community groups.

Broader cooperation with citizens, organizations and agencies has increased conversations leading to identifying suspects.

The Lamine River and City landfill operations tested staff, allowed them to form new relationships with many other organizations and brought new resources to the investigations.

2020 - 2021 Strategies

As the Columbia Police Department continues to incorporate and adopt community policing strategies, involvement of community groups and neighborhood associations will be critical to operational success.

1. Restore CPD's Community Outreach Unit and policing model, leading to gradual coverage across Columbia.
2. Assign Patrol Lieutenants to geographic regions of the city to establish relationships with neighborhood associations and other groups and offer attendance at meetings and events.
3. Allow beat officers to attend neighborhood association meetings and events to introduce themselves and provide direct points of contact for community members.
4. Coordinate a Department-wide outreach effort to promote beat officer interaction and partnerships.
5. Adapt policy and training that continually further the reach of community policing strategies.

Environmental Scan

Investigators need good relationships with businesses, especially pawnshops. Shutting down the markets for stolen goods instead of pursuing individual suspects helps reduce burglaries overall.

Victim protection could be improved with more reliable statewide cooperation. People still fear sharing what they know, and current events may affect their willingness to cooperate.

Treat all internal and external customers with respect. Reinforce customer service training for civilian and sworn staff.

Bolster community support by re-convening the citizens' academy. Re-think the youth academy and make it a forum where cops and kids discuss the problems they have with each other. CPD could benefit from a citizen support group representing the broad community.

The Department needs more staff for records, evidence, building maintenance, fleet management, the airport and CSAs. The airport needs adequate protection for travelers and for public and private property.

Looking forward, consider rebranding CPD's image rather than the Department, itself. Consider different colors for cars and uniforms.

"De-funding" discussions need to acknowledge the interests of and conditions imposed by the Department's funding partners. What happens when you separate functions? Where, if anywhere, does the work transfer? What is the expected impact? How are operations and crime trends affected by COVID-19 factors and protests? What recommendations from the community stakeholder engagement process might be adopted?

Assure that officers are prepared to serve challenging neighborhoods. Command and supervisors should be mindful of officers' experience levels. The expectation must be that even if dispatched out of a beat, an officer must return to the beat when the call is completed. The officer's role is to increase the quality of life in the beat.

Several factors could contribute to beat accountability: length of officer assignment; communication networks; assigning investigators and traffic officers geographically as consistent, knowledgeable resources; and a better system for tracking attendance at events.

Everyone at CPD contributes to community policing, but there is uncertainty about what people in the community expect.

Potential Measures

Workload and staffing levels will arise on a case-by-case basis with shift supervisors and Watch Commanders ensuring adequate staffing of Patrol and community or neighborhood events. As Columbia continues to grow, more events will be added. These events, including appropriate personnel attendance, will continue to be evaluated on an annual basis.

- Events attended
- Connections and contacts made
- Problem-solving experiences
- Investigative tips from citizens
- Citizen groups formed
- Number of neighborhoods staffed and officers assigned
- Crimes and calls
- Use of force

Objective: Recruiting

2020 -2021

Be intentional in forming relationships to attract POST-certified recruits and applicants who reflect Columbia's diversity. Be sure that processes and systems create equitable opportunities to join the Department.

CONTRIBUTES TO THIS CPD GOAL

Provide a rewarding work environment, and invest in personnel development.

SUCCESS STATEMENT

Using technology and personal outreach, CPD successfully recruits applicants from a diverse pool of qualified individuals who reflect Columbia's demographic characteristics.

2019 – 2020 Highlights

CPD currently has applicants on a waiting list.

Recruiting POST-certified individuals, rather than those who still must complete police academy training, reduces the Department's costs and puts officers in the field more quickly. The shift to monthly interviews allows CPD to more efficiently assess and hire qualified people. There is less risk of losing a recruit due to wait time between the application date and the interview.

People frequently approach CPD informally. They hear of positions by word of mouth, they know someone who works at the Department or they come to Columbia because a spouse finds a job in the community.

The Training and Recruitment Unit also contacts all police academies; reaches out to criminal justice programs in Missouri and elsewhere; goes to historically Black colleges; and visits military installations. CPD has advertised at movie theaters, on the radio, on billboards and online. CPD still needs a current, professional quality recruiting video with special attention to portraying the Department in a way that is timely and relevant.

Department members volunteer to recruit. CPD Ambassadors are available to applicants when they start background checks. They provide a continuing connection and help keep applicants engaged, an important factor for younger generations.

2020 - 2021 Strategies

Bringing in and holding on to qualified police officer applicants is critical to the success of the Department and the execution of our mission and goals. Improving our recruitment efforts both within our community and outside our city will assist with achieving many other Department goals and better serve our community.

1. Update the Department website to be more appealing to potential applicants. Making the website easier to navigate and understand will encourage applications.
2. Begin to recruit at all in-state POST-certified peace officer training academies. Recruiting POST-certified applicants will reduce time spent in the hiring and training process.
3. Identify and implement new strategies to reach and recruit a diverse applicant pool consistent with city demographics.
4. Produce a professional recruiting video. Many departments across the country are taking advantage of the social media and technology-savvy generation.
5. Integrate current officers and Department members into the recruiting process so they can play an active role in recruiting new officers and civilians.

Environmental Scan

It takes about a year to put someone through the academy, field training and initial road experience before counting that person as staff. Attracting people with experience will help fill gaps caused by retirements and promotions.

Tracking officer separations would help identify and correct weaknesses that cause the Department to lose people. Exit interviews could generate this data.

It would be helpful to track how many individuals apply to and are hired by CPD each year.

Potential Measures

The Training and Recruiting Unit has produced a Department Recruiting and Retention Plan that will implement many of these strategies. Personnel, workload and equipment needs will be determined on a case-by-case basis. The Recruiting and Retention Plan and implementation of these strategies will be evaluated on a yearly basis.

- Applicant characteristics
- Employee demographics and history with CPD
- Staffing by tenure, position
- Staffing gaps
- Use of and responses to new recruitment strategies

Objective: Training and Development

2020 - 2021

Be relevant to the policing environment in the community. Be mindful of all the customers CPD serves.

CONTRIBUTES TO THIS CPD GOAL

Provide a rewarding work environment and invest in personnel development.

SUCCESS STATEMENT

All CPD staff get the training they need from qualified instructors. Training allows them to maintain professional certifications; deliver excellent customer service; keep up with evolving law enforcement tactics, technology and best practices; and fulfill the Department's goals.

2019 – 2020 Highlights

The CPD logo and values (Character, Professionalism and Dedication) are reminders of the power and responsibility that comes with the badge. Training and supervision are intended to convey that an officer is responsible for keeping people safe, owning his or her beat and working with citizens to fix problems.

Supervisors are expected to demonstrate leadership, listen to employees and help them reach their career goals. High priorities include training to maintain certifications and for essential job functions and travel associated with criminal investigations. When possible, CPD provides training options that are low- or no-cost.

All CPD employees have received customer service training tailored for their general functions. Officers were trained to use the non-lethal BolaWrap restraint device.

Training opportunities were restricted this year due to budget constraints and concerns with social distancing in group sessions. Until the COVID-19 health emergency, the Regional Training Center was regularly booked for sessions. The Center is a valuable asset that normally draws good instructors, provides some participant spots for CPD at no cost and serves as a recruiting tool.

The Training and Recruiting Unit regularly audits its records and updates rosters to recruit new instructors.

2020 - 2021 Strategies

The quality of service we provide to the community is directly related to the quality of training we provide within our Department. It is essential to evaluate training regularly and update it as necessary. Training should keep up with evolving law enforcement tactics, technology and best practices.

1. Reinforce customer service training Department-wide.
2. To prepare staff for success as they ascend to the next higher rank, provide both general supervisory training and job-specific instruction for Field Training Officers, Sergeants and Lieutenants.
3. Train all CPD staff in cultural competency and bias-free service delivery.
4. Audit current training records, and purge those beyond the required retention time.
5. Maintain an updated instructor roster. Replace instructors as needed. Identify areas that lack instructors, and send officers and Department members to instructor courses as needed, consistent with both officer and Department goals.
6. Use the CPD Regional Training Center more effectively by hosting additional, outside training sessions throughout the year, consistent with current public health practices.

Environmental Scan

Full staffing for all units is desirable but must be prioritized consistent with available funding.

People are interested in engaging with officers through neighborhood associations and informally, in sidewalk conversations. Officers should meet with neighbors in the evening, so people don't have to take time off from work to attend. Speaking in their unscripted, authentic voices, with supervisors available for back-up, can contribute to officers' empowerment and pride.

Younger, less experienced officers need training in decision-making and practical application of the law. The Department should prepare them for physical confrontations and for situations where there is discretion to assess fulfilling the letter or the spirit of the law (i.e., what one *can* do vs. what one *should* do).

Potential Measures

This goal will require more resources to accomplish. While workload and need are definitive, the goal is ongoing. As personnel turn over and various aspects of law enforcement evolve and improve, the Training and Recruitment Unit will have to keep up. Training curricula will be evaluated annually to ensure everything is up-to-date and legally sufficient.

- Number of staff trained, by competency, skill or subject
- Number of certifications gained, maintained, lost, pending
- Employees attaining promotions or their professional development goals, by demographic
- New curriculum adopted based on law, professional standards, community input and other factors
- Community trainers and retirees participating
- Training evaluation survey results

Objective: Traffic and Roadway Safety

2020 - 2021

Be present, informed and intentional to protect the public from hazardous drivers and detect criminal activity.

CONTRIBUTES TO THIS CPD GOAL

Build upon our effective law enforcement tradition.

SUCCESS STATEMENT

The Department's fully staffed and trained Traffic Unit enforces traffic laws based on data and is supported, in part, by dedicated grants and resources.

2019 – 2020 Highlights

CPD does not yet have a fully staffed Traffic Unit.

Enforcement is guided by data, including information based on complaints and narcotics and gang activity. This may lead to more intelligence-based stops and surveillance.

CPD's annual vehicle stop data continues to show racial disparities. The Chief appointed a special citizen committee to advise him on data gaps and suggest changes in practice and policy.

When the City declared a health emergency in March, the Chief ordered changes to limit exposure to the coronavirus through traffic stops. Special Order 20-500-1 is in effect through 2020. Stops may be made for hazardous moving violations and for known threats to the community, where there are articulable facts.

Policy 500, relating to traffic enforcement, was revised to prohibit saturation patrols except for DWI enforcement.

CPD contributes to the Vision Zero goal: Move as close as possible to no traffic fatalities or serious injuries by 2030.

CPD is promoting safety on public thoroughfares by managing traffic during protests and marches.

2020 - 2021 Strategies

Traffic enforcement can play a vital role in roadway safety, pedestrian safety and detection of other criminal activity. Increased enforcement also can serve as an overall deterrent for hazardous vehicle operation and general criminal conduct. Disbanding CPD's Traffic Unit several years ago undoubtedly had an impact on the community. Our goal will be to reestablish the Department's Traffic Unit.

1. Fully staff a Traffic Unit with qualified officers and a dedicated supervisor.
2. Ensure those selected for Traffic Unit positions are trained in both Basic and Advanced Crash Investigation and Reconstruction.
3. Evaluate and amend training and practice to ensure a fair, equitable approach to traffic enforcement.
4. Conduct enforcement operations based on crash and complaint data throughout the year.
5. Identify funding sources, such as grants and statewide campaigns, for focused enforcement.
6. Integrate the Traffic Unit's work with Vision Zero policy goals and with the research conducted by the Chief's Vehicle Stop Committee.

Environmental Scan

More traffic officers are the key to reducing crashes. This will affect vehicle stop data disparities. Currently, more officers than just those in the Traffic Unit are involved with investigations and stops. Patrol officers and the Street Crimes Unit also stop vehicles.

The Missouri Department of Transportation typically provides CPD with grants to pay overtime for officers focusing on hazardous moving and impaired driving violations.

Potential Measures

Bringing back the Traffic Unit will require allocating several officer positions and necessary equipment such as vehicles and enforcement items. Training selected officers also will require a lot of time, as crash schools last several weeks. With continued growth of the city and an increase in special events with traffic-related needs, the new Traffic Unit will play an important role in serving the community.

- Changes in vehicle stop disparities
- Accidents, fatalities, injuries and locations
- Number of officers and areas where they are assigned
- Officer training
- Driver data
- Changes in training and practice
- Citizen compliments and complaints associated with traffic enforcement

Objective: Technology Improvements

2020 - 2021

Be prudent and attuned to employee accountability when selecting technology.

CONTRIBUTES TO THIS CPD GOAL

Use innovative technology to maximize our performance.

SUCCESS STATEMENT

CPD captures and maintains digital recordings of officer contacts with citizens using the most up-to-date, cost-effective technology available within the limits of the Department's budget.

2019 – 2020 Highlights

Two types of technology are important. Rapid DNA would allow staff to swab a gun for prints and get results within 90 minutes. Equipment may be available through the US Drug Enforcement Administration.

“Dragon” software would produce reports through dictation rather than manual typing, and it transcribes audio and video. This would ensure timely filing of reports and free up time for officers to be in the community.

The Department's WatchGuard system for in-car videos could be “synced” with new body cameras. CPD could use its own servers. CPD is consulting the Information Technologies Department to price the technology.

2020 - 2021 Strategies

Keeping up with technology improvements in law enforcement is a daunting but necessary task. As technology evolves and improves, so must our Department. One of the most important pieces of equipment utilized at the Department is the body worn camera. Our goal is to review new and improved technology in the field of body worn and in-car video and audio systems and develop a financially responsible plan to replace the current system or convert to a new platform.

1. Ensure employee involvement and engagement in product review, testing and selection.
2. Understand budget constraints related to the reviewed technology and analysis of our current system.
3. Meet with current vendors (WatchGuard and Axon) to review new products, pricing and storage.
4. Analyze previous years of cost data and amount of video data placed onto servers or iCloud.
5. Consider product directions and best methods of combining two platforms into one (in-car video systems and body worn camera systems).
6. Fully implement a replacement schedule to shift cost burdens over several years.
7. Ensure all officers are fully trained on RMS report entry, case management and investigative dashboard. This will be accomplished through regular, ongoing training delivered by the RMS coordinator and qualified Field Training Officers.
8. Work cooperatively with CentralSquare to ensure the citations/summons module is operating as intended for a more efficient product.

Environmental Scan

The Department needs a long-term strategy for fleet maintenance.

It is everyone's responsibility to review the status of technology and consider upgrades.

Potential Measures

Data storage constitutes a significant burden on the Department and the City. Much of this cannot be mitigated due to statutory constraints. Consistent evaluation of video and audio systems will be done to ensure we are using the best and most fiscally responsible data collection and storage methods.

- Progress toward implementing a replacement schedule for camera systems
- Number of officers trained to use RMS modules
- Trends in RMS and CentralSquare user experience

Objective: Infrastructure Improvements

2020 - 2021

Be a trusted, reliable steward of materials needed to fairly adjudicate criminal cases.

CONTRIBUTES TO THIS CPD GOAL

Effectively and efficiently use our available resources.

SUCCESS STATEMENT

Evidence in CPD's custody is stored and protected consistent with legal requirements and best retention practices over its entire lifetime.

2019 – 2020 Highlights

Two CSIs deliver and develop most evidence.

The Evidence Unit consulted with the Missouri State Highway Patrol crime lab to understand the limits of their capacity to handle CPD's needs.

CPD identified private labs capable of processing evidence more quickly and has used them in major cases and several cold cases.

The Department has become more strict about the evidence it will accept.

2020 - 2021 Strategies

The Evidence Unit still struggles with space for evidence and property storage. Statutory and ethical requirements create additional pressure to retain evidence for extended periods. Due to current budget constraints, an offsite storage solution appears unfeasible. As an alternative, practices and procedures should be developed to mitigate the amount of items entering into evidence and increase the items leaving the unit's custody.

1. Limit property accepted into evidence from non-criminal cases.
2. Work with the municipal and state prosecutors to ensure timely evidence dispositions.
3. Return or dispose of all property held for safekeeping within 60 days, if the owner is known, or 12 months if the owner is unknown.
4. Aim to dispose of or return as much property within a 12-month period as is processed in.
5. Reconfigure existing storage to optimize space and efficiency.
6. Allow time during the work schedule for purge and evidence back-shifting.

Environmental Scan

A large percentage of evidence in storage is a good candidate for proper disposal. With all that material still on hand, it's hard to accurately estimate the amount of space needed.

Consider allotting regular time for purging unneeded evidence using paid staff or volunteers.

Potential Measures

The current physical structure of the Police Department headquarters is simply insufficient to accommodate the growth of the Evidence Unit. Capital improvement and equipment needs will be the obstacle in achieving this goal. Regular review and revision will be necessary to address new concerns with future growth.

- Items received and items returned or otherwise disposed of
- Age and condition of items in storage
- Items of historical importance

Objective: Criminal Investigations and Communication

2020 - 2021

Be reliable, intentional and open in sharing information leading to solving crimes. Be focused on improving citizens' quality of life.

CONTRIBUTES TO THIS CPD GOAL

Apply intelligence-led policing to deploy resources and assess effectiveness.

SUCCESS STATEMENT

CPD has enough staff, technology and data accessibility to provide 24/7 coverage for efficient criminal investigations and communications.

2019 – 2020 Highlights

A review of cases revealed an error in records. Cases are reviewed biweekly to determine their status and resolve as needed.

Victims are contacted, but there are times when the case narrative does not include all needed information. Some fields may not be populating, so video footage must be reviewed in order to complete the narrative.

NIBIN is up and running.

Security camera mapping work continues. It reduces the time needed to canvass for video footage. A GIS map shows where cameras are in use but does not provide immediate access to review videos.

Staff regularly meets with businesses and organizations to discuss public safety issues relevant to their interests. Banks are interested in fraud. Sorority houses learn about CPD's Special Victims Unit. Neighborhood associations are interested in preventing property crime.

Supervisors communicate and coordinate leads to Patrol in shift briefings. Some cases are assigned to Patrol officers, with help from detectives. The Crime Analyst is better positioned to be involved in predictive policing. The Digital Forensic Investigator position was filled.

2020 - 2021 Strategies

The flow of information, both internally and externally, is a critical aspect of law enforcement. The implementation of a new records management system, along with the physical separation of Patrol (first floor) and the Criminal Investigation Division (second floor), have created obstacles in the efficient and effective flow of information. The goal of the Investigative Support Bureau is to increase and improve efficiency in criminal investigations and communications.

1. The CID Lieutenant will communicate and coordinate leads and follow-ups to the Crime Analyst while utilizing necessary personnel throughout the Department to achieve the common goal of solving crime.
2. A CID Sergeant will review cases assigned to CID within 24 hours of receipt. Cases will be assigned, forwarded, re-assigned or inactivated appropriately.
3. Victims in cases assigned to CID will be contacted within three working days.
4. CID Sergeants will conduct bi-weekly reviews with detectives in their assigned units to ensure caseloads are appropriate, cases are being disposed of properly and to review the overall status of cases assigned to particular detectives.
5. The SCU/VNOC Lieutenant will coordinate with the Evidence Unit related to investigatory firearm issues such as NIBIN testing and necessary arrangements for test firing and lab submissions.
6. Continue with the security camera mapping project. Establish relationships and collaborate with outside companies related to video surveillance and private security systems. CID detectives will utilize maps of security cameras and private security systems, as available, in efforts to obtain evidence related to criminal investigations.
7. Host community stakeholder meetings with various CID personnel for specific issues that arise throughout the year. CID support personnel will establish relationships and maintain communication channels with neighborhood groups, community groups and community leaders to provide up-to-date information exchanges with the public.

Environmental Scan

Rapid DNA analysis would allow the Department to save time and increase efficiency in investigations. It is possible to swab a gun for prints and get results in 90 minutes. CPD already does NIBIN, and DEA may provide equipment to allow identification of the weapon.

When a new business registers for its City license, it would be helpful to include security camera information in the application.

To meet CALEA standards, the Department is working on two policies: a new policy for case management of complaints filed with VNOC; and a policy for criminal intelligence procedures.

Potential Measures

Staffing and personnel levels will be dictated largely by caseload. The addition of a detective to Robbery/Homicide would be beneficial. Adding two Crime Scene Investigator positions would allow for nearly 24/7 coverage to maintain support for Patrol and other units. Anticipated capital improvement/equipment needs would consist of staying up-to-date with rapidly evolving cellular telephone capabilities for VNOC and SCU and upgrading CSI equipment, such as digital cameras, to replace outdated models. The Department should consider NIBIN database-related purchases to aid investigations and contribute to the NIBIN database.

- Time to close calls or cases
- Homicide clearance rates

**Columbia Police Department Continuous Improvement Process
2020 - 2021**



Planning Data

Population

QuickFacts, Columbia city, Missouri

<https://www.census.gov/quickfacts/columbiacitymissouri>

Selected facts retrieved July 2, 2020

Population

Population estimate, July 1, 2019	123,195
Population estimate base. April 1, 2010	109,044
Percent change	13%

Age and Sex

Persons under 5 years	5.8%
Persons under 18 years	18.0%
Persons 65+	10.2%
Females	51.9%
Males	48.1%

Race

White alone	76.9%
Black or African American alone	10.9%
American Indian and Alaska Native alone	0.3%
Asian alone	6.2%
Native Hawaiian and Other Pacific Islander alone	0.2%
Two or More Races	4.6%
Hispanic or Latino	3.4%
White alone, not Hispanic or Latino	74.7%

Living Arrangements

Households, 2014 - 2018	48,027
Living in same house 1 year ago, percent of persons 1 year+, 2014 - 2018	70.6%
Language other than English spoken at home, percent of persons 5+ years, 2014 - 2018	

Health and Poverty

With a disability, under 65, percent, 2014 - 2018	6.9%
Without health insurance, under 65, percent	7.3%
Persons in poverty	22.2%

Economy

Local Area Unemployment Statistics

<https://fred.stlouisfed.org/series/CLMUR>

Retrieved July 2, 2020

Columbia Metropolitan Area unemployment is 7.2%, as of May 2020 (seasonally adjusted)

Disparities in Well-Being

Boone Indicators Dashboard: Equity Analysis

<http://booneindicators.org/Equity.aspx>

Retrieved July 2, 2020

Variable	Location	Total	Black	White
Juvenile Delinquency: rate of substantiated referrals to the Missouri Juvenile and Family Division for delinquency or status offenses, 2018	Boone	2.5%	9.4%	1.3%
Child Poverty Rate: rate of children under age 18 who are in poverty, 2013 - 2018	Boone	15.8%	36.6%	8.4%
	Columbia	15.6%	40.6%	6.8%
Infant Mortality: death of a baby before its first birthday; number of deaths per 1,000 live births, 2014 - 2018	Boone	5.8/1,000	12/1,000	4.7/1,000
Heart Disease Mortality: death rate by heart disease; measured per 100,000 deaths, 2014 - 2018	Boone	143.45/100K	214.49/100K	138.63/100K
Diabetes Hospitalization: rate of hospitalizations where diabetes is principal diagnosis; measured per 10,000 events, 2013 - 2017	Boone	19.8/10K	57.8/10K	14.5/10K
Median Family Household Income: the average income of two or more related people living in a household, 2014 - 2018	Boone	\$76,873	\$41,661	\$81,724
	Columbia	\$77,867	\$43,459	\$84,648
Third Grade Reading Proficiency: third graders who are proficient or advanced in English/Language Arts on Missouri Assessment Program (MAP) Test, 2017	Columbia	55.2%	25.8%	67.7%
High School Graduation Rate: number of students who graduate within four years with a high school diploma, 2018	Columbia	88.4%	80.4%	90.4%

Effects of COVID-19

US Census Household Pulse Survey

<https://www.census.gov/data-tools/demo/hhp/#/>

Retrieved July 1, 2020

Percent of Population Experiencing Effects of COVID 19 in Missouri, June 11 - June 16 (margin of error applies)

- K-12 educational changes - 100%
- Housing insecurity - 24.3%
- Delayed medical care - 42.3%
- Food scarcity - 11.5%
- Expected loss in employment income - 27.2%
- Loss in employment income - 42.7%

Police Proposed Budget, FY 2021 (to be released to employees July 23, 2020 and to public July 24)

Proposed Appropriations

Account	Estimated FY 2020	Proposed FY 2021
Personnel Services	\$20,081,450	\$20,987,447
Supplies & Materials	\$1,081,539	\$1,338,303
Travel & Training	\$136,559	\$180,320
Intragov Charges	\$2,241,679	\$2,316,124
Utilities, Services & Misc.	\$923,134	\$1,021,741
Capital	\$74,512	\$675,096
Other	\$0	\$0
TOTAL	\$24,538,873	\$26,519,031

Authorized Personnel by Division

Division	Estimated FY 2020	Proposed FY 2021
Administration	9.00	13.00
Operations	133.00	121.00
Support Services	32.00	0.00
Special Services	10.00	57.00
Investigative Operations Support	41.00	42.00
TOTAL PERSONNEL	225.00	233.00
Permanent Full-Time	225.00	233.00
Permanent Part-Time	0.00	0.00
Sworn Officer Positions	184.00	187.00
Civilian Positions	41.00	46.00

Selected Benchmark Cities Data- 2019 (survey sections A and C)

Benchmark	Columbia	Average All Benchmark Cities
Number of citizens per officer	722.8	741.2
Officers per 1,000 citizens	1.38	1.41
Commissioned officers ready to retire	6.0%	14.7%
Calls per 1,000 citizens (NOT officer-initiated)	702.0	452.7
Average calls per officer	507.4	322.9



CITY OF COLUMBIA, MISSOURI



POLICE DEPARTMENT

TO: JOHN GLASCOCK, CITY MANAGER

FROM: GEOFF JONES, CHIEF OF POLICE

REF: MAYOR'S TASK FORCE ON COMMUNITY VIOLENCE: CPD UPDATE

DATE: 07-13-20

At the City Council's regular April 20, 2020 meeting, concerns were expressed about the implementation status of recommendations made by the Mayor's Task Force on Community Violence. The Task Force submitted its report on November 17, 2014. City staff prepared updates in 2015 and 2017.

Three years later, it is appropriate to revisit the Task Force recommendations from the perspective of the Columbia Police Department (CPD). This report documents CPD's contributions since February 3, 2019 to fulfilling the Task Force's recommendations.

Collectively, the Task Force recommendations are consistent with CPD goals, especially the goal to "establish partnerships to achieve a safer community." The Task Force's four pillars of Prevention, Intervention, Enforcement and Re-Entry describe a cycle where CPD is continually active in the community. (See illustration, pg. v)

The Task Force identified CPD as either the sole or a cooperative lead implementer for seven of its 26 recommendations. Of the seven, five recommendations relating to enforcement show considerable and ongoing progress. Implementation of one recommendation relating to intervention will end June 30. The remaining recommendation relating to re-entry shows no progress because the Department has no current authority or capacity for implementation.

CPD considers itself a stakeholder in 13 additional recommendations where the Department is involved in those issues at meaningful levels. Other City agencies and community partners also contribute to implementation and should be consulted for their input. None of the recommendations include quantifiable goals, so views on the level of implementation will vary.

Life has changed dramatically since the Task Force issued its report. In Columbia there is more support for police and community members working together to prevent violence. The Department is able to focus on a smaller percentage of the population that is actively committing violent acts. An inter-agency task force is addressing repeat, high-risk offenders and arrests are being made.

To get at some of the toughest root causes of violence, the Department's view of community policing focuses on a family-centric approach that supports parents with resources, relationships and compassion. More work is needed to increase these opportunities.

On the other hand, a global health emergency and economic slow-down have created great uncertainty across the board, but especially for people of color. After years of frustration, people of all generations are demanding that police organizations truly serve, protect and assure justice for their communities. Their hopes for reducing violence reach more broadly across institutions and deeply into cultures, including police culture.

While not specifically recommended by the Mayor's Task Force, I would be remiss if I did not address citizens' awareness of Campaign Zero policy statements to limit police use of force and reduce police killings. My full memo on this topic is included as an attachment to this update and is summarized below.

CPD Policy 300 provides guidance on the use of force and response to resistance. I ordered revisions in July 2019 and March 2020. The policy's purpose is to:

"...provide officers with guidelines on the reasonable use of force or response to resistance. This policy recognizes that the response to resistance by law enforcement requires constant evaluation. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, each officer is expected to use these guidelines to make such decisions in a professional, impartial and reasonable manner."

1. Ban officers in using chokeholds and neck restraints.

Sec. 300.11.4 currently prohibits strangle and choke holds but does allow this type of hold to be applied when the level of reasonable force has reached the level of deadly force. These holds are not permitted unless officers are intentionally applying deadly force. There have been no deaths in Columbia as a result of an officer applying a choke or strangle hold.

2. Restrict deadly force to be authorized only when strictly necessary to protect life after all other reasonable techniques are exhausted, including the use of de-escalation and non-lethal force techniques.

Sec. 300.6 requires officers to use only the amount of force that appears reasonably necessary given the facts and circumstances at the time of the event to accomplish a lawful objective. For situations that do not pose an immediate threat, officers are entrusted and encouraged to slow down the situation; take advantage of distance cover

and tactical repositioning; and use de-escalation techniques whenever possible. With the understanding that an officer can never know the actual nature of a threat or the intent of another, the ultimate objective of every law enforcement encounter is to avoid or minimize injury.

3. Require comprehensive reporting of incidents where officers use force.

Sec. 300.13 requires a written report any time an employee: a) discharges a firearm for other than training or recreational purposes (does not include the humane killing of an injured animal); b) takes an action that results in, or is alleged to have resulted in, injury or death of another person; c) applies force through the use of lethal or less lethal weapons; or d) applies weaponless physical force at a level as defined by this agency. Entries also must be made into the Department's Blue Team professional standards software. Data must identify and describe the parties involved; date, time, location and circumstances of the incident; a description of how the incident took place; and the nature and description of any use of force.

4. Require that officers intervene when another officer is using excessive force.

Sec. 300.8 requires an officer "present and observing" to intercede to prevent the use of unreasonable force. The officer must promptly report uses of excessive force to a supervisor. There have been no allegations of misconduct relating to this policy.

5. Require officers to de-escalate situations without force whenever possible.

Sec. 300.6 encourages officers to use de-escalation techniques when possible. The definition of "de-escalation" in Sec. 300.3 covers use of verbal and non-verbal communication in potential force encounters. The intent is to stabilize the threat so that more time, options and resources can be called upon to stabilize the situation. The Department's training, policy and internal affairs staff meet regularly to discuss de-escalation and identify changes that could reduce the frequency and severity of use of force encounters.

6. Clearly define and limit the types of force that can be used for specific types of resistance.

A continuum is a valuable training tool to help officers assess the levels of force needed. Ultimately, the use of force must be objectively reasonable. Please see item #2 in the attached full memo.

7. Require officers to give a verbal warning, when possible, before using deadly force.

Sec. 300.10 requires an officer to give a verbal warning, where feasible. The policy notes circumstances when deadly force is justified, including when needed to protect the officer or others from the imminent threat of death or serious bodily injury. "Imminent" does not mean an immediate threat, as further described in the policy.

8. Prohibit officers from shooting at people in moving vehicles unless the person poses a deadly threat by means other than the vehicle, such as shooting from the vehicle.

Sec. 300.11.2 prohibits shots fired at or from a moving vehicle except where there is reasonable belief of an imminent threat of death or serious bodily injury to the officer or a third party and the action is the only reasonable means at the time to stop the threat. Unless deadly force is justified, an officer should not shoot at a vehicle to try to disable it. I am not willing take away a deadly force option to protect the life and safety of innocent bystanders and police officers.

In conclusion, recent events, albeit horrific, do present opportunities for growth. There is much to be done. The Columbia Police Department is thankful for the demonstrations that are leading to wider support for research and change and looks forward to keeping the momentum going.

Attachments

- Mayor's Task Force on Community Violence: CPD Update
- Chief Jones' Memo to City Manager John Glascock: Response to Campaign Zero Ordinances
- Chief Jones' Updates on Community Policing and Vehicle Stops Committee and City Council Responses – March 4, 2019 City Council Minutes
- Chief Jones' Community Policing Plan
- Chief Jones' 2020 Staffing Plan
- City Council Work Session Minutes – Dec. 16, 2019

Columbia Police Department Accountability for Task Force Recommendations

<u>Prevention</u>	<u>Intervention</u>	<u>Enforcement</u>	<u>Re-Entry</u>
Violence reduction strategies STAKEHOLDER	More youth spaces STAKEHOLDER	CPD accountability LEAD	Identify high-risk offenders STAKEHOLDER
Job training awareness STAKEHOLDER	Family Access Center STAKEHOLDER	Mend the trust gap LEAD	Mandatory re-entry supervision LEAD
Raise awareness of program resources STAKEHOLDER	College student mentors STAKEHOLDER	Cultural competency LEAD	Mandatory “Pathway to Change”
Fair social service funding	Violence interrupters STAKEHOLDER	Get the best officers LEAD	Be part of Boone County Offender Transition Network STAKEHOLDER
Neighborhood Watch STAKEHOLDER	Intervention at schools STAKEHOLDER	Appreciate officers LEAD	
Annual forum STAKEHOLDER	School Resource Officers LEAD		
Broadcast youth programs on TV	Students switching schools STAKEHOLDER		

“**Lead**” means that the Mayor’s Task Force on Community Violence specifically recommended CPD as the sole lead or as a cooperating entity charged with implementation.

“**Stakeholder,**” for the purposes of this update, acknowledges that, while not a lead entity, CPD considers itself a stakeholder engaging in a meaningful way and supporting community action on the recommendation.

Pillar 1: Prevention

Summary of Task Force Findings

The Task Force acknowledges Columbia's many programs addressing parenting, early childhood education and job training and believes greater awareness and coordination can increase the community's impact in reducing violence.

Summary of Recommendations

It may be helpful to address violence as if it was a disease. Persons at risk of becoming violent or who live in a violent environment may benefit from job training programs; from services for children, youth and families; and from other human services funded through a fair process. Neighborhood Watch groups and public communications can spread positive messages and increase community accountability for a safer environment.

CPD Capacity to Fulfill Prevention Recommendations

The Department is a stakeholder in five of the seven recommended actions. CPD's internal strengths include relationships that provide actionable information relating to crime suspects; officers experienced in helping citizens solve problems; recent policy revisions that empower officers and community members to address violent behavior; and a strong connection to the local Neighborhood Watch program. CPD systematically gives officers the authority and training to prevent crime. Because calls for service regularly outpace the immediate availability of officers, responding to calls and handling administrative follow-up can take time away from building lasting relationships.

External opportunities are present in both new and historically active local groups advocating for crime prevention and recovery; in mentorships and clinical services uniting Columbia families with local colleges and the University; and in programs funded by the City and Boone County. Conditions that threaten the capacity to fulfill Task Force recommendations include persistent, low trust in government and the justice system; habitual offenders who continue to prey on each other and on law-abiding citizens; and social and economic disruptions associated with the COVID-19 health emergency.

CPD Contributions to Fulfilling Prevention Recommendations

1. Research Cure Violence and employ violence reduction strategies that treat violence like a disease, and support parenting and early childhood programs that insure the best start in life for all Columbia residents. <https://cvg.org/>

CPD is a stakeholder. An officer experienced in neighborhood caretaking is researching violence interruption programs that involve the community and the police. He/she will examine contributing personal factors such as age, education, developmental progress,

social skills, relationships and living conditions. Several months ago, the Chief and Department staff met with the NAACP and faith leaders to form working groups in the areas of outreach, recruitment and training. This work has been paused, but a strong foundation is set.

The Department reached out to Shaunda Hamilton, the mother of Nadria Wright who died as the result of a shooting last September. Ms. Hamilton was open to the contact and was soon joined by others who founded Boone County Community Against Violence. Through her influence the City Council adopted Crime Prevention Through Environmental Design. Ms. Hamilton helped organize a Youth Violence Prevention Summit (postponed by the health emergency), is a certified victim advocate, has counseled others who are surviving violence committed against their loved ones and continues a relationship with the Department.

CPD staff participates in the Boone County Stepping Up Initiative aimed at diverting persons with mental health issues from jail into appropriate treatment. This collaboration led to the Burrell Center's assigning an additional community mental health liaison (CMHL) full-time to law enforcement agencies in Boone and Randolph counties. The liaison accepts referrals directly from officers when they encounter individuals whose behavior has more to do with their emotional state than with criminal intent. Officers also refer individuals to services listed in a City/County resource guide and in an "app" developed by the City.

CPD is currently working with the Columbia/Boone County Department of Public Health and Human Services to structure a "co-response" model for social workers. This work has continued for three years, and the Department believes there is renewed interest and possible funding.

2. Increase awareness of existing job training programs and strengthen partnerships between the schools, the City and nonprofits around job training. Examine and evaluate the effectiveness and accessibility of micro-loan, entrepreneurial and small business development programs for at-risk populations. Find ways to coordinate with companies outside of the Career Awareness Related Experience (C.A.R.E.) program (perhaps through Regional Economic Development Inc., Chamber of Commerce or other groups) to create job opportunities for youth and increase funding for C.A.R.E.

CPD is a stakeholder. From middle school through high school, Columbia youth are especially vulnerable to choosing actions that put them at risk of connecting with violence. Exploring professions can re-focus a young person's attention on a longer horizon. Some CPD officers are exceptional youth mentors in the field and have lasting influence. By policy, the Chief re-established the CPD Police Explorers program (affiliated with the Boy Scouts of America) and plans to host a one-week youth academy later this summer. The academy will orient participants to all aspects of the police profession. When community health conditions allow it, the Explorers Post will resume meeting twice monthly and providing hands-on learning that leads to supervised, age-appropriate, volunteer service at parades and other events.

At the City Manager's direction, CPD is growing its own pool of potential sworn and civilian employees in cooperation with Columbia Public Schools. The proposed curriculum would engage officers and students at all levels; expose students to academic subjects used in the profession; incorporate Youth Academy, Explorers and internship experience; include Career Center coursework; and prepare students for eventual CPD employment.

3. Develop and strengthen community and City communication tools that list and direct people to community resources and programming opportunities for youth and families. New and existing tools will require frequent updates to keep up with changing program availability.

CPD is a stakeholder. This worthy goal is beyond CPD's capacity, but the Department supports the concept. Having access to comprehensive and continually updated information, especially on a mobile device, would empower officers to be better community caretakers. The Community Outreach Unit worked with several volunteer web developers on a similar task, but that work could not be sustained. Listings in the Resource and Referral Guide published by the Columbia/Boone County Public Health and Human Services Department, however, have been converted to an online application and are used daily.

4. Examine our process for social services funding and insure that it is fair and open. Educate and build capacity for new programs and organizations from the African-American community. Insure that a funding applicant's effort to provide cultural competency training to its staff is considered. Set aside increased funding towards violence prevention.

CPD is not a direct stakeholder in this recommendation but refers individuals to many of these community programs. The City of Columbia, Boone County and the Heart of Missouri United Way collaboratively review and recommend funding for local human services.

5. Increase support, promotion and accountability of the Neighborhood Watch program to expand into new neighborhoods.

CPD is a stakeholder. Neighborhood Watch is a Missouri not-for-profit organization. The Department's officer liaison serves on its Board of Directors. CPD has strong and continuing connections to provide resources, training and information. Neighborhood Watch maintains a website providing access to its list of Board members, bylaws, minutes, annual reports and other information. In its FY 2018 annual report, the Board reported that its trainings resulted in 246 new members and 14 new Block Captains.

6. The City shall host an annual forum involving neighborhood organizations, churches, public schools, CPD, Family Services Division and other interested parties to address social need, crime and discrimination.

CPD is a stakeholder. The Department is aware that the City co-hosted a race and equity forum with Columbia Public Schools on May 3, 2016. While the forum has not repeated

annually, other local organizations are filling this need. CPD has been a willing participant in events hosted by the Inclusive Impact Institute; NAACP; youth violence prevention summit planning team; Chamber of Commerce; and many other groups. The Department continues to collaborate with community members to address these issues.

The Police Chief's Vehicle Stop Committee focuses specifically on improving the accuracy of data used to assess racial disparities in traffic stops. Committee members will submit their recommendations and work with the Chief toward change.

The Chief also hosts "interested party" meetings to review proposed policy revisions before they are adopted.

The Chief is reorganizing the Department's public information function. This change will include an Outreach and Communications Supervisor to help coordinate officer/citizen group engagement and enhance information sharing.

7. Use the City Channel in conjunction with Columbia Public Schools to create positive programming highlighting youth activities and involvement in the community.

CPD is not a direct stakeholder. This recommendation is beyond its professional capacity, but CPD supports the concept. The City Channel is a valued partner that reaches citizens through video content. CPD participates in youth-oriented programming as needed.

Resources

Policies Revised Since March 2019

[CPD Policy 330 - Child Abuse and Neglect Reporting](https://www.powerdms.com/public/COLU/documents/376016)

<https://www.powerdms.com/public/COLU/documents/376016>

[CPD Policy 1048 - Police Explorers](https://www.powerdms.com/public/COLU/documents/379186)

<https://www.powerdms.com/public/COLU/documents/379186>

Other Resources

[Crime Prevention Through Environmental Design](#)

See PR45-20 in the April 6, 2020 City Council Meeting Agenda

https://gocolumbiamo.legistar1.com/gocolumbiamo/meetings/2020/3/3978_A_City_Council_20-03-16_Meeting_Agenda.pdf

[CoMo Resources website](#)

<https://www.como.gov/health/human-services/como-resources/>

[Columbia Neighborhood Watch website](#)

<https://www.columbianeighborhoodwatch.org/>

Pillar 2: Intervention

Summary of Task Force Findings

The Task Force finds that youth facilities and trained, trusted adults can provide advice and environments where diverse young people feel welcome and comfortable.

Summary of Recommendations

Helpful steps could include creating a youth community cultural center and a family access center, interrupting violence and increasing the stock of community mentors. Schools could identify at-risk students, have more School Resource Officers on-site and minimize the effects on students who frequently switch schools.

CPD Capacity to Fulfill Intervention Recommendations

The Department is a stakeholder in six of the seven recommended actions and the lead implementer of one recommendation relating to School Resource Officers (SROs). CPD's internal strengths include the positive effects of officers visiting schools; strong partnerships with FACE (Family Access Center of Excellence), colleges and the University of Missouri; and community meeting space that will be part of the Molly Thomas Bowden Neighborhood Policing Center now under construction. The Department does not have the space, funding or staff to run a local police athletic league that combines sports, academic coaching, mentoring and personal development. CPD's agreement with Columbia Public Schools to base SROs in three high schools and selected middle schools expires June 30, 2020 and will not be renewed.

External opportunities are present in the nurturing work of local organizations focusing on youth and cultural understanding. Conditions that threaten the community's capacity to successfully intervene before violence occurs include the disruptions caused by the COVID-19 health emergency. With schools closed, students may or may not have access to online learning and contacts with mentors. Team sports may or may not be resumed at levels that keep youth engaged and energized. School Resource Officers and a Community Outreach Officer have been connecting with students in challenged neighborhoods to keep them supported while Columbia schools are closed.

CPD Contributions to Fulfilling Intervention Recommendations

1. The community needs to expand youth oriented spaces, activities and programs that focus on cultural and educational curriculum throughout the City. The parking lot adjacent to the Armory should be considered as an opportunity for the creation of a Youth Community Cultural Center where the staff and programming reflect the diversity of the community it serves.

CPD is a stakeholder. The Boys and Girls Clubs of Columbia (BGCC) significantly expanded its building on North 7th Street and is extending programs to elementary school students in north Columbia. A CPD Assistant Chief serves on the BGCC Board of Directors, creating opportunities for the Department to partner with other members on behalf of local youth.

2. Support the implementation of a Family Access Center to provide a safe and neutral facility where youth and their families can obtain the necessary community services in an effort to divert negative behaviors in youth before they escalate. The center would also be a place that law enforcement could utilize to allow a child to obtain the necessary services without placing the child within the framework of the juvenile justice system.

CPD is a stakeholder. FACE is a trusted ally and partner with the Department. Officers regularly refer families for mental health, case management and other services. Both CPD and the Columbia/Boone County Department of Health and Human Services have designated positions on the FACE Board of Directors.

3. Partner with the University of Missouri and local colleges to improve participation in mentoring programs and increase the number of minority mentors. This may be done through academic rewards, class credit, sorority and fraternity participation or other incentives. View quality mentors as a community resource that needs to be used effectively and allowed to grow. Processes are needed for including rehabilitated offenders as mentors.

CPD is a stakeholder. Local colleges and the University of Missouri fulfill mentoring roles for their own diverse groups of young adults and for K-12 students in Columbia Public Schools. Some students combine community service with academic credit, some serve through campus and Greek organizations and some campuses are Partners in Education with local schools.

Many service organizations and faith organizations mentor youth in their congregations and reach out to others in the community. One local pastor, for example, regularly engages Mizzou athletes, CPD and the Columbia Parks and Recreation Department in sports “clinics” at Douglass Park. Mentoring from rehabilitated offenders can be effective. After a string of homicides occurred last fall, several individuals discussed community safety in a public forum involving parents, children, City leaders, CPD and others.

4. Establish a program (based on best practices) where community members and school facilitators who *[sic]* facilitate violence interruption and mediation activities like the Chicago model “Violence Interrupters” or “Street Soldiers.”

CPD is a stakeholder. As noted earlier, a CPD officer experienced in neighborhood caretaking is researching violence interruption programs. The Chief wants to find a strategy that has been validated and that engages community members and the police as interveners. It must fit Columbia’s current conditions.

5. The Columbia Public School system should more actively engage in intervening in students' lives by identifying risk factors earlier (deficiencies in academic performances, attendance) and acting on these issues immediately with long-term, individual academic plans and before an Individualization Education Program is needed.

CPD is a stakeholder. While CPS is the lead implementer for this recommendation, CPD has regularly connected with students, families and school staff through School Resource Officers, school visits and other interactions. To the extent officers notice or become aware of risk factors, they share this information with appropriate partners and resources.

6. School Resource Officers need to be in all middle schools and high school buildings as an opportunity for building a trusting relationship between the officers and the students.

CPD is a lead implementer. The agreement executed by Columbia Public Schools and the City of Columbia last fall expires June 30, 2020 and will not be renewed. Some or all of the four SROs may transition to Community Outreach Officers who regularly connect with students both at school and out of school, as they circulate through neighborhoods.

7. Columbia Public Schools needs to adopt strategies that help minimize the negative impacts of students' switching school districts frequently. This may include standard curriculums on core academic studies (math, reading, etc.) and policies, especially discipline, that apply to all children in order to address the district-wide mobility issues. A child should be able to move from one school to another and not become displaced in their academic studies.

CPD is a stakeholder. Officers regularly connect with homeless individuals and family members when responding to calls and sometimes in schools. To the extent officers notice or become aware of risk factors, they share this information with appropriate resources and refer families to services.

Pillar 3: Enforcement

Summary of Task Force Findings

The Task Force finds that, although the Columbia Police Department is heading in the right direction, there still is work to do to build trust, especially with African-American citizens.

Summary of Recommendations

Helpful steps could include a community policing model with positive communication; cultural competency training for officers; and more public involvement in and accountability for CPD's vision, mission and goals. Greater community appreciation for police and providing resources and leadership to attract the best officers could further enhance enforcement.

CPD Capacity to Fulfill Enforcement Recommendations

The Department is the lead implementer for all the recommended actions. Contributors to CPD's internal strengths include Command staff, City Management and top elected officials all committed to spreading balanced policing across Columbia.

The vision for community policing aligns with CPD's current vision statement: "A safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner."

CPD defines "community policing" as: "The placement of officers into neighborhoods in which they, as guardians, form long-term relationships in an effort to open lines of communication and resolve community issues through the incorporation of community partnerships, problem-oriented policing and citizen input."

CPD upholds the values of fair and transparent decision-making; employee and citizen empowerment; trust and respect; and community caretaking and safety. The Department, however, still is in the early stages of spreading the community outreach model to more Columbia neighborhoods. Over the next few years, this will require a steady infusion of capable field personnel, an efficient records management system, better communications and supervisors ready to step into command roles as senior employees retire.

External opportunities are present in the many willing partners who care about keeping Columbia safe and the Department accountable. Citizens, organizations and news media want to know how CPD is fighting crime and guarding the community. Businesses support the Department with donations, acts of appreciation and space for substations. The agency's capacity to meet the enforcement needs of a growing city, however, is threatened by resources that do not keep pace with demand. CPD continues to work with citizens who have lost trust in government and the justice system and expects community relations and crime to be affected by disruptions associated with the COVID-19 health emergency.

CPD Contributions to Fulfilling Enforcement Recommendations

1. The Columbia Police Department should implement a system of accountability with independent verification of and public participation in their vision, mission and goals. CPD should be provided the funding, staff and leadership to move beyond responsive policing and positively engage the community.

The Department's accountability starts with individual employees and proceeds through supervisors up to and including the Police Chief. The Chief is directly accountable to the City Manager, who serves at the pleasure of the elected City Council. Each person takes an oath upon entering service and, therefore, is accountable to citizens.

CPD addresses specific employee issues through supervisory coaching and internal investigations, with findings that may be upheld or modified by the Police Chief. Certain employee grievances may be appealed to the City's Personnel Advisory Board, with findings ultimately resolved by the City Manager. Other reviews include use of force, motor vehicle pursuits, biased policing and citizen compliments and complaints.

CPD also investigates citizen complaints about alleged officer misconduct. If the citizen (or the officer) disagrees with the Police Chief's finding, the decision may be appealed to the Citizens Police Review Board appointed by the City Council. If the Chief rejects the Board's decision, it may be appealed to the City Manager. The Board publishes an annual report of the matters it considers.

The Department's internal affairs, training and policy units regularly review these transactions to proactively shape policing practice. Their collaborative work can identify issues before they become problems and obstruct the CPD mission. The Chief will assign an experienced officer to review the cycle of policy, training and practice and its effects on equity within the Department and within the community.

The Chief invites public review and comment on CPD policies in interested party meetings. Anyone may attend to ask questions and discuss the Chief's reasoning associated with proposed policy changes. Community revisions may be adopted and then forwarded for the City Manager's final review and approval. CPD will promote these sessions more effectively to attract more participants.

City Council members authorized an extensive public engagement process relating to community policing and, even though the report from that process was not accepted, the community offered many insights into their policing expectations. On March 4, 2019, one month after his Interim appointment, Chief Jones updated Council members on the Department's work to unify employees and engage with citizens through communication, policy change and training. All Council members expressed satisfaction with the Department's progress and said they trusted CPD to continue its work without detailed, Council-driven oversight.

In his December 16, 2019 report to City Council members, Chief Jones described organizational changes through which community policing would be expanded city-wide over the next five years. Reducing command positions and appropriately diverting some responsibilities to non-sworn staff put several more officers in neighborhoods. Although Community Outreach Officers no longer functioned as a special unit, they were available to teach their trust-building strategies to their colleagues. The intent was to inject expertise throughout CPD. This training model was well meant, but it did not have a structure that citizens could recognize or support as community policing.

The Chief will restore the former Community Outreach Unit that successfully worked with citizens in central, north and east Columbia from 2016 - 2019. Data and intelligence will guide officer assignments. Proven ability to effectively connect citizens with resources is the litmus test for CPD career advancement. To help rising leaders meet this expectation, all sergeants will be trained in community resource delivery and in basic supervision skills.

In light of poor policing practices in other cities, some citizens urge de-funding their law enforcement organizations so they can build community police departments. Their focus is on replacing or supplementing the traditional police response with other trained helping professionals such as social workers and counselors.

CPD and local agencies have advocated a “co-response” approach for several years because so many calls involve persons with mental illness. Most CPD officers are trained in crisis intervention techniques. They may initially assess an individual’s condition and attempt to guide him or her directly to resources or to a Community Mental Health Liaison (CMHL). Often, however, an officer may not have the time to connect someone with an appropriate resource.

Without that connection, the individual may be involved in repeated calls for service or, if there is criminal behavior, may be jailed. When an officer and a mental health professional respond together, there is greater potential to decrease involvement with the justice system through referrals to resources and case management. This is the goal.

The Department is gradually building caretaking capacity for these citizens. With funds from the Missouri Department of Mental Health, Burrell Behavioral Center has added a CMHL to serve law enforcement agencies in Boone and Randolph counties. For Boone County, in particular, these are the first steps toward police and mental health professionals co-responding to special calls for service.

Responding to calls for service will always be part of policing and law enforcement. Individuals continue to prey on law-abiding citizens, sometimes causing injury and death. These predators need to know that the community does not accept this behavior as a norm. They need to know that citizens and CPD have come together to prevent and mitigate violence.

The Department works each shooting as though it was a homicide. CPD follows all leads from the community, from witnesses and from victims and brings in resources to enhance

investigations. After a string of homicides last year, a task force of local, state and federal agencies was established to reduce gun violence and increase efficiency and manpower during critical incidents.

2. The trust gap between the African-American community and police needs to be aggressively addressed by the Police Department and the community. Building community trust may be the most effective way to extend the reach of our Police Department to both solve and prevent violent crimes. The move toward a Community Policing Model should be continued. Proactive messaging and respectful communications should be highlighted in every opportunity for communication from the department website, to press releases to every interaction officers have with citizens. Further appearances of militarization should be avoided in the choice of equipment.

Last year the Chief appointed a diverse Vehicle Stop Committee to review racial disparities associated with traffic stops and recommend new data that will provide more insight into this policing practice. The Committee's progress was postponed by health orders advising citizens, including those serving on City boards and commissions, to stay socially distanced.

Vehicle stop data released during the interim, however, show that significant, unexplained disparities still exist, especially for investigative stops. Committee members will resume their deliberations in July. Until they identify actionable steps that reduce the effectiveness of crime detection and reduction, the Chief believes it is necessary to reduce this type of contact to assure the Department is policing fairly.

When the City declared a health emergency in March, the Chief ordered several changes in traffic enforcement operations to limit the spread of the virus through personal contact. Officers were ordered to stop drivers only for hazardous moving violations. They also had discretion to stop for other violations if a person was a known threat to the community and if the officer could articulate facts to support the stop. Special Order 20-500-1 extends this practice until the end of the year.

The Chief also will address local driving behaviors that put others at risk. He intends to expand CPD's Traffic Unit and improve its capabilities to enforce hazardous moving violations or stop for an articulable cause. Officers will prepare written documentation, such as a citation or warning, for each traffic stop.

Until the end of this year, the Vehicle Stop Committee will have time to continue its work and see if these traffic enforcement strategies affect crime in Columbia. The Chief will wait for the Committee's recommendations, based in sound research, before deciding how to proceed in 2021.

Last September the Department hosted a community empowerment bus trip to the National Civil Rights Museum in Memphis, Tennessee. More than 30 community members and sworn and civilian CPD employees (of different races, genders, ages, faiths and sexual orientations) participated in facilitated discussion on the way there and back. The group

was a collection of acquaintances when the trip started. The return trip revealed everyone's greater understanding of themselves as friends and colleagues with different life experiences. CPD hopes to return to Memphis with a different group of participants when it is possible to travel again.

In Columbia, most homicide victims are young persons of color, and this takes a terrible toll on the future of that generation. A focus on preventing homicides has drawn African-American leaders and CPD staff closer together. The Chief makes it a habit to include younger officers in public discussions and events relating to community violence. This provides valuable context for them and contributes to a growing mutual trust that connects African-American citizens and the police.

The Chief's expectation is that all CPD staff will communicate respectfully with each other and with everyone else in the community including, to the extent possible, when enforcing the law. When communication goes awry, the Department is obligated to improve its practices. While the look of some of the heavy equipment CPD uses may send a militaristic message, it is intended to assure safe working conditions for officers in highly volatile settings. The "Bearcat" serves as a command post where officers can confer on appropriate actions or as a shield when needed to approach a building under possible fire. No weapons are affixed to this vehicle. CPD takes the Bearcat to public events where people may tour it, ask questions and get a better understanding of its purpose.

3. Cultural competency training should be robust and effective for the Police Department and public schools, involving diverse members of the community to both enhance training and provide another avenue for relationship building. Cultural competency training programs should be evaluated by an experienced third party, with an ongoing process of accountability that includes anonymous surveys by officers evaluating training programs. Retired officers in the community should be used as a resource for training and mentoring our young police force.

CPD assures that its total workforce...sworn, civilian and volunteer...is trained and competent to achieve the Chief's vision of policing in Columbia. That vision promotes a balance of caretaking and law enforcement based in the values of trust, transparency, community and empowerment. Every employee and his or her supervisor is accountable to recognize areas where training would benefit individual performance and career goals, remedy practices where improvement is needed and allow an employee to attain special skills.

To maintain their professional standing, all commissioned personnel must receive 24 hours of continuing education every year. Subjects include legal studies; technical studies; interpersonal perspectives; firearms skills; racial profiling; and electives. Any officer out of compliance with continuing education requirements has three months to get those hours or be suspended by Missouri P.O.S.T. (Peace Officer Standards and Training) until in compliance.

CPD employees also are trained in the policies and practices appropriate for their work roles. Volunteers may be approved to attend CPD in-service training in several areas, including community policing philosophy; cultural competency; bias-free policing; implicit bias; customer service; and Columbia history and culture.

The Training Lieutenant recommends training plans and topics to the Police Chief. Outside sources may provide special instruction if the Training Unit cannot develop the lesson. Courses must be approved by P.O.S.T. or delivered by an approved provider.

Over the last few years, the Unit has trained staff in Fair and Impartial Policing; Total Community Policing; Community Outreach Policing; and Procedural Justice. Last year an approved provider trained all CPD staff in customer service skills, tailored to their roles in the Department. Officers generally complete anonymous evaluations of in-service training.

The Chief has directed the Training Lieutenant (who co-founded and supervised CPD's Community Outreach Unit) to infuse Columbia's community policing philosophy and practice into every training topic. Community members and retirees will participate in developing and delivering this instruction.

4. The Columbia Police Department should be provided with the resources and the leadership to attract, train and retain the best officers. A system of professional development and promotion should be instituted that rewards the softer skills of relationship building, community involvement and cultural competency.

The combined leadership of the Chief and the City Manager has improved officer morale and raised the bar for agency performance. Expectations are high. The message to officers from CPD's supervisors, command staff and administrators is, "We support you and expect you to do the right things for the right reasons."

At this writing, there are fewer than five officer vacancies, and there are applicants on a waiting list. CPD is attracting both new and more seasoned professionals. The FY 2020 pay package approved by City Council helps attract applicants and has stabilized the force of front-line officers and immediate supervisors. Sworn positions have increased from 165 in FY 2015 to 184 in FY 2020. Converting some positions from sworn to civilian was a cost-effective way to put more officers on the street

CPD's Training Lieutenant is in charge of finding, developing and retaining officers. Sworn staff are being trained and evaluated in community policing. An officer must master tactics, safety, resource familiarity, investigative knowledge and application, technology and community partnership development before reaching the status of "Total Cop." Promotions, assignments, discipline and praise are based on qualifications. Community policing and problem-solving are included in goals for all employees. Opportunities are earned by those who help move the Department forward to balance enforcement with building trust and relationships.

At the City Manager's direction, CPD is growing its own pool of potential sworn and civilian employees. In cooperation with Columbia Public Schools, the proposed curriculum would engage officers and students at all levels; expose students to academic subjects used in the profession; incorporate Youth Academy, Explorers and internship experience; include Career Center coursework; and prepare students for eventual CPD employment.

5. 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. The City of Columbia should strive to provide the best pay and benefits to attract the best officers. Community events involving children and youths should be held to allow young people the opportunity to develop a positive view of the police. The community should create and expand homeownership and rental rebate programs to incentivize police officers to live in the neighborhoods they serve.

CPD is grateful for those who show their support through donations, messages and joint partnerships. All of it means a lot to officers and the whole CPD family. The Columbia Police Foundation was formed in 2002 to support the Department's regular and charitable activities and to promote community safety and awareness. The Foundation helps CPD purchase equipment, funds peer support training and offers life insurance coverage to all law enforcement in Boone County.

Businesses frequently donate catered meals for officers and have been especially attentive during holidays and throughout the COVID-19 health emergency. They also partner with the Department to keep their workplaces safe, and some host police substations on their properties. Especially touching are the signs, notes, social media posts and personal contacts from appreciative citizens.

In Columbia, many younger children are highly open to contacts with officers when they visit elementary school buildings and events. Middle and high school students connect with officers and other members of the force through career exploration and presentations hosted by churches and youth-serving agencies. When a parent is absent or in distress, an officer frequently provides a continuing, reliable relationship for a child, until things become stable.

Believing that appreciation starts at home, the Chief's management expectations are shaping an environment where employees can thrive. Gold buttons on command uniforms, which created visual distancing between labor and management, are gone. Command is expected to know their employees as individuals and professionals; to empower them to make decisions based on reasonableness and positive community impact; to help them develop their careers; and to reward good performance. As in any other family, two-way communication contributes to respect and trust in the workplace.

Nine percent of CPD's 184 sworn and 41 civilian budgeted positions are held by non-white employees. Eighteen sworn officers are visible in the community on regular patrol, in schools, building neighborhood relationships, as field training officers, enforcing DWI laws

and working street crimes. Three civilians hold positions in the evidence, records and training units, and a fourth is budgeted in the City's Community Relations Department but housed at CPD. Eight of these employees joined CPD since the Chief's interim appointment.

Compensation, such as the FY 2020 pay package approved by City Council, is a more tangible form of appreciation. The Columbia Police Officers' Association has been an ally in negotiating pay and working conditions. Significant revenue losses, however, have indefinitely delayed the purchase of take-home cars that Council intended as incentives for officers to better serve their assigned neighborhoods.

Memoranda of understanding and agreements with other local law enforcement agencies bolster resources available to CPD officers. Joint action to clarify enforcement responsibilities and conditions for mutual aid is a force multiplier for critical incidents.

CPD honors its employees and citizens for their contributions to the Department and to keeping the community safe. For sworn members, the Department recognizes acts of bravery; wounds sustained in action; meritorious and distinguished service; life-saving; and commendable performance. Citizens also may be honored for meritorious acts. Nominations are welcome from inside and outside the Department, and award ribbons are bestowed in public ceremonies.

Starting this year, the Columbia Police Foundation assumed responsibility for the Employee of the Year Awards. This change is based on a mutual desire to assure that the award process is fair and impartial. The Foundation Board of Directors includes Department employees and citizens, but only independent citizen members will review nominations and select award winners. All nominees...rookie, civilian, supervisor and Molly Thomas Bowden officer of the year...will be judged on their demonstration of integrity, honesty and respect in all actions. In addition, all sworn nominees will be judged on how they demonstrate the Columbia policing philosophy in all their actions and how they give back to the community.

Resources

Policies Revised Since March 2019

[CPD Policy 106 - Policy and Procedure Manual](https://www.powerdms.com/public/COLU/documents/375032)
<https://www.powerdms.com/public/COLU/documents/375032>

[CPD Policy 208 - Training](https://www.powerdms.com/public/COLU/documents/375072)
<https://www.powerdms.com/public/COLU/documents/375072>

[CPD Policy 226 - Multi-Year Planning](https://www.powerdms.com/public/COLU/documents/1615221)
<https://www.powerdms.com/public/COLU/documents/1615221>

[CPD Policy 300 - Use of Force/Response to Resistance](https://www.powerdms.com/public/COLU/documents/375554)
<https://www.powerdms.com/public/COLU/documents/375554>

[CPD Policy 306 - Handcuffing and Restraints](https://www.powerdms.com/public/COLU/documents/375559)
<https://www.powerdms.com/public/COLU/documents/375559>

[CPD Policy 307 - Remote Restraint Device/BolaWrap 100](https://www.powerdms.com/public/COLU/documents/1724009)
<https://www.powerdms.com/public/COLU/documents/1724009>

[CPD Policy 308 - Control Devices and Techniques](https://www.powerdms.com/public/COLU/documents/375563)
<https://www.powerdms.com/public/COLU/documents/375563>

[CPD Policy 310 - Officer Involved Shooting/Critical Incidents](https://www.powerdms.com/public/COLU/documents/375585)
<https://www.powerdms.com/public/COLU/documents/375585>

[CPD Policy 314 - Vehicle Pursuits](https://www.powerdms.com/public/COLU/documents/375596)
<https://www.powerdms.com/public/COLU/documents/375596>

[CPD Policy 316 - Officer Response to Calls](https://www.powerdms.com/public/COLU/documents/375598)
<https://www.powerdms.com/public/COLU/documents/375598>

[CPD Policy 318 - Canines](https://www.powerdms.com/public/COLU/documents/375611)
<https://www.powerdms.com/public/COLU/documents/375611>

[CPD Policy 322 - Search and Seizure](https://www.powerdms.com/public/COLU/documents/375616)
<https://www.powerdms.com/public/COLU/documents/375616>

[CPD Policy 340 - Code of Conduct](https://www.powerdms.com/public/COLU/documents/376053)
<https://www.powerdms.com/public/COLU/documents/376053>

[CPD Policy 384 - Volunteers](https://www.powerdms.com/public/COLU/documents/1891069)
<https://www.powerdms.com/public/COLU/documents/1891069>

[CPD Policy 402 - Bias-Free Policing](https://www.powerdms.com/public/COLU/documents/376892)
<https://www.powerdms.com/public/COLU/documents/376892>

[CPD Policy 410 - Ride-Along Observer Program](https://www.powerdms.com/public/COLU/documents/376911)
<https://www.powerdms.com/public/COLU/documents/376911>

[CPD Policy 446 - Mobile Audio Video](https://www.powerdms.com/public/COLU/documents/378371)
<https://www.powerdms.com/public/COLU/documents/378371>

[CPD Policy 500 - Traffic Enforcement Function and Responsibility](https://www.powerdms.com/public/COLU/documents/378396)
<https://www.powerdms.com/public/COLU/documents/378396>

[CPD Policy 516 - Traffic Citations](https://www.powerdms.com/public/COLU/documents/378400)

<https://www.powerdms.com/public/COLU/documents/378400>

[CPD Policy 1030 - Compliments, Commendations and Awards for Exceptional Performance](https://www.powerdms.com/public/COLU/documents/379155)

<https://www.powerdms.com/public/COLU/documents/379155>

[CPD Special Order 20-500-1 - Traffic Enforcement Modifications](https://www.powerdms.com/public/COLU/documents/2063797)

<https://www.powerdms.com/public/COLU/documents/2063797>

Other Resources

[Columbia Citizens Police Review Board website](https://www.como.gov/Council/Commissions/description.php?bcid=14)

<https://www.como.gov/Council/Commissions/description.php?bcid=14>

[Chief's Updates on Community Policing and Vehicle Stops Committee](http://www.como.gov/CMS/granicus/downloadfile.php?type=agenda&id=1713)

<http://www.como.gov/CMS/granicus/downloadfile.php?type=agenda&id=1713>

See REP23-19 and REP24-19 in the March 4, 2019 City Council Meeting Agenda

[Chief's Updates and Council Responses](http://www.como.gov/CMS/granicus/downloadfile.php?type=minutes&id=1713)

<http://www.como.gov/CMS/granicus/downloadfile.php?type=minutes&id=1713>

See pgs. 14 – 15 in the March 4, 2019 City Council Meeting Minutes (also attached to this update)

[Chief's Community Policing and Staffing Plans](http://www.como.gov/CMS/granicus/downloadfile.php?type=minutes&id=2544)

<http://www.como.gov/CMS/granicus/downloadfile.php?type=minutes&id=2544>

See pgs. 2-3 in the Dec. 16, 2019 City Council Work Session Minutes (also attached to this update)

Pillar 4: Re-Entry

Summary of Task Force Findings

The Task Force finds that more accountability and greater access to supports and resources could reduce the potential for the community's highest-risk offenders to re-offend.

Summary of Recommendations

Helpful steps could include identifying high-risk offenders; mandating a City-level supervision program; requiring participation in the Pathway to Change program; and engaging City staff in the Boone County Offender Transition Network (BCOTN).

CPD Capacity to Fulfill Re-Entry Recommendations

The Department is a designated co-lead implementer for one of the four recommended actions and is a stakeholder in two other actions. CPD's internal strengths include its experience with and intelligence regarding high-risk offenders. The Department, however, has no formal authority to run or ability to sustain a City re-entry supervision program.

External opportunities are present in the Department's relationships with re-entry service providers and other parts of the justice system. The Missouri Department of Corrections, however, occupies much of this field and chooses qualified partners to facilitate re-entry.

CPD Contributions to Fulfilling Re-Entry Recommendations

1. Identify offenders returning from prison to the Columbia area who are at the highest risk of committing violent crimes. Research suggests that 80% of the crime is committed by 20% of the people, and the bulk of attention needs to be directed toward those with the highest risk to reoffend. Interventions are most effective with the highest risk offenders and evidence-based strategies with this population MUST begin with a valid and reliable assessment. Specific criteria need to be developed to identify this target group including violent history, conduct violations in prison, number of arrests, feedback from police, Probation and Parole (P&P) and community member feedback, to name a few.

CPD is a stakeholder. The Department supports any community-wide activity to systematically identify high-risk individuals as they leave jail or prison and deter them from further violence. Officers frequently encounter these men and women as they return to their neighborhoods. CPD participates in the County's Stepping Up initiative designed to divert offenders to effective services that reduce their likelihood of recidivism.

2. Create a mandatory “City-Level” Re-entry Supervision Program for high-risk offenders. A team approach will include a designated Re-entry Police Officer, P&P Officer and a Community Liaison who will provide supervision in addition to state parole and will provide increased accountability as well as increased access to information, supports and resources. Research suggests that increased accountability as well as increased access to information, resources and support will reduce the likelihood one will reoffend. This strategy will also single out our most dangerous offenders and put them on notice that we are here to help, but they have been singled out for additional accountability and we will act quickly should they revert back to old behavior. The Police Department would need additional funds to designate police officer(s) to work with this target population. Community Liaisons will need to be identified as well as the criteria needed for these individuals to be effective. The authority of the City to impose sanctions will also need to be identified – for example, can the City place an offender in jail for one week for violating program expectations.

CPD is a lead implementer. Currently CPD does not have the authority or capacity to manage a City-level re-entry program. The Department would support joint research on this topic if directed by City leaders.

3. Require “Target Population” to attend and complete the Pathway to Change cognitive behavioral therapy program offered by the Division of Probation and Parole. Pathway to Change is an evidence- based intervention shown to reduce recidivism in Missouri. Because dysfunctional behaviors are the result of dysfunctional thoughts, this cognitive restructuring program can be expected to reduce crime among violent offenders in the Columbia area. P&P has already indicated they presently have capacity to immediately begin adding this target group to existing classes.

Pathway to Change is not listed in the State of Missouri’s Probation and Parole Manual. The document states that cognitive skills development programs are available in correctional centers. This may indicate that the program identified by the Task Force no longer exists in its previous form.

4. Designate two City employees to actively participate on the Boone County Offender Transition Network (BCOTN), one of which is a police officer. The City of Columbia has yet to engage in BCOTN which is our community’s only coalition of concerned citizens and service providers who meet monthly to share information and develop strategies to reduce the likelihood returning offenders will reoffend. Participation by the City in this effort is both needed and expected. The City will need to designate one police officer and one other appropriate staff member to participate in monthly BCOTN meetings.

CPD is a stakeholder. The MidMo Recovery Coalition has replaced the Boone County Offender Transition Network (BCOTN). In the Coalition’s words, it strives to assemble a “true collaboration...where all can speak into and address addiction and crime as a

community.” The Missouri Foundation for Health and Boone County both provide funds for the organization. Designated CPD representatives include the Police Chief, the Training Lieutenant and a Community Outreach Officer. The Department has a long relationship with in2Action Director Dan Hanneken. His agency is a re-entry partner with the Missouri Department of Corrections.

Other Recommendations

Task Force Finding

The Task Force finds that these recommendations are timely and supported by all members.

Summary of Recommendations

Helpful steps could include directing more community development funds to violence prevention; focusing first on a previous offender's skills during the job application process; and finding a stable home and support for the High Steppers youth drill team.

CPD Capacity to Fulfill Other Recommendations

The Department is not a designated lead implementer or direct stakeholder for any of the recommendations, but it supports the progress made by the City of Columbia and other local organizations.

CPD Contributions to Fulfilling Other Recommendations

1. Consolidated Plan and other Federal and State funding granted to the City: During the Task Force's process the City Consolidated Plan was being updated. The Consolidated Plan is a planning document required by the Department of Housing and Urban Development (HUD). The Consolidated Planning process assesses affordable housing and community development needs and market conditions to determine how funds can best serve the community. The Task Force decided to issue a broad recommendation concerning the use of federal and state funds that could be used to reduce violence. "The City of Columbia and those operating on behalf of the City should make efforts which directly target the reduction of violence in the City of Columbia as a priority. This priority shall apply to funding decisions including but not limited to state and federal dollars."

The City's Community Development Department will be able to respond to this question. CPD, however, appreciates the job and skill training opportunities provided through funded programs, such as Job Point. Participants are building affordable homes in some challenged neighborhoods. This creates success for those individuals, improves neighborhood safety and property values and provides secure housing for families.

2. Ban the Box: "Ban the Box" aims to create a more level employment field for people returning to society from incarceration. The Task Force noted a strong correlation between recidivism rates and employment. Finding a job upon re-entry is one of the leading predictors they will not re-offend. Considering the large number of offenders returning to Boone County each year, the Task Force saw

increasing employment opportunities as a vital part of their task. If passed, the proposed ordinance would amend Chapter 12 of the City Code to prohibit employers in Columbia from asking job applicants about their criminal history until after a conditional job offer has been made. Certain jobs would be exempt as required by federal and state statutes. The ordinance would also encourage employers to consider the severity of the offense, time since the offense and rehabilitation efforts before making any final decisions.

Enacted by City Council on Dec. 1, 2014, the Fair Chance Hiring Law (City Ordinance Sec. 12-90) applies to all employers within the City limits of Columbia. The ordinance prohibits employers from including questions about an applicant's criminal history on a job application and from inquiring about an applicant's criminal history, such as a background check, until after a conditional job offer. There are exceptions for some jobs, as required by state and federal laws.

3. Home for the Blind Boone High Steppers: Formed in 1979, the Blind Boone High Steppers is a non-profit youth precision drill team. The group has struggled to find a facility to meet and practice in. Seeing value in a program that has served low-income and at-risk youth in the community, the Task Force asked the City to help the High Steppers find a home.

Now known as the Missouri High Steppers, this youth group is housed with and supported by Boys and Girls Clubs of Columbia. University of Missouri service learning students help mentor High Steppers, and their drills are frequently featured at Mizzou sports events.

Attachments

Chief Jones' Memo (including CPD Policy 300) to City Manager John Glascock: Response to Campaign Zero Ordinances, June 9, 2020

Chief Jones' Updates on Community Policing and Vehicle Stops Committee and City Council Responses, March 4, 2019 City Council Meeting Minutes

Chief Jones' Community Policing Plan, presented Dec. 16, 2019

Chief Jones' 2020 Staffing Plan, presented Dec. 16, 2019


City Council Work Session Minutes, Dec. 16, 2019



Columbia Police Department

Informational Memo



TO: JOHN GLASCOCK, CITY MANAGER
FROM: GEOFF JONES, CHIEF OF POLICE 
REF: RESPONSE TO CAMPAIGN ZERO ORDINANCES
DATE: 06-09-20

Mr. Glascock,

I received the email from one of our citizens referencing Campaign Zero, an effort to reduce police killings. I have reviewed the eight requests and have some feedback on each point. The email requests the following:

1) Ban officers in using chokeholds and neck restraints.

Strangle and Choke holds are currently prohibited by Columbia Police Department Policy 300.11.4. This policy states in part, "Choke, strangle or similar holds which restrict the flow of blood to the brain or the person's ability to breathe are prohibited except where the officer reasonably believes there is an imminent threat of death or serious physical injury to him/herself or a third party and this action is the only reasonable means at the time to stop the threat."

The policy does allow for this type of hold to be applied when the level of reasonable force has reached the level of deadly force. In short, these holds are not to be used unless officers are intentionally applying deadly force.

There have been no deaths in Columbia as a result of a Columbia Police Officer applying a choke/strangle hold.

2) Restrict deadly force to be authorized only when strictly necessary to protect life after all other reasonable alternatives are exhausted, including the use of de-escalation and non-lethal force techniques.

The application of force is governed by Policy 300 Use of Force/Response to Resistance. Objective reasonableness must be the standard. The use of a force continuum in application will not be effective in reducing negative outcomes. The use of a force continuum in a training environment gives officers a sense of a starting and ending point in force applications while infusing sound judgment. In situations that do not pose an immediate threat, a step-through process might be more effective, but this is already the policy of the CPD. 300.6 states, "Officers shall use only that amount of force that appears reasonably necessary given the facts and circumstances at the time of the event to accomplish a lawful objective. The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident. Given that no policy can realistically predict every possible situation an officer might



Columbia Police Department

Informational Memo



encounter, Officers are entrusted to use well-reasoned discretion in determining the appropriate response to resistance in each incident. For situations that do not pose an immediate threat, officers are entrusted and encouraged to slow down the situation, take advantage of distance, cover, and tactical repositioning, and use de-escalation techniques to achieve a lawful objective whenever possible. Supervisory assistance should be requested as applicable. With the understanding that an officer can never know the actual nature of a threat or actual intent of another, the ultimate objective of every law enforcement encounter is to avoid or minimize injury. Nothing in this policy requires an officer to retreat or be exposed to possible physical injury before applying reasonable force."

To expect officers to adhere to the standard of "strictly necessary" would require that an officer faced with an imminent threat have every piece of information available, process it and comprehend it before making a threat assessment and responding to a threat. This level of knowledge and insight is rarely if ever achievable in these types of situations and could not be adhered to by even the most educated, trained, and experience officers.

3) Require comprehensive reporting of incidents where officers use force.

Our officers document every use of force through the software program "BlueTeam". This software requires comprehensive reporting and is the starting point for the internal review process that occurs with every use of force. This system also sends alerts to supervisors when there are repeated uses of force within a set time period, allowing for supervisors to have a second set of review. Every citizen contact should be recorded, by policy, with both audio and video which is also reviewed during the use of force review process.

Our policy 300.13 states, "A written report will be submitted any time an employee: a. Discharges a firearm, for other than training or recreational purposes (does not include the humane killing of an injured animal); b. Takes an action that results in, or is alleged to have resulted in, injury or death of another person; c. Applies force through the use of lethal or less lethal weapons; or d. Applies weaponless physical force at a level as defined by this agency. The report shall document completely and accurately the factors perceived at the time of the incident and why he/she believed the response to resistance was reasonable under the circumstances. The report should be completed, depending on the nature of the incident, prior to the end of shift unless the delay is authorized by a supervisor." Also relevant is the BlueTeam entry portion of our policy, "A response to resistance entry containing information on the force used must be made through the Blue Team software. Information entered into the system should include: a. Race, gender, and age of the subject to which force was applied; b. Date, time, and location of the incident; c. Identity of all parties involved; d. Details of the incident including a summary of circumstances leading to the use of force/response to resistance; e. Documentation of all injuries; and f. Medical treatment provided. Blue Team entries are required for the following circumstances: a. Any circumstances related to response to resistance that requires supervisor notification. b. Use of a restraint chair. c. Any time an officer points a firearm at any person in response to the person's physical or implied actions. d. When any amount of physical effort is used to compel compliance by an unwilling subject. e. Any discharge of a firearm on or off duty, for other than training or recreational purposes (does not include the humane killing of an injured animal). f. Any discharge of a less lethal weapon either at a person, animal or at an



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inanimate object for the purpose of breaching an entry.”

- 4) Require that officers intervene when another officer is using excessive force.

Our policy requires officers intervene when they are able and report these acts to a supervisor. Our policy 300.8 states, “Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force. An officer who observes another employee use force that exceeds the degree of force permitted by law should promptly report these observations to a supervisor.”

There have been no allegations of misconduct in regards to this policy.

- 5) Require Officers to de-escalate situations without force whenever possible.

I mentioned previously, the policy encourages officer to use de-escalation techniques when possible. This is a consideration when supervisors review the use of force. De-escalation is defined in our policy as, “Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.”

Recently (within the last six months) I have requested the training staff, the policy staff, and the internal affairs staff meet regularly to discuss gaps in policy and training that could reduce the frequency and severity of use of force encounters. De-escalation is a topic discussed by this group.

- 6) Clearly define and limit the types of force that can be used for specific types of resistance.

Please see the points addressed in #2. A continuum is a valuable training tool, and can be used to help officers assess the levels of force needed. Ultimately, the use of force must be objectively reasonable. Training is a key factor when addressing this point.

- 7) Require officers to give a verbal warning, when possible, before using deadly force.

CPD Policy 300.10 requires a verbal warning, where feasible. The policy states, in part, “Use of deadly force is justified in the following circumstances: a. An officer may use deadly force to protect him/herself or others from what he/she reasonably believes would be an imminent threat of death or serious bodily injury. b. An officer may use deadly force to stop a fleeing subject when the officer has probable cause to believe that the person has committed, or intends to commit, a felony involving the infliction or threatened infliction of serious bodily injury or death, and the officer reasonably believes that there is an imminent risk of serious bodily injury or death to any other person if the subject is not immediately apprehended. Under such



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circumstances, a verbal warning should precede the use of deadly force, where feasible.

Imminent does not mean immediate or instantaneous. An imminent danger may exist even if the suspect is not at that very moment pointing a weapon at someone. For example, an imminent danger may exist if an officer reasonably believes any of the following: 1. The person has a weapon or is attempting to access one and it is reasonable to believe the person intends to use it against the officer or another. 2. The person is capable of causing serious bodily injury or death without a weapon and it is reasonable to believe the person intends to do so."

8) Prohibit officers from shooting at people in moving vehicles unless the person poses a deadly threat by means other than the vehicle, such as shooting from the vehicle."

Our policy 300.11.2 states, "Shots fired at or from a moving vehicle are prohibited except where the officer reasonably believes there is an imminent threat of death or serious physical injury to him/herself or a third party and this action is the only reasonable means at the time to stop the threat. Officers should not shoot at any part of a vehicle in an attempt to disable the vehicle unless deadly force is justified."

I am not willing to take away a deadly force option to protect the life and safety of innocent bystanders and police officers. This policy prohibits firing into a vehicle unless the officer is intentionally applying deadly force.

I have attached our entire use of force policy. Our policy was vetted through the interested party meeting and is a working document; we are always willing to discuss policy and how it is applied. Force MUST be applied legitimately, when applied and we have a responsibility to those we serve to explain our safety priorities, our training, and our policies. This allows us to seek input and continue to improve our operational application of force.

As a side note, but related to the equitable and fair treatment of our citizens, we have considered (over the last two months) a position under Internal Affairs that reviews policy, training and application through an equity lens. I anticipate changes in all three areas as they evaluate the real-world application of force and other enforcement strategies.

Please contact me with further questions.

gjj/1349

attachments: Use of Force Policy 300

USE OF FORCE/RESPONSE TO RESISTANCE

Approved By: Geoffrey Jones Chief of Police

CALEA 6th Edition Standard: 4.1.1; 4.1.2; 4.1.3; 4.1.4; 4.1.5; 4.2.1; 4.2.2; 4.2.3; 4.2.4; 4.3.1; 4.3.2; 4.3.3; 4.3.4

300 USE OF FORCE/RESPONSE TO RESISTANCE

300.1 PURPOSE AND SCOPE

The purpose of this policy is to provide officers with guidelines on the reasonable use of force or response to resistance. This policy recognizes that the response to resistance by law enforcement requires constant evaluation. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, each officer is expected to use these guidelines to make such decisions in a professional, impartial and reasonable manner.

300.2 POLICY

The use of force or response to resistance by law enforcement personnel is a matter of critical concern, both to the public and to the law enforcement community. Officers are involved on a daily basis in numerous and varied interactions and, when reasonably necessary, may use reasonable force to accomplish lawful objectives.

Officers must have an understanding of, and true appreciation for, their authority and limitations. This is especially true with respect to overcoming resistance while engaged in the performance of law enforcement duties.

It is the policy of the Columbia Police Department to recognize and respect the value of all human life and dignity without prejudice to anyone. Vesting officers with the authority to use reasonable force and to protect the public welfare requires monitoring, evaluation and a careful balancing of all interests.

300.3 DEFINITIONS

Definitions related to this policy include:

DEADLY FORCE: Physical force which the actor uses with the purpose of causing or which he/she knows to create a substantial risk of causing death or serious physical injury (§ 563.011, RSMo).

DE-ESCALATION: Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.

USE OF FORCE/RESPONSE TO RESISTANCE

LESS-LETHAL FORCE/FORCE: Any use of force other than that which is considered deadly force that involves physical effort to control, restrain, or overcome the resistance of another. This includes the application of physical techniques or tactics, chemical agents or weapons to another person.

REASONABLE BELIEF: When facts or circumstances the officer knows or perceives, are such as to cause an ordinary and prudent officer, with similar training and experience, to act or think in a similar way under similar circumstances.

REASONABLY NECESSARY: Force may be used only to accomplish lawful objectives to the extent reasonably necessary in light of the circumstances confronting the officer. Force is reasonably necessary only if lesser force would not likely lead to safe control of persons and situations. The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident and not 20/20 hindsight.

SERIOUS PHYSICAL INJURY: Physical injury that creates a substantial risk of death or that causes serious disfigurement or protracted loss or impairment of the function of any part of the body (§ 556.061, RSMo).

300.4 LEVELS OF FORCE

Tactics for de-escalation and legal reasoning for escalating levels of force will be discussed during annual in-service training regarding use of force/response to resistance topics.

Training regarding levels of force is not intended to direct officers to use each of the options before escalating to the next level. The circumstances of each situation coupled with good judgment will determine at which level an officer will start or utilize next.

300.5 AUTHORITY TO USE FORCE

In addition to statutory justification of the use of force extended to citizens, described in Missouri Revised Statutes (RSMo) 563.031 and 563.041, employees may use “reasonable and appropriate physical force” to:

- Maintain order and discipline in a detention or correctional institution (RSMo 563.061).
- Effect an arrest or prevent an escape of an arrested person, unless the employee knows that the arrest was unauthorized (RSMo 563.046 and 544.190).
- Defend the employee or a third person from what is reasonably believed to be the use or imminent use of unlawful force by such other person while effecting, or attempting to effect, an arrest or while preventing, or attempting to prevent, an escape (RSMo 563.031).
- Prevent a person from injuring himself/herself (RSMo 563.061).

300.5.1 PREREQUISITE TO CARRYING LETHAL/LESS LETHAL WEAPONS

All employees shall receive all use of force/response to resistance policies, related instruction, and demonstrate proficiency in each weapon issued before being authorized to carry the weapon in performance

USE OF FORCE/RESPONSE TO RESISTANCE

of their official duties. Receipt of policy and curriculum will be documented through PowerDMS and the Training and Recruitment Unit.

300.6 USING FORCE OR RESPONDING TO RESISTANCE

Officers shall use only that amount of force that appears reasonably necessary given the facts and circumstances at the time of the event to accomplish a lawful objective. The reasonableness of force will be judged from the perspective of a reasonable officer on the scene at the time of the incident.

Given that no policy can realistically predict every possible situation an officer might encounter, Officers are entrusted to use well-reasoned discretion in determining the appropriate response to resistance in each incident.

For situations that do not pose an immediate threat, officers are entrusted and encouraged to slow down the situation, take advantage of distance, cover, and tactical repositioning, and use de-escalation techniques to achieve a lawful objective whenever possible. Supervisory assistance should be requested as applicable.

With the understanding that an officer can never know the actual nature of a threat or actual intent of another, the ultimate objective of every law enforcement encounter is to avoid or minimize injury. Nothing in this policy requires an officer to retreat or be exposed to possible physical injury before applying reasonable force.

300.7 FACTORS USED TO DETERMINE THE JUSTIFICATION & REASONABLENESS OF FORCE

Justification for the use of force is limited to what is reasonably known or perceived by the officer at the time of the incident. Facts discovered after the event, no matter how compelling, cannot be considered in later determining whether the force was justified. Any evaluation of reasonableness must allow for the fact that officers are often forced to make split-second decisions about the amount of force that appears reasonably necessary in a particular situation, with limited information and in circumstances that are tense, uncertain and rapidly evolving. When determining whether to apply force and evaluating whether an officer has used reasonable force, a number of factors should be taken into consideration. These factors include, but are not limited to:

- a. Immediacy and severity of the threat to officers or others.
- b. The conduct of the individual being confronted, as reasonably perceived by the officer at the time.
- c. Officer/subject factors (age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of officers available vs. subjects).
- d. The effects of drugs or alcohol.
- e. Subject's mental state or capacity.
- f. Proximity of weapons or dangerous improvised devices.
- g. The degree to which the subject has been effectively restrained and his/her ability to resist despite being restrained.
- h. The availability of other options and their possible effectiveness.

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- i. Seriousness of the suspected offense or reason for contact with the individual.
- j. Training and experience of the officer.
- k. Potential for injury to officers, suspects and others.
- l. Whether the person appears to be resisting, attempting to evade arrest by flight or is attacking the officer.
- m. The risk and reasonably foreseeable consequences of escape.
- n. The apparent need for immediate control of the subject or a prompt resolution of the situation.
- o. Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the officer or others.
- p. Prior contacts with the subject or awareness of any propensity for violence.
- q. Any other exigent circumstances.

300.8 DUTY TO INTERCEDE

Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall, when in a position to do so, intercede to prevent the use of unreasonable force. An officer who observes another employee use force that exceeds the degree of force permitted by law should promptly report these observations to a supervisor.

300.9 WEAPONLESS CONTROL TECHNIQUES, INTERMEDIATE WEAPONS AND FIREARMS

Officers shall only use those techniques, intermediate weapons and firearms for which they have successfully completed department-approved training by a certified instructor. Any personnel who are unable to qualify, show proficiency, and/or pass written tests associated with weaponless control techniques, intermediate weapons or firearms will not be able to use those techniques or weapons until they complete remedial training determined by the instructor and can pass the associated written tests, qualifications or demonstrate proficiency. A memo will be sent by the instructor to the Chief of Police, via the chain of command, for anyone who fails to pass written tests, qualify, or demonstrate proficiency after receiving remedial training. The Chief of Police or designee will determine the individual's employment status or any exceptions that may be made.

It is also recognized that circumstances may arise in which Officers reasonably believe that it would be impractical or ineffective to use any of the tools, weapons or methods provided by the Department. Officers may find it more effective or reasonable to improvise their response to rapidly unfolding conditions that they are confronting. In such circumstances, the use of any improvised device or method must nonetheless be reasonable and utilized only to the degree that reasonably appears necessary to accomplish a lawful objective.

Officers utilizing weaponless control techniques, intermediate weapons or firearms should consider:

- a. The degree to which the application may be controlled given the level of resistance.
- b. Whether the person can comply with the direction or orders of the officer.
- c. Whether the person has been given sufficient opportunity to comply.

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In no circumstance shall the application of any of the above be continued once the officer determines that compliance has been achieved.

300.10 DEADLY FORCE APPLICATIONS

Use of deadly force is justified in the following circumstances:

- a. An officer may use deadly force to protect him/herself or others from what he/she reasonably believes would be an imminent threat of death or serious bodily injury.
- b. An officer may use deadly force to stop a fleeing subject when the officer has probable cause to believe that the person has committed, or intends to commit, a felony involving the infliction or threatened infliction of serious bodily injury or death, and the officer reasonably believes that there is an imminent risk of serious bodily injury or death to any other person if the subject is not immediately apprehended. Under such circumstances, a verbal warning should precede the use of deadly force, where feasible.

Imminent does not mean immediate or instantaneous. An imminent danger may exist even if the suspect is not at that very moment pointing a weapon at someone. For example, an imminent danger may exist if an officer reasonably believes any of the following:

1. The person has a weapon or is attempting to access one and it is reasonable to believe the person intends to use it against the officer or another.
2. The person is capable of causing serious bodily injury or death without a weapon and it is reasonable to believe the person intends to do so.

300.11 LIMITS ON FORCE

300.11.1 WARNING SHOTS

WARNING SHOTS ARE PROHIBITED.

300.11.2 SHOOTING AT OR FROM MOVING VEHICLES

Shots fired at or from a moving vehicle are prohibited except where the officer reasonably believes there is an imminent threat of death or serious physical injury to him/herself or a third party and this action is the only reasonable means at the time to stop the threat.

Officers should not shoot at any part of a vehicle in an attempt to disable the vehicle unless deadly force is justified.

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300.11.3 UNAUTHORIZED WEAPONS AND OFFENSIVE DEVICES

The carrying of offensive devices/weapons such as saps, clubs, slappers, Billy clubs, sticks, brass knuckles, bats, weighted gloves, bludgeons, or any other offensive device not identified and approved by policy and procedure of this department is forbidden while acting under the authority as a commissioned police officer.

This section does not prohibit officers from improvising their response to rapidly unfolding conditions that they are confronting. In such circumstances, where issued weapons and devices are inaccessible or malfunctioning, the use of any improvised device or method may be necessary. The exigent use of such devices or methods must nonetheless be reasonable and utilized only to the degree reasonably necessary to accomplish a lawful objective.

300.11.4 STRANGLE AND CHOKE HOLDS

Choke, strangle or similar holds which restrict the flow of blood to the brain or the person's ability to breathe are prohibited except where the officer reasonably believes there is an imminent threat of death or serious physical injury to him/herself or a third party and this action is the only reasonable means at the time to stop the threat.

300.12 WEAPONS, AMMUNITION, AND DEVICES PERMITTED

Only weapons, ammunition, and control devices which have been issued and/or authorized by the Chief of Police/designee may be used by department personnel in the performance of their duties. This shall apply to weapons and ammunition carried both on duty and during extra-duty assignments. Specific details regarding weapons, ammunition, and control devices will be covered in their respective policies where applicable.

300.12.1 USE OF DEPARTMENT VEHICLE TO STRIKE VEHICLES, INDIVIDUALS, OTHER OBJECTS

Officers are authorized to use department vehicles to strike other vehicles, individuals, or other objects when the officer reasonably believes there is an imminent threat of death or serious physical injury to him/herself or a third party and this action is the only reasonable means at the time to stop the threat.

300.13 REPORTING THE RESPONSE TO RESISTANCE

A written report will be submitted any time an employee:

- a. Discharges a firearm, for other than training or recreational purposes (does not include the humane killing of an injured animal);
- b. Takes an action that results in, or is alleged to have resulted in, injury or death of another person;
- c. Applies force through the use of lethal or less lethal weapons; or
- d. Applies weaponless physical force at a level as defined by this agency.

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The report shall document completely and accurately the factors perceived at the time of the incident and why he/she believed the response to resistance was reasonable under the circumstances. The report should be completed, depending on the nature of the incident, prior to the end of shift unless the delay is authorized by a supervisor.

Incidents where the actions of an employee resulted in, or is alleged to have resulted in the death of another person will be handled according to the procedures described in policy 310 Officer Involved Shooting.

To collect data for purposes of training, resource allocation, analysis and related purposes, the department may require the completion of additional report forms, as specified in department policy, procedure or law.

300.13.1 NOTIFICATION TO SUPERVISORS

Supervisory notification shall be made as soon as practicable following the application of force in any of the following circumstances:

- a. The application caused a visible injury.
- b. The application would lead a reasonable officer to conclude that the individual may have experienced more than momentary discomfort.
- c. The individual subjected to the force complained of injury or continuing pain.
- d. The individual indicates intent to pursue litigation.
- e. Any application of the CEW device or control device.
- f. Any application of a restraint device other than handcuffs, shackles or belly chains.
- g. The individual subjected to the force was rendered unconscious.
- h. An individual was struck or kicked.
- i. An individual alleges any of the above has occurred.

300.13.2 BLUE TEAM ENTRIES

A response to resistance entry containing information on the force used must be made through the Blue Team software. Information entered into the system should include:

- a. Race, gender, and age of the subject to which force was applied;
- b. Date, time, and location of the incident;
- c. Identity of all parties involved;
- d. Details of the incident including a summary of circumstances leading to the use of force/response to resistance;
- e. Documentation of all injuries; and
- f. Medical treatment provided.

Blue Team entries are required for the following circumstances:

- a. Any circumstances related to response to resistance that requires supervisor notification

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- b. Use of a restraint chair.
- c. Any time an officer points a firearm at any person in response to the person's physical or implied actions.
- d. When any amount of physical effort is used to compel compliance by an unwilling subject.
- e. Any discharge of a firearm on or off duty, for other than training or recreational purposes (does not include the humane killing of an injured animal).
- f. Any discharge of a less lethal weapon either at a person, animal or at an inanimate object for the purpose of breaching an entry.

Data collected from the Blue Team entries will be used for administrative reviews and an annual analysis that can contribute to the creation of safer strategies for employees and citizens, improvements in City/department policies and procedures, and the identification of training needs.

300.14 MEDICAL CONSIDERATION

Prior to booking or release, medical assistance/evaluation shall be obtained for any person who exhibits signs of physical distress, who has sustained visible injury, has been exposed to chemical agents such as OC spray or tear gas, expresses a complaint of injury or continuing pain, or who was rendered unconscious. Any individual exhibiting signs of physical distress after an encounter should be continuously monitored until he/she can be medically assessed.

Based upon the officer's initial assessment of the nature and extent of the subject's injuries, medical assistance may consist of increased observation to detect changes in condition, flushing chemical agents from the eyes, or examination by fire personnel, paramedics, or hospital staff. If any such individual refuses medical attention, such a refusal shall be fully documented with an Evaluation/Care Refusal Form and in related reports. Whenever practicable, the refusal should be witnessed by another officer and/or medical personnel. If a recording is made of the contact or an interview with the individual, any refusal should be included in the recording, if possible.

The on-scene supervisor, or if not available, the primary handling officer shall ensure that any person providing medical care or receiving custody of a person following any response to resistance is informed that the person was subjected to force. This notification shall include a description of the force used and any other circumstances the officer reasonably believes would be potential safety or medical risks to the subject (e.g., prolonged struggle, extreme agitation, impaired respiration).

Persons who exhibit extreme agitation, violent irrational behavior accompanied by profuse sweating, extraordinary strength beyond their physical characteristics and imperviousness to pain (sometimes called "excited delirium"), or who require a protracted physical encounter with multiple officers to be brought under control, may be at an increased risk of sudden death. Calls involving these persons should be considered medical emergencies. Officers who reasonably suspect a medical emergency should request medical assistance as soon as practicable.

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300.15 SUPERVISOR RESPONSIBILITY

When a supervisor is able to respond to an incident in which there has been a reported application of force requiring supervisor notifications, the supervisor is expected to:

- a. Obtain the basic facts from the involved officers.
- b. Ensure that any injured parties are examined and treated.
- c. When possible, separately interview the subject upon whom force was applied. The interview should be recorded when practicable and allowed by law. If this interview is conducted without the person having voluntarily waived his/her Miranda rights, the following shall apply:
 1. The report should indicate the content of the interview was obtained for administrative purposes and that the subject did not voluntarily waive his/her Miranda rights prior to making the documented statements.
 2. The recording of the interview should be distinctly marked for retention until all potential for civil litigation has expired.
- d. Once any initial medical assessment has been completed and/or first aid has been rendered, ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas. These photographs should be retained until all potential for civil litigation has expired.
- e. Identify any witnesses not already included in related reports.
- f. Review all related reports, audio and video recordings and Blue Team entries.
- g. Determine if there is any indication that the subject may pursue civil litigation.

In the event that a supervisor is unable to respond to the scene of an incident involving the reported application of force, the supervisor is still expected to complete as many of the above items as circumstances permit and document his/her findings in an applicable report(s).

300.15.1 WATCH COMMANDER RESPONSIBILITY

The Watch Commander shall complete an administrative review of each use of force/response to resistance report, to include associated video, and Blue Team entries, by any employee within his/her command to ensure compliance with this policy. The Watch Commander should ensure that any follow-up actions are completed to include, but not limited to, recommendations for policy revisions and /or training issues.

300.15.2 ADMINISTRATIVE LEAVE REQUIRED

Any employee whose actions resulted in or are alleged to have resulted in the death or serious physical injury of another person will be removed from their operational assignment and placed on administrative leave pending an administrative review. During this time, considerations will be given by the department to the need for post-incident debriefings and counseling for affected employees and the family members of employees. Additional information regarding administrative leave can be located in policy 1020 section 1020.5.

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300.16 ANNUAL ANALYSIS

Annually the department will prepare an analysis of its use of force/response to resistance activities, policies and practices. The analysis should identify the following:

- a. Date and time of incidents;
- b. Types of encounters resulting in force;
- c. Trends or patterns related to race, age, and gender of subjects involved;
- d. Trends or patterns resulting in injury to any person including employees; and
- e. Impact of findings on policies, practices, equipment, and training.

300.17 TRAINING

At least annually, all agency personnel authorized to carry lethal and less lethal weapons are required to receive in-service training on the agency's use of force policies and demonstrate proficiency with all approved lethal weapons and electronic controlled weapons for which they are authorized to use.

In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially.

The training is to be monitored by a certified weapons and tactics instructor. All employees who fail to qualify or meet minimum standards will be required to complete remedial training as designated by the Training and Recruitment Unit before resuming official duties.

Instruction should include confirmation of employee understanding of legal implications and requirements regarding use of force, weapons specific operating and care procedures, documentation and reporting procedures, obligations following the use of force, as well as instruction regarding the appropriate use of de-escalation techniques.

All training will be documented and preserved by the Training and Recruitment Unit.



City of Columbia, Missouri

Meeting Minutes

City Council

Monday, March 4, 2019

7:00 PM

Regular

**Council Chamber
Columbia City Hall
701 E. Broadway**

I. INTRODUCTORY ITEMS

The City Council of the City of Columbia, Missouri met for a regular meeting at 7:00 p.m. on Monday, March 4, 2019, in the Council Chamber of the City of Columbia, Missouri. The Pledge of Allegiance was recited, and the roll was taken with the following results: Council Members TREECE, RUFFIN, TRAPP, SKALA, THOMAS, PITZER, and PETERS were present. The Interim City Manager, City Counselor, City Clerk, and various Department Heads and staff members were also present.

Mayor Treece explained the minutes from the February 4, 2019 and February 18, 2019 council meetings were not yet complete.

Mr. Pitzer asked that B44-19 be moved from the consent agenda to old business. The agenda, including the consent agenda with B44-19 being moved to old business, was approved unanimously by voice vote on a motion by Mayor Treece and a second by Mr. Skala.

II. SPECIAL ITEMS

None.

III. APPOINTMENTS TO BOARDS AND COMMISSIONS

None.

IV. SCHEDULED PUBLIC COMMENT

SPC16-19 Cole Riley - An idea for "decorating" the 8th & Walnut Parking Garage using 100% passive energy and gravity to feed water to flower beds that are hung along all the south side voids.

Mr. Riley explained he would be talking about the garage located at Fifth Street, Sixth Street, and Walnut Street, and not the one at Eighth Street. He commented that he understood a Percent for Art program had been approved by the Council in 1997 whereby one percent of the funds were allocated for any project over \$1 million for public or visible art. The garage had been estimated to cost \$14 million leaving about \$140,000 for art. He understood how the public could be disgruntled with 8-9 blue glass panels at that price. He stated he had two suggestions for the garage so it was more beautiful since it affected the skyline and had a large footprint. He noted the garage was so minimalistic that it looked unfinished. He suggested a site for the garage whereby people could donate money to beautifying the garage by choosing from certain options, such as a bank of flowers. It would allow the public to have a voice and to see how their money was being used. He commented that he wanted this to be cost-free if possible by taking water from the floor above and routing it to the flower beds or whatever else they ended up doing at that location as it could naturally flow 24-7. He thought the only cost to the City

would be to refill any tanks. He displayed some diagrams and explained there were many communities around the world that had treated their garages and parking spaces with a sense of beautification. He felt this particular garage was very dominating and suggested complimenting the red and beige concrete with natural elements like ivy and flowers. He hoped someone could help expedite this or provide him advice as to who to contact.

Mayor Treece stated he appreciated Mr. Riley's creativity, ideas, and engineering, and thought someone from the Office of Cultural Affairs would reach out to him. If it was too late for this program, they could talk to him about other one percent for art programs.

SPC17-19

Don Love - Disproportions in traffic stops considered legitimate as documented in the 2018 city survey.

Mr. Love, 1623 University Avenue, commented that last fall he had suggested to Mr. Thomas that it would be good to have a question on the city survey related to the experiences residents had with policing. He had felt something that asked about whether people thought a stop had been justified by a threat to public safety would be good to see in terms of results. He understood a question had been included asking people if they felt the stop had been legitimate, and the results had been interesting. Black drivers were almost five times as likely to report they thought their experience had been illegitimate. Only about 100 or so drivers had reported being stopped, and ten had been black. It was not a big sample size, but the disproportion was high and it complemented the disproportion that was seen in the data collected for the vehicle stops report, which had indicated black drivers were stopped at a rate of more than four times that of white drivers. He thought the coincidence of the two numbers showing there was a problem, one from data collected by the Police Department and the other directly from the experience of the people, underscored how important it was to address the disproportions. He commented that the disproportions did not necessarily prove bias, but had indicated something there needed to be reviewed. He thanked the former city manager for putting that question on the survey and felt he had been brave for doing so. He thought it showed he was open to new information. He noted he was encouraged by Interim Police Chief Jones' interest in opening discussions with community members. He also thought Interim Chief Jones' committee to look at policies was excellent as he had been worried about certain aspects of policies for a long time and wished changes would come more rapidly. His willingness to talk about everything was heartening. He noted he was also thankful for his willingness to allow a committee of law enforcement and residents to look at the vehicle stops data. They knew there was a huge disproportion, but did not know what was causing it. If they could explain it, residents would know it was not bias that was causing it but something else. If they knew what it was they could address it. He thought they were fortunate to have Interim Chief Jones and hoped he continued his innovative efforts.

Mayor Treece stated his appreciation for Mr. Love's analysis and ongoing interpretation of these issues.

V. PUBLIC HEARINGS

PH6-19

Proposed relocation of a portion of Route H to allow for the extension of Runway 2-20 at the Columbia Regional Airport.

PH6-19 was read by the Clerk.

Mr. Parks provided a staff report.

Mr. Pitzer asked if the current Route H was on airport land and whether the new Route H would be on airport land. Mr. Nichols replied it was all on airport land that had been previously purchased. Mr. Pitzer understood the Federal Aviation Administration (FAA) had asked that the runway be extended in that direction versus the other direction. Mr. Parks stated that was correct, and noted it would go to the north 900 feet.

Mayor Treece opened the public hearing.

There being no comment, Mayor Treece closed the public hearing.

Mayor Treece made a motion directing staff to proceed with the relocation of a portion of Route H to allow for the extension of Runway 2-20 at the Columbia Regional Airport. The motion was seconded by Mr. Skala and approved unanimously by voice vote.

PH7-19 Proposed phase one construction of a tennis complex at A. Perry Philips Park to include the construction of two tennis courts, a 30-car parking lot, ADA walkways and the installation of parking lot lighting.

Discussion shown with B48-19.

B48-19 Approving a revised A. Perry Philips Park Master Plan; authorizing phase one construction of a tennis complex at A. Perry Philips Park to include the construction of two tennis courts, a 30-car parking lot, ADA walkways and the installation of parking lot lighting; calling for bids through the Purchasing Division.

PH7-19 was read by the Clerk, and B48-19 was given second reading by the Clerk.

Mr. Griggs provided a staff report.

Mayor Treece opened the public hearing.

There being no comment, Mayor Treece closed the public hearing.

Mr. Skala stated he liked the idea of having distinct pickleball courts and tennis courts instead of striping them for both. He also appreciated staff for following up on some of the feedback received for utilizing a quality surface.

Mr. Pitzer asked for a status on the fieldhouse. Mr. Griggs replied it was a big snowy hole at the moment. The weather had impacted the work. They did not have all of the concrete poured. He commented that the concrete had been poured for the farmers market pavilion prior to all of the bad weather so they already had steel up. Unfortunately, they were further behind on the sports fieldhouse. Mr. Pitzer asked Mr. Griggs for a timetable. Mr. Griggs replied they had originally hoped for the first of May and thought they were likely in July now.

B48-19 was given third reading with the vote recorded as follows: VOTING YES: TREECE, RUFFIN, TRAPP, SKALA, THOMAS, PITZER, PETERS. VOTING NO: NO ONE. Bill declared enacted, reading as follows:

VI. OLD BUSINESS

B44-19 Authorizing a contract for sale of real estate with Beacon Street Properties, LLC for the acquisition of property located in the River Hills Estates Subdivision to be used for the future Municipal Service Center South facility.

The bill was given second reading by the Clerk.

Mr. Nichols provided a staff report.

Mr. Pitzer asked for clarification with regard to all of the buildings shown on the diagram. Mr. Nichols replied the building at the front toward the north would potentially be a recycling center, and to the right and further south was a fire station as it would be ideal to be located next to the roundabout. He thought that would have priority along with the water tower, which would be to the left of the fire station at the highest point on the

property. It was where the house was currently located. They had also included potential laydown yards for electrical storage. In addition, to the east, there would be a salt storage loading facility and potentially a fueling station.

Mr. Pitzer asked Chief White for his plans with regard to being able to provide fire and emergency response. Chief White replied that location allowed for pretty good access in all directions and would provide good coverage in the southwest in an area that had been identified as a concern for quite a while.

Mr. Pitzer understood the priority was the fire station and asked for a timeline. Chief White replied it would likely be 1.5-2 years to build a new station after acquiring the property. The plan was to operate a fire station out of the existing house until they were able to build the actual station. Mr. Pitzer asked if they would be able to house a crew there 24 hours per day. Chief White replied they would move a 3-person crew into the house with full apparatus. He noted there was a pole barn next to the house that was suitable in size to store a small apparatus, and they had made arrangements to be able to dispatch out of there if this were to come to fruition. Within a short period of time after the City purchased the property, they could have a fire station up and running on a permanent basis. Mr. Pitzer asked what was meant by a short period of time. Chief White replied he estimated between 60 and 90 days of closing on the property. Mr. Glascock stated the City would hire an architect as soon as they closed on the property.

Mr. Pitzer understood there had been funding in the water bond for the water tower and asked how that cost would be allocated. Mr. Johnsen replied that based on preliminary estimates, they were budgeting for \$300,000 for the water tower, and were expecting it to be bond funded. The electric laydown yard and the recycling yard would be enterprise funded by those utilities. Mr. Pitzer asked if the purchase would come from the capital improvement fund and would then be reimbursed. Mr. Nichols replied they felt that would be the quickest way to make it happen. Mr. Glascock agreed it would be divvied out between the utilities, the Fire Department, and the Public Works Department. They had not yet decided exactly how the property would be used.

Mr. Skala understood the City had annexed this property and it had then increased in value. The City was now purchasing the property at an increased value. He thought they should keep this in mind when proceeding with annexations. He felt it would have been optimum to be able to negotiate on the property before it had been annexed and they could have annexed it after it had been purchased. He understood they desperately needed this facility, and with these being the circumstances given, he would support the purchase.

Mayor Treece commented that the underlying agreement between the seller and the prior property owner had an addendum that allowed a tenant to reside in that house until June 30, 2019, but the contract in front of them had a provision indicating the seller would take the necessary steps to lawfully remove all tenants and read that provision. He asked staff if they had any objection to delaying the closing to not later than June 30 or not later than July 1. Mr. Nichols replied staff did not have any objection and had spoken to the seller. He thought something could be worked out that was satisfactory to all parties. Mayor Treece noted it might not be until June 30. Mr. Nichols pointed out Chief White wanted to be in the property sooner than later, but they would work within this situation. He thought they move forward with an RFP for the design process since they knew this would happen.

Ms. Thompson stated that if that was how they planned to proceed she would recommend an amendment to the ordinance to give the City Manager that discretion. Mayor Treece understood they did not have to adjust the previously agreed to contract if they gave the City Manager the authority to extend it. Ms. Thompson stated that was correct.

Mayor Treece understood staff had talked to the seller about extending the closing date. Mr. Nichols stated that was correct.

Mayor Treece made a motion to amend B44-19 by adding a new sentence to the end of Section 1 stating "The City Manager is authorized to amend the contract to extend the closing date to enable the property owner to comply with the terms of an existing lease and occupancy of the residential structure located on the property." The motion was seconded by Mr. Skala and approved unanimously by voice vote.

Mr. Pitzer explained this had been a source of concern for a lot of residents in the area. He appreciated this moving forward and the Council supporting appropriating funds from this year's budget to build the fire station. There had been a couple of incidents during the winter where response times were well outside the four-minute target the Fire Department had and was generally able to meet in other parts of the City. He stated there were people that had been concerned with the type of emergency response service they had been able to provide. Thankfully in some of those incidents no one was injured. He commented that the entire facility was much needed, especially the fire station. He reiterated he was glad they were moving forward. He also pointed out that they were looking for another fire station in Ms. Peters' Ward and hoped that would move forward quickly as well, but noted it would raise the need for additional staffing within the Fire Department. It was something they would need to address in the budget.

Mr. Thomas stated he was pleased the project was moving ahead as it would create safer response times and better water service for that part of Columbia. He pointed out this investment was in response to recent growth in that part of the City and believed it should logically and fairly be funded through some kind of impact fee so the homes that generated the need for this infrastructure and the related services would contribute to those costs. He noted the City would be receiving a request for proposals in the form of a report for a study to calculate the cost of growth in certain service lines at one of the next couple of meetings.

Mayor Treece asked Mr. Johnsen if he had any civic engagement plans with regard to how the tower might look. Mr. Johnsen replied they would have to go through the entire public improvement process, which included an interested parties meeting. Mr. Nichols pointed out each project would have its own process.

B44-19, as amended, was given third reading with the vote recorded as follows
VOTING YES: TREECE, RUFFIN, TRAPP, SKALA, THOMAS, PITZER, PETERS.
VOTING NO: NO ONE. Bill declared enacted, reading as follows:

VII. CONSENT AGENDA

The following bills were given second reading and the resolutions were read by the Clerk.

- B42-19 Approving a major amendment to the PD Plan for "River Region Credit Union - West Broadway" located on the southwest corner of the Broadway and Fairview Road intersection (11 S. Fairview Road); approving a statement of intent (Case No. 40-2019).
- B43-19 Authorizing a Transportation Alternatives Funds and STP-Urban Funds program agreement with the Missouri Highways and Transportation Commission for the Leslie Lane sidewalk project; appropriating funds.
- B45-19 Appropriating funds for the purchase of a replacement vehicle for the Public Works Department - Parking Division.

- B46-19 Authorizing the acquisition of easements relating to the extension of two 13.8 kilovolt electrical feeder circuits from the Rebel Hill Substation to the ten (10) megawatt Truman Solar Facility located east of Burnside Drive.
- B47-19 Appropriating funds associated with the construction of the Upper Merideth Branch streambank stabilization sewer improvement project.
- B49-19 Appropriating funds for the renovation of four (4) tennis courts at Columbia Cosmopolitan Recreation Area.
- B50-19 Authorizing a cooperative agreement with Boone County Family Resources for additional funding for the Parks and Recreation Department's Adapted Community Recreation Program.
- B51-19 Authorizing a cooperative agreement with Boone County Family Resources for additional funding for the Parks and Recreation Department's Career Awareness Related Experience (CARE) Program for youth employment placement and mentoring services.
- B52-19 Appropriating funds received as reimbursement for the Fire Department's response to a hazardous materials spill.
- B53-19 Authorizing an amendment to the agreement with Tyler Technologies, Inc. for the Columbia Financial Enterprise Resource System (COFERS) project to purchase certain EnerGov community health software modules to be used by the Department of Public Health and Human Services.
- B54-19 Authorizing the acquisition of a certain leasehold interest in property, identified as Hangar 350 at the Columbia Regional Airport.
- R31-19 Setting a public hearing: proposed construction of a sidewalk along the east side of Sinclair Road, between Nifong Boulevard and Southampton Drive.
- R32-19 Setting a public hearing: proposed construction of the Third Avenue Alley restoration project, located between Third Avenue, Forest Avenue, Garth Avenue and Grand Avenue.

R33-19 Authorizing the temporary closure of a portion of the sidewalk and street on Elm Street, between Sixth Street and Seventh Street, to allow for the installation of stone on the south side of the new State Historical Society of Missouri building located at 605 Elm Street.

R34-19 Authorizing an extension of the temporary closure of two (2) parking spaces on the north side of Walnut Street, between Eighth Street and Ninth Street, to facilitate the construction of tenant finishes within the office building located at 807 E. Walnut Street and directing the property owner to not obstruct pedestrian crosswalks or impair vehicle sight distances for the pedestrian crosswalks.

R35-19 Authorizing the installation of street lights on Woodrow Street, Rice Road and Belinda Court; authorizing the upgrade of street lights on a portion of Rice Road.

The bills were given third reading and the resolutions were read with the vote recorded as follows: VOTING YES: TREECE, RUFFIN, TRAPP, SKALA, THOMAS, PITZER, PETERS. VOTING NO: NO ONE. Bills declared enacted and resolutions declared adopted, reading as follows:

VIII. NEW BUSINESS

None.

IX. INTRODUCTION AND FIRST READING

The following bills were introduced by the Mayor unless otherwise indicated, and all were given first reading.

B55-19 Authorizing the issuance of Special Obligation Refunding Bonds, Series 2019.

B56-19 Authorizing a development agreement with Fred Overton Development, Inc. to establish public infrastructure obligations relating to the development of Bristol Ridge Subdivision located on the east side of Bearfield Road and north of Gans Road (Case No. 18-30).

B57-19 Authorizing a contract with Consolidated Public Water Supply District No. 1 of Boone County, Missouri for the relocation of water lines relating to the Nifong Boulevard/Sinclair Road and the Vawter School Road/Old Mill Creek Road intersections improvement projects.

B58-19 Amending Chapter 14 of the City Code to prohibit parking along the south side of Orange Street, between Mikel Street and Madison Street.

- B59-19 Accepting conveyances for sidewalk, drainage, street, utility and temporary construction purposes.
- B60-19 Accepting conveyances for utility and electric utility purposes.
- B61-19 Appropriating funds for the major maintenance and replacement of existing lighting and underground electrical wiring in the Rainbow Softball Center parking lot at Columbia Cosmopolitan Recreation Area.
- B62-19 Appropriating funds for the replacement of the HVAC master controller at the Activity and Recreation Center (ARC).
- B63-19 Appropriating funds for the purchase of Light Detection and Ranging (LiDAR) data to update topographic information for mapping purposes.
- B64-19 Authorizing a first amendment to antenna agreement and memorandum of antenna agreement with USCOC of Greater Missouri, LLC relating to the lease of City-owned property located at 1400 Ballenger Place (Fire Station No. 5).
- B65-19 Authorizing a letter of agreement with the Missouri Department of Health and Senior Services, on behalf of the Bureau of Reportable Disease Informatics, relating to the enhancement of a statewide biosurveillance system for opioid deaths.
- B66-19 Authorizing a letter of agreement with the Missouri Department of Health and Senior Services, on behalf of the Bureau of Reportable Disease Informatics and the Bureau of HIV, STD, and Hepatitis, to organize and engage a stakeholder meeting in support of the development of new vulnerability assessments related to opioid overdoses and bloodborne infections associated with nonsterile drug injection; appropriating funds.
- B67-19 Authorizing construction to relocate a portion of Route H to allow for the extension of Runway 2-20 at the Columbia Regional Airport; calling for bids through the Purchasing Division; appropriating funds.
- B68-19 Authorizing a contract with Consolidated Public Water Supply District No. 1 of Boone County, Missouri for the relocation and upgrade of a water line along Route H near the Columbia Regional Airport.

X. REPORTS**REP15-19 Correspondence from the Citizens Police Review Board - Transferring Funds for NACOLE Conference.**

Ms. Thompson provided a staff report.

Mayor Treece asked how the Citizens Police Review Board (CPRB) used their contractual services budget line. Ms. Thompson replied for mediation services. If there was not a large expenditure for mediation services, they had money left over. Mayor Treece understood they were about half of the way through the fiscal year now and asked if they had touched it all. Ms. Thompson stated she did not know if they had touched it, but understood they believed they had enough funds in that budget to get them through the end of the year.

Mr. Trapp stated he thought the CPRB needed to take some steps to increase public confidence in the process and felt increased training was something that would be appreciated by both the police and the citizenry.

Mr. Skala noted they would see some of this information in their annual report as well. He thought they had mediation in one case so they had only used a part of the funding.

Mr. Skala understood this \$5,700 was separate and apart from the \$3,000 figure. Mr. Glascock explained that was for FY 2020. Mr. Skala understood this was for permission to transfer specifically for NACOLE purposes, and thought it would be money well spent. He also agreed with Mr. Trapp in that it was necessary to ensure the public had confidence in the processes involved with the CPRB.

Mayor Treece asked if there was any objection. No one objected.

REP16-19 East Campus Streetlights.

Mr. Williams provided a staff report.

Ms. Peters suggested they hire a consultant to determine what might be appropriate lighting levels for the East Campus area because she did not feel that many people would be happy with cutting or removing trees. In addition, they needed the expertise in pedestrian lighting. Mayor Treece understood the goal would be to have more light on the sidewalk. Ms. Peters stated that was correct. Mayor Treece understood that was a walkable community from campus and in the residential area. Ms. Peters agreed. She noted they could cut back some of the vegetation if people had overgrown lots or yards, but the goal was not necessarily more lighting on the street because the students would then walk down the middle of the street. She thought it might be nice for a consultant to review it and determine if lights could just be placed lower on the same light poles or if something different was needed and to what extent. She commented that the students had also asked about improved lighting on Burnam Road and wondered if that should be included with this.

Mayor Treece asked if there was any objection. No one objected.

REP17-19 Administrative Public Improvement Project: Cosmo Park LED Lighting Improvements.

Mayor Treece asked if there was any objection. No one objected.

REP18-19 Administrative Public Improvement Project: ARC HVAC Controller Replacement.

Mr. Griggs provided a staff report.

REP19-19 Citizens Police Review Board 2018 Annual Report.

Mayor Treece commented that he thought the report provided a good overview of their incidents and issues.

Mr. Thomas asked about the history of the Law Department staffing the CPRB instead of the Police Department or a combination of the two. Ms. Thompson replied the CPRB was an independent review body of police action so they would not want the Police Department to staff it. She thought it would be similar to having the fox guard the chicken coop. Mr. Thomas understood the Police Department had no formal role with the CPRB. Ms. Thompson stated they did when it came to presenting material to the CPRB, whether it had to do with police policies or officer actions.

REP20-19 Special Event Permit fees and other related costs.

Mr. Glascock provided a staff report.

REP21-19 Community Foundation of Central Missouri 2019 Report.

Mr. Trapp commented that this included an impressive list of accomplishments. It had been a great initiative as it was great to have this source of funds for those things of a philanthropic nature, such as cultural affairs and the agriculture park. He stated reading the report made him realize how recent it was and how large the endowment was, and that CoMo Gives, which was a more recent initiative, had generated \$800,000 last year along with raising the capacity of non-profits to do fundraising. He thought it was well worth Mr. Baker's salary as it parlayed a lot of resources and generated a lot of good for the community.

Mayor Treece asked at what point Mr. Baker's salary would be transferred to the Trust. He thought that had been part of the intent. Mr. Glascock replied that was the intent, but he was not certain as to when that would occur. He noted he would look into it. He pointed out these reports were to be provided annually, but that had not been done so this caught them up on that requirement.

Mr. Skala stated he had been impressed by the significance of the campaign and noted Mr. Baker deserved kudos. He understood the Columbia Center for Agriculture fund had received over \$1.2 million. There was also \$1.1 million for the construction of parks. It was a significant amount of money for improvements in the community and was appreciated.

REP22-19 Short-Term Rentals Progress Report.

Mr. Teddy provided a staff report.

Mr. Skala understood the Council would see this in June. Mr. Teddy replied if they assumed the hearing on April 25 went well, it could be introduced at the end of May and be heard at the first meeting in June. It could also be introduced at the first meeting of June and discussed during the second meeting in June.

Mr. Skala stated he had received a lot of feedback and questions about this from people within the Wellington Estates and the Woodridge Subdivision in his Ward. He noted it was helpful to see the schedule as he could refer them to it and the link.

Mr. Teddy explained the staff was taking the position of trying to work on a compromise between some sharply contrasting views and hoped that was a good approach to take. He thought they had been responsive to the record of public input.

Mr. Pitzer thanked staff for the work done thus far as they had taken a lot of public input already and would likely have more. He also thought this might be the third draft of the ordinance, and in reading through it, he would not be surprised if there ended up being another one or two revisions. In reading the revisions, it appeared as though they were moving toward more restrictions on some of the non-owner hosted sites, and asked how they had gotten to the point where they had decided to not allow non-owner hosted homes in the R-1 zoning district at all. Mr. Teddy replied it had been a product of a lot of discussion internally and in hearing comments from the public. Mr. Pitzer understood that had been the original position of staff. Mr. Teddy stated that was correct. He thought they had been viewing everything differently since the process had begun and there was still a lot to learn. It was floating use as people were availing themselves to an

online platform, and it was very different from the things for which they typically wrote land use ordinances.

Mr. Pitzer understood bed and breakfasts had been defined and were regulated as part of the UDC. He also understood the draft ordinance indicated no more than four transient guests while the bed and breakfast indicated no more than five guest rooms. The bed and breakfast also had to be owner-occupied and managed and had to comply with all fire and building codes. In addition, there was a conditional use permit process for those in some zoning districts. He asked why they could not use the fairly black and white definition for the bed and breakfast as a starting point for this and make provisions for some of these other points within that context. Mr. Teddy replied he would take Mr. Pitzer's question as a comment on the draft ordinance. He thought it was a fair question to ask. He commented that they were looking at different options of definitions and had decided that convention bed and breakfasts were something different as they were rented by the room and separate customers were coming for those individual rooms. With a typical short-term rental, the house or apartment was the unit. There might be multiple unrelated persons, but one person was taking responsibility for booking it. He stated they were trying to make a case that there was a continuum of uses. There were long-term rentals, short-term rentals, which were similar to long-term rentals except that they were for fewer than 31 days, and conventional bed and breakfasts of which they saw very little of in Columbia. He commented that they were defining short-term rentals as something different at this time.

Ms. Schneider noted that 61 percent of the short-term rentals involved the entire home being rented so they could have a basketball team rent an entire home, while a bed and breakfast might have five rooms and 1-2 occupants per room that were coming in and out at different times. In addition, they were serving breakfast as part of the stay. She commented that there were different ways to look at it and different uses of the homes. A short-term rental might not be in use 365 days per year, but one would hope a bed and breakfast was in use all 365 days per year selling all five of its rooms. She stated a short-term rental did not have the same use on, perhaps, the infrastructure as a bed and breakfast.

Mr. Pitzer commented that it seemed as though the definition involving owner-occupied short-term rentals was converging with the bed and breakfast definition. It was at least a lot closer than when they had started this process. He thought they were really trying to thread a needle with some of these definitions and uses for short-term rentals while the bed and breakfast definition was fairly straightforward and clean. He felt there might be some merit to using that as a framework.

Mr. Pitzer asked Council if they wanted to provide staff any additional direction in terms of where they were going with the ordinance ahead of any further public engagement. This process was taking a long time and there had been a lot of input, which he felt had been valuable, but it was taking a long time. It would likely be at least a couple of more months, and then if Council had input, it would take even longer.

Mr. Skala stated he saw the bed and breakfast as being a rather distinct use. Most of the feedback he had received from constituents had to do with nuisance issues. He believed that was a distinction that needed to be made. He felt the difference between onsite owner-occupied and non-owner occupied was distinct from the bed and breakfast model. He noted a question had been raised as to why they did not just bulk up the nuisance ordinances and pointed out nuisance ordinances were classically the hardest things to enforce. They were always short of staff, i.e., inspectors and police officers. He thought short-term rentals needed to be standalone and distinct from long-term rentals and bed and breakfasts. He believed they would benefit from another iteration of this draft and additional public input. He agreed it had taken a while and understood it could take longer, and noted he was looking forward to something being codified in June.

Mayor Treece commented that he was concerned with opening up the conditional use permit process for these types of short-term rentals as they would come to the City

Council. He asked how many potential short-term rentals existed currently in the R-1 zoning district. Ms. Schneider replied she did not have that specific information, but understood there had been 270 active rentals throughout the City in one of the lower usage months, and her guess was that most were in the R-1 zoning district. Mayor Treece did not think the Council wanted 250 conditional use permits coming to them as he did not feel it was an effective process. He commented that he was not sure that just due to the existence of an app that they wanted to prohibit something that would otherwise be allowed in R-1. He agreed that they needed to distinguish between owner-occupied short-term rentals and limited liability companies (LLCs) owned short-term rentals, especially those with multiple short-term rentals because at that point they were a commercial entity operating in a residential neighborhood. He pointed out they would not have new staff to enforce this, which meant they likely needed to beef up the nuisance ordinances as had been indicated by Mr. Skala to give staff the resources needed to regulate these and other nuisances more effectively.

Mr. Pitzer asked for clarification with regard to the comment of uses that would otherwise be allowed in R-1. He wondered if Mayor Treece was talking about owner-occupied. Mayor Treece replied homes could be rented in the R-1 zoning district as long as they did not have more than three unrelated tenants. Mr. Pitzer asked about uses that would otherwise not be allowed in R-1 currently. Mayor Treece replied he thought they should be prohibited. Mr. Pitzer pointed out they were not prohibited in this ordinance. Mayor Treece explained they could have a single homeowner that was renting a vacant room or the basement compared to someone that was renting an entire house and actively marketing it as sleeping up to 20 people for a few days during game day weekend.

Mr. Pitzer commented that he had benefited from the input on this and agreed with that comment, and asked if they wanted to give staff that direction now versus later in the process.

Mayor Treece stated he thought they all needed to be inspected for health, safety, and fire issues, and they all needed to be taxed.

Mr. Skala commented that he was not sure they had ever short-circuited the process in terms of pre-empting the public hearing and planning and zoning processes by influencing the recommendations that might come to them. He thought the final decision needed to be made by the Council, but felt it was useful to leave that track alone until it got to them.

Pat Fowler stated she was present as a citizen and neighbor that cared deeply about the availability of affordable housing, not only rentals but owner-occupied homes in the core neighborhoods surrounding the downtown, and the effect a short-term rental ordinance and the process being undertaken would impact that availability. She commented that approximately 14,000 households were burdened by the cost of their housing as they were spending more than one-third of their income on it and it was a hardship on those families. In addition, the inventory of vacant housing stood at about 5,000 units. They were units for rent, for sale, or needing to be restored or repaired. She noted that when supply exceeded demand, prices should adjust downward to bring up the demand to utilize the excess supply, and the cost of housing, rented or purchased, should adjust downward so more people could rent or buy a home and find places to live that were energy-efficient and in good repair in neighborhoods where adequate public services existed. Sadly, Columbia did not work that way, and in the last 20 years she had been paying attention, they did not have sufficient resources for inspection and enforcement, police and fire, or services that were funded and durable enough to attend to the needs the City currently had without the additional responsibilities they might legislatively impose with a short-term rental ordinance. She felt City services were below grade and her neighborhood in particular had been neglected, and they were not capable of addressing them as fast as citizens required. She commented that this ordinance would go far beyond collecting a bed tax on short-term stays. It would legitimize an industry which by design took housing out of circulation and replaced it with a higher return on investment for its owners and the layers of businesses that would spring up to serve

them. It would be \$100-plus per bedroom per night along with the incidental fees for managing and cleaning versus an average rent of \$800-\$1,200 in her neighborhood for the whole house. The likely natural consequence of the ordinance and process by which it was being drafted would not decrease the number of households that were housing burdened. Real estate investors whose properties were currently not occupied would now be given a wide open lane to convert those dwellings and others currently occupied into commercial entities that had not been contemplated when neighborhoods had been designed. She recommended the Council review the legal opinion written by Caleb Colbert as it had raised a very interesting point. She stated she had nine years of experience living downtown and in seeing the limits of the City being able to enforce the ordinances it already had. Since ordinances were complaint driven, she suspected staff had become reliant on citizens not complaining when something went wrong. It was human nature. They knew it was bad out there and were doing the best they could in light of the lack of resources to attend to urgent needs. She understood the Council was aware of many of these concerns and that they wanted a fighting chance to do right by their neighborhoods and the community. She felt the Council had a choice as to whether to provide an advantage to a certain groups of citizens, i.e., the investors in the community, over ordinary citizens and neighbors. They had a choice with regard to legitimizing business uses in residential neighborhoods, which were clearly in violation of existing laws, and tossing out the current regulatory structure regarding home-based businesses, which enabled scrutiny and required input from the immediate neighbors. She commented that they could show their determined support for affordable housing and the quality of life in the entire community regardless of residential zoning or maintain the pattern of behavior that had existed for a long time, which advantaged the investors over ordinary citizens. She believed they had been making real progress and asked that they not go backwards now.

Mayor Treece asked if Ms. Fowler if she was concerned with something specific in the process. Ms. Fowler replied her observation was that despite a long list of reasons and knowledge that they did not have good enforcement of the current ordinances, this process and staff were not taking that into consideration in drafting a proposed short-term rental ordinance. She stated another concern was with the legal opinion of Caleb Colbert because if they enabled this use with zoning, they would create a property right, and trying to change something due to the harm being caused once property owners perceived they had a property right meant the City would be accused of a taking and would cave rather than stand up and fight for the rest of them. Enabling an industry where commercial enterprises could come into the residential neighborhoods would create a property right in their eyes, and the City was already short of resources.

Mayor Treece asked Ms. Fowler to provide him a copy of that legal opinion. Ms. Fowler replied she would. Mayor Treece asked Ms. Fowler if she knew who Mr. Colbert's client was. Ms. Fowler replied the Grasslands Neighborhood Association.

Mayor Treece suggested he and Ms. Fowler talk offline because he had met with several neighborhood associations who saw short-term rentals as a way to ease the housing burden and help people live in a home they might not otherwise afford without it. He also understood short-term rentals might be good for historic preservation. He stated he wanted to try to balance all of that within any proposed ordinance, and encouraged Ms. Fowler to stay involved in the process.

Mayor Treece asked the Council if they had any direction they wanted to provide staff at this time with regard to the type of ordinance that was brought back to them or if they preferred to let the process play out with respect to the input they would gather. Mr. Skala replied his inclination was to let this proceed and then evaluate it based on the discussion tonight. He felt the crux of this was to allow people an opportunity to do things the right way and to supplement their income to some degree while not providing a platform for commercial establishments in a residential neighborhood. Mayor Treece stated he agreed. Mr. Skala commented that he thought they needed to make that

decision based on all of the iterations of this draft and the input that had been provided for months.

REP23-19

Update on progress towards City-wide community policing.

Mayor Treece commented that he had seen more community policing in the last three weeks than he had seen in the last three years, and stated Interim Police Chief Jones had been doing a good job. Interim Chief Jones thanked Mayor Treece and noted he had a good group of folks which he appreciated.

Interim Chief Jones provided a staff report.

Mayor Treece stated he felt the previous report they had received with regard to community policing had been dead on arrival. He liked the direction Interim Chief Jones was taking and asked Council if they needed to see more data to codify what was being done or if they wanted him to go forth and do good while continuing to keep them updated. He understood the Interim City Manager was receiving his policy changes and trusted that they were being reviewed with a guide and an eye toward what Council had asked for within its community policing resolution. Mr. Glascock stated it was. Mayor Treece asked Council about their preference for the future.

Mr. Thomas stated he was delighted with everything Interim Chief Jones was doing. It was exactly what he had hoped to see in the plan last August and what he felt the Police Department had needed for many years. He believed Interim Chief Jones was being totally transparent, engaging with everyone, and taking an intentional and priority-based approach. There were a lot of things that needed to be addressed and they could not all be done at once. He hoped Interim Chief Jones did not burn out in trying to go too fast. He stated he did not feel any need to micromanage the process at all.

Mayor Treece commented that he did not need a report. If anything was needed, he would suggest an action plan. He noted he liked what they had heard thus far, and felt Interim Chief Jones was leading by example. He stated he had been at a community policing update on Tuesday evening and thought it had been gone well. He did not believe they needed to continue the level of engagement and oversight that they had exercised so strenuously in the last 36 months.

Mr. Thomas stated he had 100 percent confidence and trust.

Mr. Skala commented that he agreed and appreciated the work being done. He stated he agreed with Interim Chief Jones that the best people to teach others about community policing were in the community outreach unit, and asked if the roles of those officers would be somewhat diminished in terms of the Strategic Plan areas. Interim Chief Jones replied there might be some changes out of the unit so a few of them were able to focus their efforts on training. He pointed out they were down several officers in the community outreach unit currently, and they were going to potentially try to use officers from patrol to rotate through the community outreach unit as a second officer in each of those areas. They had not determined how long each would spend with that unit, but they would rotate officers in the Strategic Plan neighborhoods to learn the skillsets used to deliver that type of community caretaking. He commented that he thought it would enhance training to shadow a community outreach unit officer. He did not believe it would diminish the officer's ability to police the neighborhoods. He reiterated they needed some officers to focus on training more intently. Mr. Skala stated he appreciated that approach.

Mr. Skala understood Interim Chief Jones had indicated something had changed on the uniforms in terms of gold buttons and that it was done for equity purposes in that everyone was in this together. Interim Chief Jones explained it was his belief that they were in this together and that anything that signified one group as being different than another in that profession limited them. He felt they had been blinded by the gold buttons and that they needed to focus on other things.

Mayor Treece understood Interim Chief Jones had also put command staff in uniform and in patrol. He believed that kept them engaged with the community and helped them be better supervisors.

Mr. Ruffin stated he was very encouraged by the direction Interim Chief Jones was taking

and noted his engagement with the community had been excellent thus far. He asked how the recruitment process was going and whether it had improved since he had been in charge. Interim Chief Jones replied it had only been 31 days and recruitment was not great. He noted it was something they would focus on a little more, and they had some things in the works in that regard. He thought they currently had nine vacancies that would increase to eleven by March 15. He commented that retention was also a problem and hoped the officers were more engaged now and happier to come to work. He thought morale was up in general and that they had improved the ability to retain employees over the last 30 days. He stated they could continue to work on the issue. Mr. Ruffin assumed improved morale and the ability to retain officers would manifest in more recruits. Interim Chief Jones stated he hoped it would.

Mr. Trapp commented that he was also pleased and felt the actions Interim Chief Jones had taken had removed the need for a formal implementation from the Council level. He liked the changes to the job descriptions and noted he was receiving consistent and good feedback from across the community, which was hard to do. He understood Interim Chief Jones had only been on the job for 31 days, but suggested he think about the restoration of the career ladder as part of the upcoming budget. When it had been removed for budgetary reasons, it had been done with the understanding that it would be replaced by a system that would be better and would better focus on community policing activities. He thought that might help with retention and inculcating community policing concepts. He also asked Interim Chief Jones to let the Council know what they could do to support his efforts. He thought they had all been happy to relay the information they had been receiving from him to the community and had enjoyed receiving the good feedback he and his entire team had provided.

Interim Chief Jones noted officers did outstanding work every day but no one really heard about it. As a result, in the future, it was very likely that the Council would see them present the commendable performance awards the officers received for their remarkable work.

Mr. Pitzer stated he agreed the Council did not need the micromanagement and oversight they had previously been trying to exercise. He noted he would benefit and believed the community would benefit from knowing the plans for rotating officers within the community outreach unit and the potential of deploying more resources toward traffic enforcement when those items were finalized. He thought it would also help them in making decisions in terms of resources to help support the progress being made.

Mayor Treece asked Interim Chief Jones if he anticipated needing any policy changes in order to be successful in this position, such as at-will lieutenants, the creation of a work group, etc. He suggested Interim Chief Jones let them know if any action was needed from them. Interim Chief Jones stated he would.

REP24-19 Creation of work group by Police Department to examine Vehicle Stop Report Data and make recommendations to the Interim Police Chief.

Interim Chief Jones provided a staff report.

Mayor Treece asked Interim Chief Jones he was comfortable in recruiting and appointing people to the group. Interim Chief Jones replied yes, but noted he would take any recommendations.

REP25-19 Intra-Departmental Transfer of Funds Request.

Mr. Pitzer understood a parking manager had won an award, and suggested staff not be shy about pointing out unforeseen events like attending an event to accept an award.

XI. GENERAL COMMENTS BY PUBLIC, COUNCIL AND STAFF

Eugene Elkin, 3406 Range Line Street, commented that this past Tuesday a meeting had been held with regard to homelessness. He noted he had been asked to not participate in a meeting because he was not involved in a business and did not feel who participated

mattered when trying to solve moral issues. He thought empathy was needed for the homeless. He thanked the City for opening the Wabash Station for the homeless during cold nights like tonight. He commented that a suggestion from the Tuesday meeting was to have the four shelters, one for men, one for women, one for men with children, and one for women with children, and reiterated empathy was needed.

Mr. Thomas thanked Ms. Weidemann and Mr. Stone for responding quickly to his request from the last meeting with regard to the relationship between traffic fatalities and speed, and noted 93 percent of the fatal crashes that had happened in the last five years had occurred on major collectors, arterials, and freeways, which all had speed limits of 40 mph and above, and for about half of those, the vehicle was exceeding the speed limit. He felt it was clear in that if they wanted to achieve their Vision Zero goals of reducing and ultimately eliminating fatal crashes, they would have to address speed. He stated they had a very effective traffic calming program for residential streets and neighborhood collectors, but the streets where the fatal crashes were happening were not eligible for the program. He asked for a report on a potential traffic calming program for major collectors, arterials, and freeways. He understood this would be a long term project, but suggested they start planning for it. He noted he had recently been asked about traffic calming on West Boulevard and Ash Street, and neither was eligible for the neighborhood traffic management program. He thought highly visible crosswalks, pedestrian bulbouts, and mini-roundabouts could have a positive effect on those streets and believed landscaped medians, roundabouts, narrower lanes, and changes in the sight lines might work to slow traffic and save lives on roads like Scott Boulevard, Providence Road, and Range Line Street.

Mr. Thomas stated he had concerns with the size of the Water and Light Advisory Board (WLAB) as it only involved five members, but had an enormous amount of work. He noted he was also concerned with the fact they met during the day, which limited who could be a member of the group and with public engagement. In discussing the issue with Mr. Glascock, he thought a larger all-utilities advisory group could be established. In addition to water and light, it could include sewer, stormwater, and solid waste. He stated he would be interested in the thoughts of the other council members in transitioning the WLAB into a larger group and covering the additional utilities, possibly with subcommittees, along with scheduling the meetings at a time that was accessible for more people.

Mr. Skala commented that he thought the WLAB had their hands full with only the water and light utilities. He was open to the suggestion of increasing the number of people, but was reluctant to suggest they take on additional responsibilities as they currently had long meetings of 4-5 hours at times in the middle of the day.

Mr. Thomas commented that Greyhound had requested to use the Wabash Station last summer and that had not resulted in a relationship. He felt it would be beneficial to the community to have Greyhound come to the Wabash Station. He noted they were now at Midway, which meant some had to get a taxi to Midway to get on the Greyhound bus.

Mayor Treece asked why the Wabash Station connection did not work for them. Mr. Glascock replied that when they moved out to Big Bear Boulevard prior to moving to Midway, they had indicated they wanted a restaurant nearby and that was the reason for the move, which had not made sense to him. He noted they used to be downtown where CC City Broiler used to be located. He pointed out Megabus had been out of the Wabash Station when it was in Columbia. He stated they could reach out to Greyhound.

Mr. Thomas asked Mr. Glascock to check on the conversation that had occurred last summer to determine if they could open the invitation again. Mayor Treece asked if there were any objections, and no one objected.

Mr. Thomas asked for an update on the Burns and McDonnell study of food waste management.

Ms. Peters commented that a fire station was needed on the east side of Columbia. She understood the City had the money to build it, but was having trouble finding land, and asked if they needed to engage a realtor.

Mayor Treece stated he was not opposed to using a realtor to help identify property as it had been done before.

Mr. Glascock noted they had identified property, but it was an issue of finding property at the right price. He explained a property he had spoken with Ms. Peters about was actually higher in price than what they had paid for the one in the southwest. He stated they had made an offer and were talking to them.

Ms. Peters asked if it would be reasonable to get a group together to look for land if that fell through. Mr. Glascock replied they could enlist some help if needed. Ms. Peters stated she wanted to move that forward.

Mr. Skala noted the area was really starting to fill in with development. Ms. Peters stated it would be nice to have a fire station before people complained about having to live too close to it.

Ms. Peters congratulated Interim Chief Jones for the front page article over the weekend with regard to the officers that had helped with a gentleman that was having mental illness issues. Interim Chief Jones noted that was indicative of the work they did every day.

Mr. Trapp stated he had been intrigued by Cole Riley's presentation earlier in the meeting. He understood \$1 million had been spent on decorative flourishes for the Short Street garage. He noted the Fifth and Walnut garage dominated the landscape and asked for a report of the feasibility and cost of his idea. He thought greening up that building might be worth some kind of investment if it was feasible. Mr. Glascock noted he would have Ms. Dresser in the Office of Cultural Affairs reach out to him and potentially get a committee together to look into it.

Mayor Treece commented that if they were to do anything with that garage he would like it to include some safety enhancements. He asked if any construction litigation was anticipated with that structure. Mr. Glascock replied they were working with the contractor now for repairs to the outside of it. Mayor Treece suggested any money from damages be used for aesthetic safety enhancements.

Mr. Skala provided the history of the Fifth and Walnut garage by noting it had started out as a six-story garage, but they had been unable to purchase the bank and other properties needed. As a result, it had to be heightened and had gone to the height it was currently. He commented that he and former Council Member Hoppe had attended a conference in Oregon and had seen a garage with plant enhancements. He understood the plants had to be carefully selected to be successful. He thought it was worth discussion. He noted the blue panels on the corner of the garage were the percent for art project and understood they were supposed to correspond with the latitude of the sky of their sister city in South Korea. He explained some people were critics of it, but that had been the idea. He stated he thought it would be good to talk to Mr. Riley and others to try to make the garage more aesthetically pleasing.

Mr. Skala understood there had been negotiations for easements with respect to property for a trail off of Old 63 and assumed some action of the Council would be required in the future. Mayor Treece stated the Council had already authorized staff to proceed. Mr. Glascock did not believe any further action was needed by the Council.

Mr. Skala asked for a report with regard to the results of the negotiations. He also wondered if there were any other moving parts or if everything was now settled and set in

stone as to where the structures would be located. He reiterated he wanted to know of the eventual outcomes of those negotiations. Mr. Glascock pointed out the easements had been described prior to Council providing approval.

Mr. Skala commented that he had been thinking a lot of about transit in terms of strategies to address the issues. Previously he had mentioned the potential of maybe reducing the amount of funding to roads and the airport by 2.5 percent each to perhaps be able to fund Saturday routes. He asked for data with regard to any yield from one percent in the transportation sales tax fund regardless of where the money would come.

Mr. Skala noted he had recently taken the train from Carbondale, Illinois to New Orleans, Louisiana, and next to the train station was a city parking lot. It was a paid parking lot with no gates at a rate of \$2 per night. It seemed to be based on the honor system and potentially enforced by the City of Carbondale. He thought this might be a potential for the paved parking lots at the airport to augment how they might deal with transportation issues. He noted he wanted to ensure the airport was the huge success it had been in the past few years as well.

Mr. Skala reiterated he would like a report with that information and numbers to help determine how they might be able to either maintain service or have it on Saturday.

Mr. Skala noted he and Mr. Thomas were meeting with several staff members on March 13 to talk about the \$50,000 that had been set aside in the last budget to attempt to take a racial equity lens look at their ordinances and just wanted everyone to know.

Mayor Treece explained at the last council meeting there had been public comment from Margaret Booker at the beginning of the meeting and she had requested emails related to the Oakland Crossing development. After speaking with the City Clerk and City Counselor and given the transparency policy, he could not interpret the request as anything other than a request for public information even though it had not been in writing and had been verbal at a public meeting. Ms. Amin pointed out Ms. Booker had provided a handout and it had been in it.

Mayor Treece made a motion to waive the fees associated with Ms. Booker's request as being in the public interest given the recent concerns about the issue. The motion was seconded by Mr. Thomas.

Mr. Skala understood this was done on a case by case basis. Mayor Treece explained Chapter 610 of the Revised Statutes of Missouri allowed anyone to make that request. Mr. Skala wondered if that determination was made on a case by case basis when staff received a request such as that by coming to the Council. Ms. Amin replied she generally followed policy and provided an estimated cost if it took more than 10-15 minutes worth of time. Mayor Treece commented that in this case Ms. Amin had already compiled that request several times for the Missourian and others. Mr. Skala stated he thought it was reasonable. He was just curious as to the policy.

Mr. Pitzer asked what the cost was out of curiosity. Ms. Amin replied she noted she could not recall, but thought it was less than \$80. Mayor Treece noted it had already been fulfilled twice in some fashion. Ms. Amin agreed and pointed out they were all a little different, which was the reason it had a cost.

The motion made by Mayor Treece and seconded by Mr. Thomas to waive the fees associated with Ms. Booker's request as being in the public interest given the recent concerns about the issue and approved unanimously by voice vote.

XII. ADJOURNMENT

Mayor Treece adjourned the meeting without objection at 9:01 p.m.

Community Policing Plan

Community policing takes many different forms and is interpreted differently by many. For clarity we will define our community policing philosophy as:

The placement of officers into neighborhoods in which they, as guardians, form long-term relationships in an effort to open lines of communication and resolve community issues through the incorporation of community partnerships, problem oriented policing and citizen input.

The current Vision of the Columbia Police Department fits the vision for community policing:

A safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner.

The Columbia Police Department is focusing on policing to a city-wide neighborhood-centered policing approach. This will be done by transforming the Department's philosophy, strategies, policies and practices. The intended outcome of this shift is to provide citizens with proximity to the officers who serve them to promote shared power and responsibility. Officers will be empowered to address issues in their areas through sound intelligence-based enforcement and community caretaking/ service delivery.

Create partnerships internally and externally in an effort to identify problem areas, and resources available to address root causes.

Although this will always require maintenance and ongoing effort, this first phase has been developed in our strategic neighborhoods.

Officers have developed relationships with hundreds of residents, churches, businesses, City organizations, and school administrators. Officers have woven themselves into the fabric of the neighborhoods they serve while creating relationships, partnerships, and a genuine understanding of the concerns facing the people who live, work, learn and play in these areas.

Officers have used City resources from other departments, as well as community resources, to address problems that have traditionally been met with a police response. Officers and residents know what to expect from each other. The result of these efforts, although still ongoing, has been the ability to address issues at their source. Data collection through web -based applications has helped to track where we are, and the nature of our contacts. With continuing partnerships, we will improve data collection in an effort to maintain accountability and transparency while building a base for data-driven problem solving.

All of our new officers will learn the process described above and continue to build upon and improve an inclusive process. To help with the expansion of these practices, the Community Outreach Unit (COU) supervisor has been promoted to a command-level position and reassigned to the Training and Recruiting Unit (TRU). A supervisor has been assigned to the TRU and they are responsible for the Field Training Program and the oversight of the COU officers as they work to share their knowledge of available community resources.

Starting in January, COU officers will be assigned to the northeast sector as “float” cars. This allows them to move from beat to beat and train the officers who are assigned to those areas. The float cars will respond to multiple-officer calls in an effort to reduce the time beat officers are outside of their neighborhoods.

Officers will be placed into the eight current beats. All beats have been subdivided for the purposes of future planning and dispatch matrix. Two of the beats, 30 and 40, will be staffed as a subdivided beat in an effort to begin the expansion into a 16-beat structure as we hire more officers. The COU officers will move into a new sector once the officers in the assigned sector have been exposed to the resources and alternative methods used in the strategic neighborhoods.

School resource officers will take an active role in education and recruitment efforts serving youth.

Currently there are school resource officers (SRO) assigned to Battle High, Rock Bridge High, Hickman High, and a floating officer between two middle schools (Oakland and Smithton). SROs will teach summer programs as part of the Explorers program. The Explorers will be a partnership with the Columbia Fire Department (CFD) to involve teenagers in public safety-oriented volunteerism and service.

SROs will be assigned to teach at least one hour per week in the schools. If/when the Columbia career center establishes a first responder course curriculum, the SROs will teach coursework as part of their responsibilities.

School resource officers will work within the school to help mitigate crime in the schools and partner with CPS to develop a comprehensive plan for restorative practices. This will improve the opportunities for learning while maintaining a secure environment.

Community-centered recruitment will help diversify our department.

CPD will request involvement from community organizations to help recruit civic-minded police officers. Youth programs and a Citizens Academy will help to give context to those considering a career in policing.

Training for police officers will be infused with community-oriented philosophy.

The TRU lieutenant will work to include community-centered messaging in all CPD training. All officers will be required to attend a customer service training this year.

TRU will work with community partners to identify joint-training opportunities. Members of the public will be included in some training sessions.

Training will be in various forms and instructed by a wide range of community partners. Although classroom and standardized training will be available, in-person exposure to diverse people and events will be an alternative method used to train while forming relationships.

All CPD employees will be trained in customer service and service delivery. This training re-enforces the guardian mindset and helps to incorporate relationship building into service delivery.

Police supervisors and those who wish to promote into supervisory roles will be provided the opportunity for periodic training. This training will provide basic sergeant-specific exposures to better prepare supervisors.

All CPD officers will be trained and evaluated as community police officers. Tactics, resource familiarity, investigative knowledge and application, technology, and community partnership development are all example topics to be covered before an officer is considered to have reached the status of “Total Cop.”

Policy revisions will empower officers to act as guardians.

Policies requiring ineffective and inefficient data collection will be modified to maintain accountability and search-ability while giving officers more discretionary time. Policies arbitrarily restricting an officer’s ability to apprehend offenders will be adjusted to give officers the ability to responsibly enforce the law.

Policy will be presented in public forums to allow for public input, increase transparency, and encourage the development and implementation of fair and impartial police practices.

Reorganization will streamline communication and increase efficiency.

The command structure has been changed to eliminate the Deputy Chief position and add one Assistant Chief. This will allow for direct communication between the commanders of each bureau and the Chief. Further, the number of Patrol Lieutenants has been reduced from four (4) to three (3). This empowers sergeants to manage their shifts and solve issues as supervisors without relying on a manager. Lieutenants will take on more administrative/ command-level duties while ensuring consistency in communication, training, and discipline.

Community Service Aides (CSA) will respond to low-priority calls that do not require an officer. Officers will have the ability to direct citizens to on-line reporting or a CSA, when appropriate; customer service training will assist in the handoff. These changes will increase officer discretionary time, allowing for more interaction with residents.

Internal Affairs, Training and Recruiting, and Policy Development will meet regularly to proactively address issues. The Internal Affairs process will be modified (subject to CPOA negotiations) to allow first-line supervisors more discretion to correct behavior for low-level violations of policy and standards. Policy review has been modified to include public meetings for policy modification and development. The training function is under new management with the goal to incorporate balanced policing practices into every training category. All three areas working together can identify issues before they become problematic and obstruct the Mission.

All CPD performance evaluations will include goals that align with the community policing philosophy. Measurement of performance will become a key component of the organizational strategy to transform the application of a clearly stated philosophy. Police Command from the Chief to the first-line supervisors will all meet regularly with their employees to review goals, address concerns, and compliment good work-behavior.

Investigate and arrest people who commit crime and refuse or purposefully opt themselves out of other intervention efforts.

Officers have continued to address crime issues that have plagued their neighborhoods. These officers, through their association with residents and community members, are expected to responsibly enforce the law.

Although much of the minor crime committed in Columbia can be mitigated through intervention techniques, other criminal behavior continues. Officers have worked with investigators from CPD to address criminal behavior and arrest those who: 1) are a threat to the safety of citizens and neighborhoods; and 2) demonstrate, through activities, associations and criminal behavior, an on-going pattern of criminal activity which threatens the peace and safety of citizens in a neighborhood.

Officers will work to identify those individuals who prey on our citizens. We will work diligently as a team to address violent crime and mitigate violent behavior. Each shooting will be worked as though it is a homicide. All leads will be followed and resources will be brought in to investigate these cases. Although this will adversely impact overtime in the short-term, it will likely reduce the need for overtime spent on homicide cases.

Our external partnerships have been tooled to address violent crime. The FBI, ATF, DEA, MUPD, and BCSO will all partner to evaluate and address violent crime. A task force has been assembled with the ATF, Boone County Sheriff's Department, University of Missouri Police Department and the Columbia Police Department with the goal to reduce gun violence and increase efficiency and manpower during critical incidents.

Data Collection

The use of federal assets, along with our internal crime analyst will help direct enforcement activities through intelligence. Blanket saturations will not be used as a tool.

When evaluating police training and practices, we will use data to help measure effectiveness, fairness, and efficiency. We will work with the community to examine areas of concern (Vehicle Stop Data) and seek solutions that will help address community and policing issues.

Partnerships will remain a key component of data collection and the application of practices in response to the data.

Transparency

The command staff will meet regularly as a body and include members from every unit/division in the discussions related to non-personnel related issues. We will work with citizens and local media to keep the public informed. The Public Information Officer will work to update and maintain the CPD website, and forward information through social media outlets. Public meetings, and committees will increase involvement.

Expanding the COU philosophy by adding police personnel

The progression for the next five years is described below.

Year 1 (2020): CPD command will begin subdividing beats into neighborhood areas. The number of officers assigned to each beat or neighborhood will be based on crime and other relevant data and staffing projections. Call volume and call types will be part of the data used to determine the number of officers needed to staff a neighborhood. This will allow citizens to have proximity to the officers serving in their area. Officers will be assigned as float cars to address calls that require multiple officers, thus allowing beat officers to stay in their areas.

CPD will propose a residency program that gives incentives to officers who live in their assigned area. This includes take-home cars for ten (10) officers in 2020. These cars give incentive to live where you work while giving a visible reminder to residents that officers are present.

Traffic concerns must be addressed through the revitalization of the Traffic Unit. The traffic unit currently consists of four officers. We will add two officers assigned to traffic enforcement and serious crash investigations once patrol staffing is stabilized with new officers.

Years 2 and 3 (2021-2022): The strategies and operating structure will begin to change as we gain officers. This will be determined based on projected staffing numbers as a result of available funding. Patrol Officers hired into the department will eventually be assigned to a neighborhood area as we have done in beats 30 and 40; we will continue to subdivide beats as much as feasible. They will be scheduled based on data about crime in their assigned area, for instance, call volume and crime trends. A move to smaller neighborhood-centered response areas will be determined by the number of officers we have to allocate.

Year 4 (2023): Officers will be selected and hired to fill neighborhood positions as vacancies, promotions, and transfers occur. These selections will begin to involve members of the neighborhood in the selection process. These members will be identified through their participation in the management of their area.

A base shift is a pool of officers sufficient to respond to incidents and maintain public order throughout the City of Columbia. A transition from base shifts into neighborhood-specific policing teams will begin based on staffing numbers. Fewer officers will be assigned to the base shift sector model as we transition into neighborhoods.

The size of beats will be determined by the number of officers available for assignment. As more officers are added, the areas of geographic responsibility can be redistricted to allow for more beats of smaller geographic area. As we hire more officers, more of the beats will be subdivided until all 16 are fully staffed.

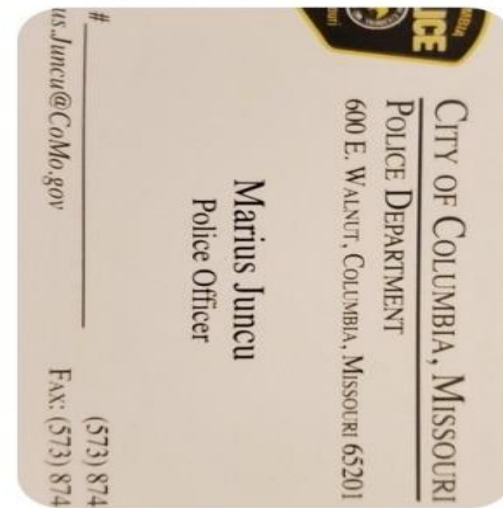
Year 5 (2024): We will continue movement from sectors and base shifts into neighborhood policing as numbers of officers increase.

Beyond year 5 (2024 +): Officers will be hired for vacancies in neighborhoods. Posting for job vacancies will include the boundaries for neighborhoods (one of 16 beats). Hiring boards will include members of the neighborhood. Officers will be selected and trained through the current Field Training Officer process and then assigned to their neighborhood for an extended period (three years or more if they agree to reside in the area).

Although this document serves as the framework for a Community Policing Plan, it is by no means comprehensive. The Department, the City, and the citizens we serve will continue dialogue reinforced by action. These actions and how we as an organization continue to grow will be shaped largely on the relationships, input, and experiences we share.

It is our intention to work with the community to develop mutual training opportunities, enhance meaningful data collection efforts, provide much-needed resources, prevent crime and responsibly enforce the law. This framework sets a stage for a community engaged with their officers. Empowerment, responsibility, and partnerships are key to this model; not only for our citizens, but our officers.

Columbia Policing Plan



Neighborhood policeman for my neighborhood just rang my doorbell, you know this guy?

I do, he's a new officer, less than a year on. Any feedback I can pass along to his supervisor?

Was very pleasant, just never had an officer come by my house before and I have lived in Columbia for 30 years. Good to know the Community policing is in all neighborhoods

What is “community policing”?

The placement of officers into neighborhoods in which they, as guardians, form long-term relationships in an effort to open lines of communication and resolve community issues through the incorporation of community partnerships, problem oriented policing and citizen input.

Our Vision:

A safe and successful community served by an innovative team of trusted professionals dedicated to providing excellent service and engaging our community as a valued partner.

City-wide Neighborhood-Centered Policing Approach

Change



■ Philosophy/Vision

The placement of officers into neighborhoods in which they, as guardians, form long-term relationships in an effort to open lines of communication and resolve community issues through the incorporation of community partnerships, problem oriented policing and citizen input.

■ Strategies

Intelligence-based, community input and joint training, service referral, workload distribution.

■ Policies

Community input, procedural justice, balanced community caretaking and law enforcement.

■ Practices

Empower officers to solve problems, open communication, input sessions, community oriented evaluation goals.

School resource officers will take an active role in education and recruitment efforts serving youth.

Where are our SROs?

- Battle High School
- Rock Bridge High School
- Hickman High School
- Oakland Middle School
- Smithton Middle School



SROs in schools

- The Explorers will be a **partnership** with the Columbia Fire Department (CFD) to involve teenagers in public safety-oriented volunteerism and service.
- SROs will be assigned to **teach** at least one hour per week in the schools. If/when the Columbia career center establishes a first responder course curriculum, the SROs will teach coursework as part of their responsibilities.
- **Mitigate crime** in the schools and partner with CPS to develop a comprehensive plan for restorative practices.

Community-centered recruitment will help diversify our department.

- CPD will request involvement from community organizations to help recruit civic-minded police officers.
- Youth programs and a Citizens Academy will help to give context to those considering a career in policing.
- Explore technology-based marketing to reach wider demographics.
- Empower community members to apply.



Training for police officers will be infused with community-oriented philosophy.

- Training Lieutenant will ensure a community-centered message in all CPD training
- Identify Community/Department joint training opportunities as well as include community members in CPD training
- Train all CPD employees in customer service and service delivery principles
- We will seek to create the “Total Cop”

Policy revisions will empower officers to act as guardians.

- Ineffective and inefficient policy will be modified to maintain accountability while giving officers discretionary time.
- Arbitrary restrictions on enforcement of the law will be adjusted.

Policy will be presented in a public forum to:

- Allow for public input;
- Increase transparency; and
- Develop and implement fair and impartial police practices



Reorganization will streamline communication and increase efficiency.

1 Deputy Chief and 3 Assistant Chiefs



4 Assistant Chiefs (1 per Bureau)

- Supervisors will be empowered in decision making and problem solving as well as maintaining policy and standards among officers
- Community Services Aides will be utilized to free up officer time by responding to low-priority calls and handling some reports
- Regular meetings between Internal Affairs, Training and Recruitment, and Policy Development
- All CPD performance evaluations will include the community-policing philosophy with goal setting and regular review

Investigate and arrest people who commit crime and refuse or purposefully opt themselves out of other intervention efforts.

- Officers will responsibly enforce the law to ensure the safety of our neighborhoods and our community.
- CPD will work diligently as a team to address violent crime. Shootings will be worked as if a homicide. All leads followed, all resources utilized.
- Gun Violence and Violent Crime Task Force
 - CPD, ATF, BCSD, MUPD

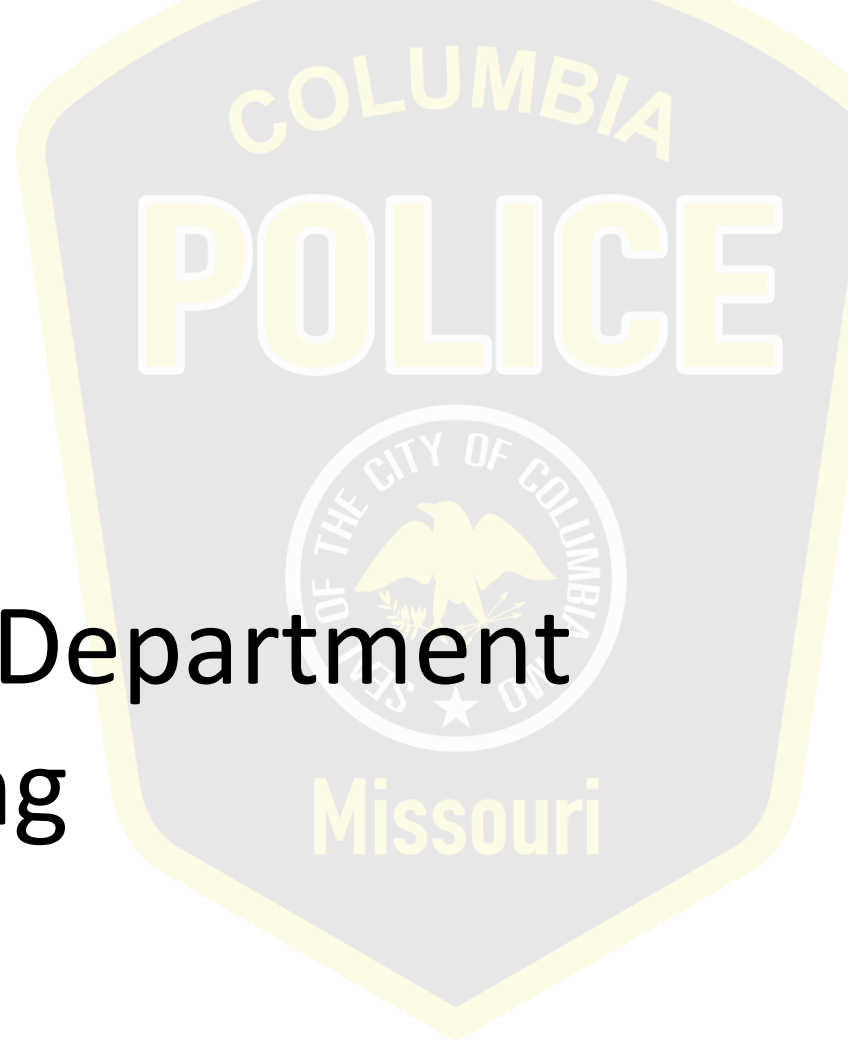
Data Collection

- Federal assets partnered with our Crime Analyst will assist in directing enforcement activity through intelligence.
- Data will be used to:
 - Measure effectiveness,
 - Examine areas of concerns (e.g. Vehicle Stop Data) and,
 - Seek solutions to address community and policing issues.

Transparency

- Members of Command Staff will meet regularly as a body and include members from every unit/division/bureau.
- CPD will work with our citizens and media to keep our community informed.
- The CPD website will be updated, maintained, and information will be distributed through social media appropriately.

Columbia Police Department Staffing



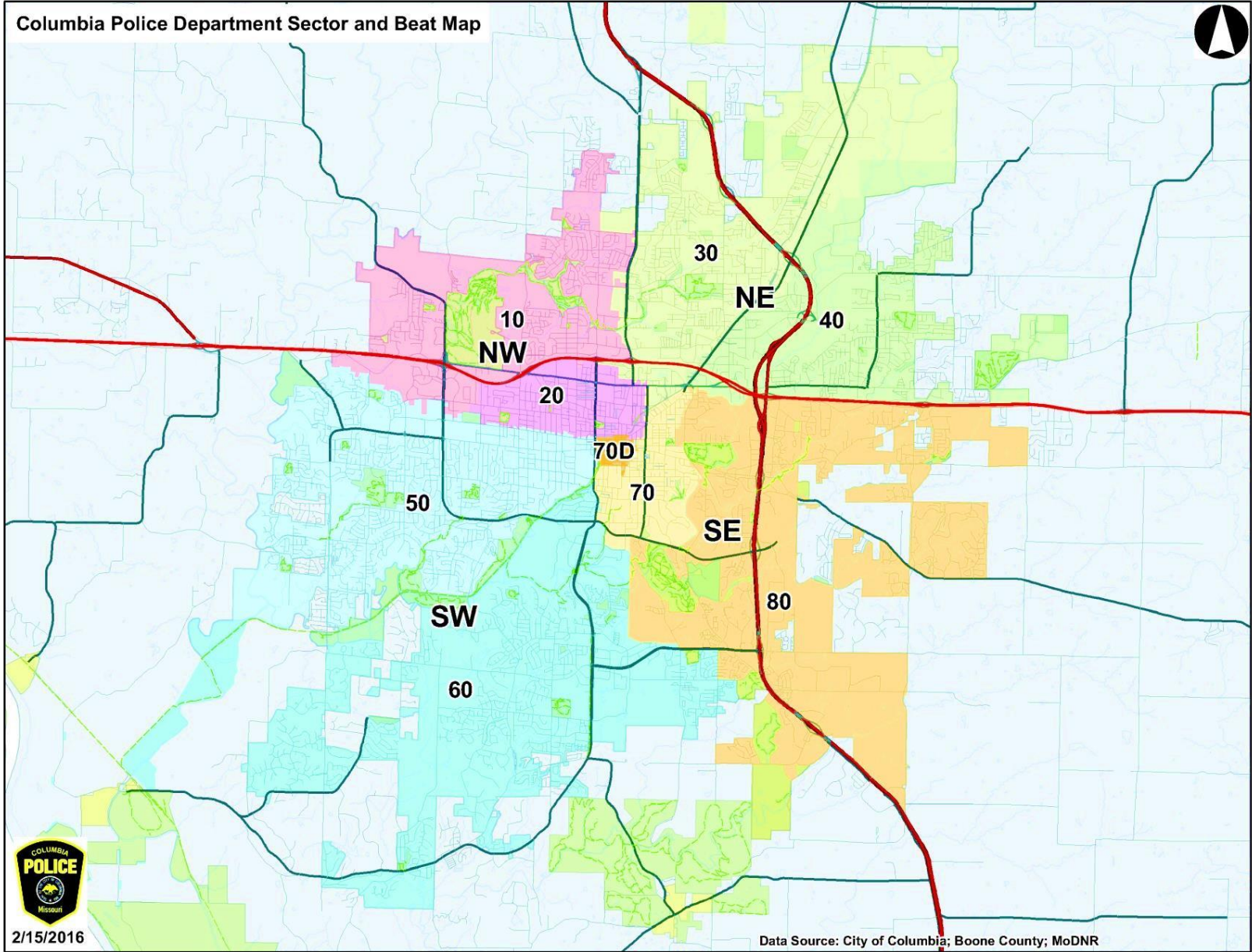
2020 Operations Staffing

- × 85 officers
- × 8 beats
- × 10 hour shifts
 - 2 squads (**Red** & **Blue**)
 - 8 possible patrol shift assignments
- × 4 first shift “early cars” (5:00am-3:00pm)
- × 4 third shift “early cars” (4:00pm-2:00am)

Red
6:00am-4:00pm
10:00am-8:00pm
5:00pm-3:00am
8:00pm-6:00am

Blue
6:00am-4:00pm
10:00am-8:00pm
5:00pm-3:00am
8:00pm-6:00am

Current 8 Beat configuration



Columbia Police Department Sector and Beat Map



6:00 AM

10:00 AM

3:00 PM

4:00 PM

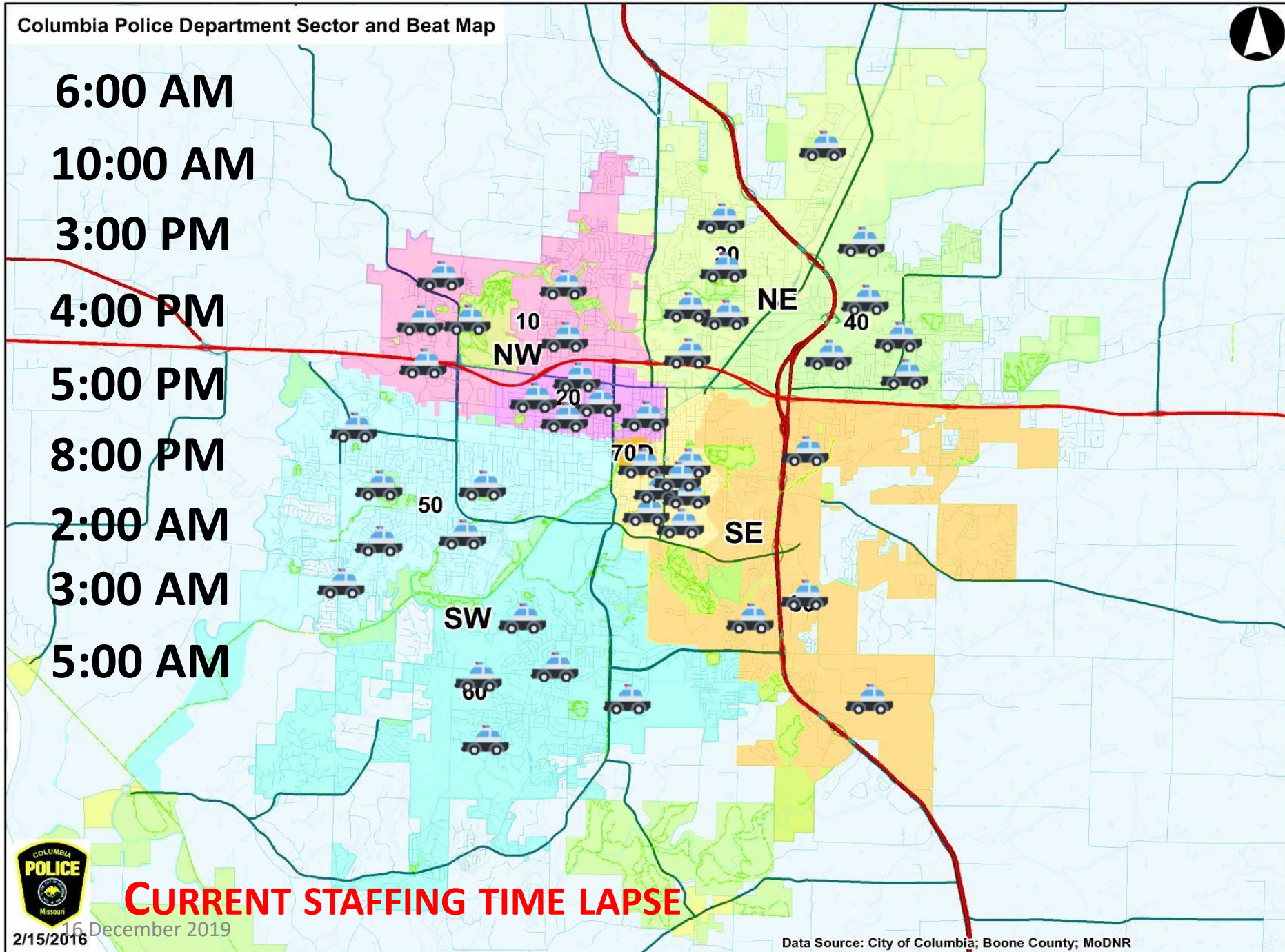
5:00 PM

8:00 PM

2:00 AM

3:00 AM

5:00 AM



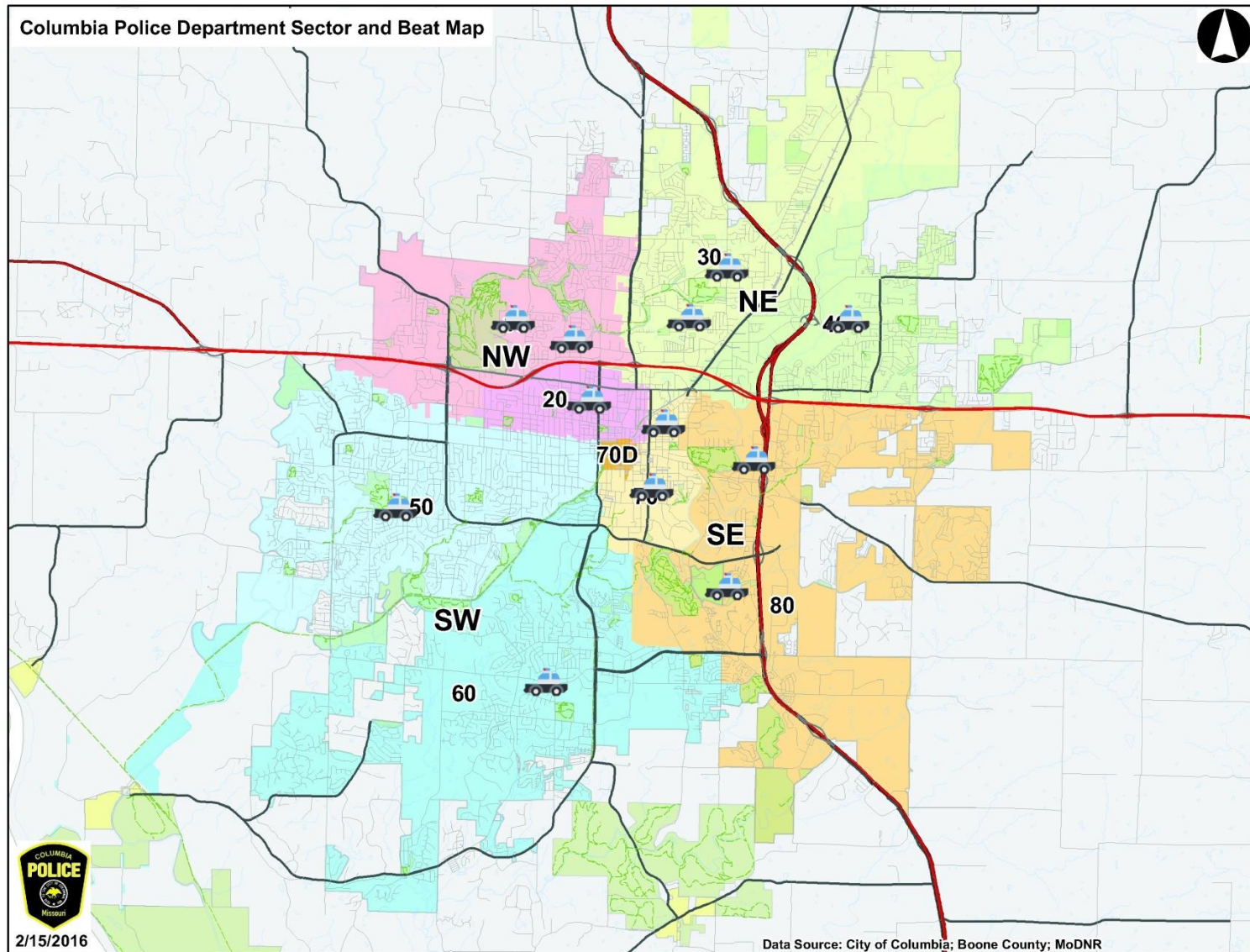
CURRENT STAFFING TIME LAPSE



2/15/2016 December 2019

Data Source: City of Columbia; Boone County; MoDNR

Example: 2 officer “routine” call, followed by critical incident



STAFFING LEVELS IN A 24 HOUR PERIOD

Time	Number of Officers on Duty
5:00am-10:00am	12
10:00am-3:00pm	22
3:00pm-5:00pm	18
5:00pm-8:00pm	20
8:00pm-2:00am	18
2:00am-3:00am	10
3:00am-5:00am	8

Shift	Number of Officers
1st	12
2nd	10
3rd	10
4th	8

Hourly Breakdown of Calls for Service Per Hour

north			south			overall
red	blue	total	red	blue	total	total
1.53	1.47	3	1.46	1.56	3	6
2.5	2.5	5	2.81	2.81	6	11
3.39	3.32	7	3.46	3.52	7	14
3.87	3.97	8	4.07	4.1	8	16
4.32	4.6	9	4.78	4.82	10	19
4.86	4.73	10	4.99	4.97	10	20
5.04	4.93	10	5.11	5.44	11	21
4.89	5.06	10	5.54	5.6	11	21
5.34	5.05	10	5.43	5.4	11	21
5.34	5.56	11	5.63	5.47	11	22
5.18	5.62	11	5.71	5.61	11	22
5.33	5.39	11	5.58	5.55	11	22
4.98	4.96	10	4.68	4.77	9	19
4.61	4.7	9	4.38	4.31	9	18
4.26	4.42	9	4.08	4.34	8	17
4	4.19	8	3.86	4.28	8	16
3.52	3.73	7	3.32	3.64	7	14
2.76	3.05	6	2.94	3.35	6	12
2.2	2.29	4	2.4	3.02	5	9
1.69	1.98	4	2.2	2.74	5	9
1.45	1.74	3	1.61	2.21	4	7
1.09	1.23	2	1.17	1.54	3	5
0.99	1.17	2	0.92	1.18	2	4
1.21	1.2	2	1.16	1.24	2	4
84.3	86.9	171	87.3	91.5	178	349
8	9	17	9	9	18	35



Community Policing hours
(8:00am-8:00pm)



Number of officers needed per
hour to handle the calls for
service during respective hour
with current staffing

Staffing Plan

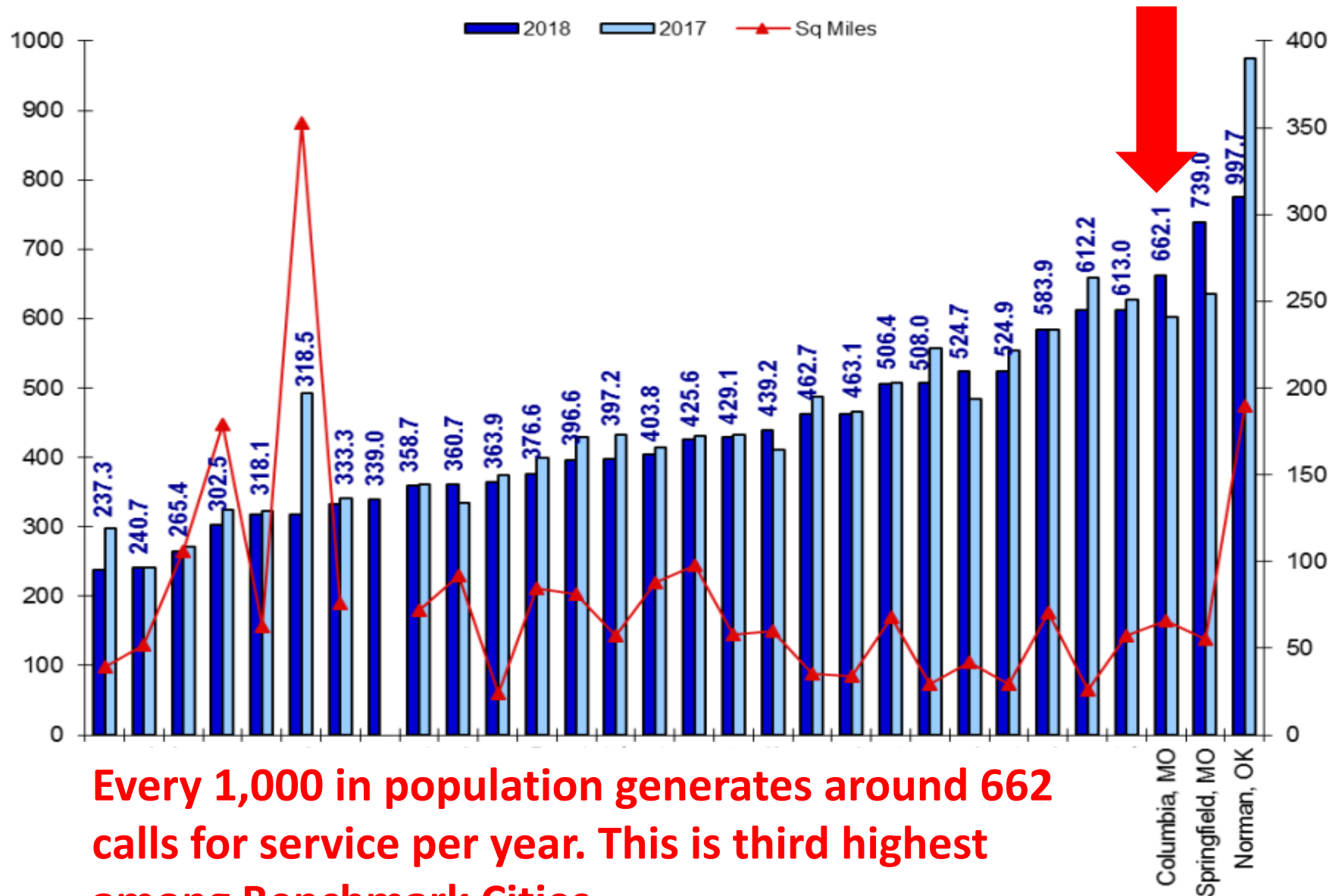
- per capita vs. workload analysis
- Officers per 1,000 residents
 - 1.6 (cities 100,000-249,999 average)
 - 1.4 (Columbia)
- Projected 2% population growth per year

183 Sworn

- Current authorized strength
 - 85 Patrol (Red & Blue)
 - 16 Detectives
 - 8 Airport Public
 - 36 Specialty assignment (IA, Park Rangers, COU, K9, SRO, Traffic, Street Crimes)
 - 26 Supervisors
 - 12 Command Staff

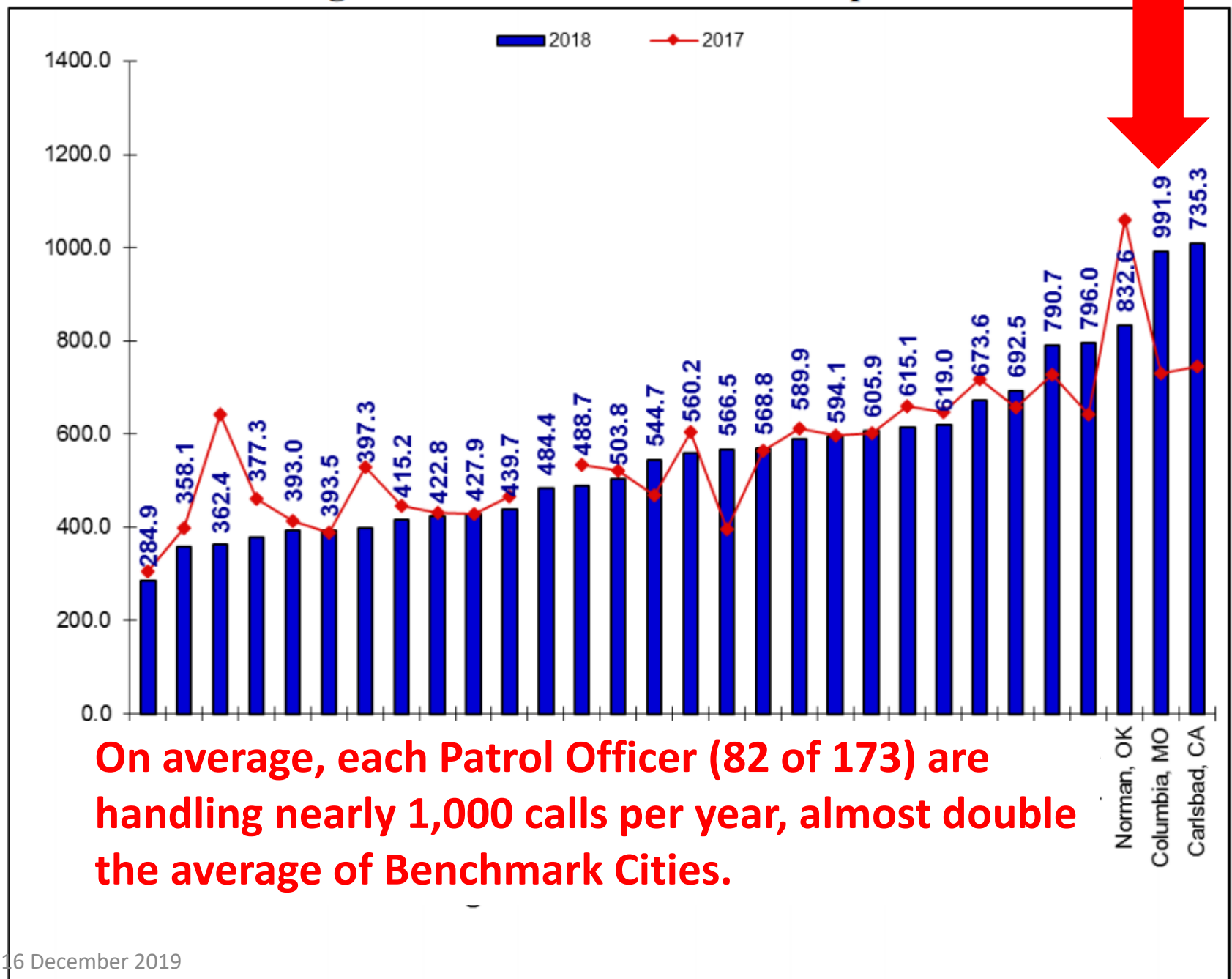


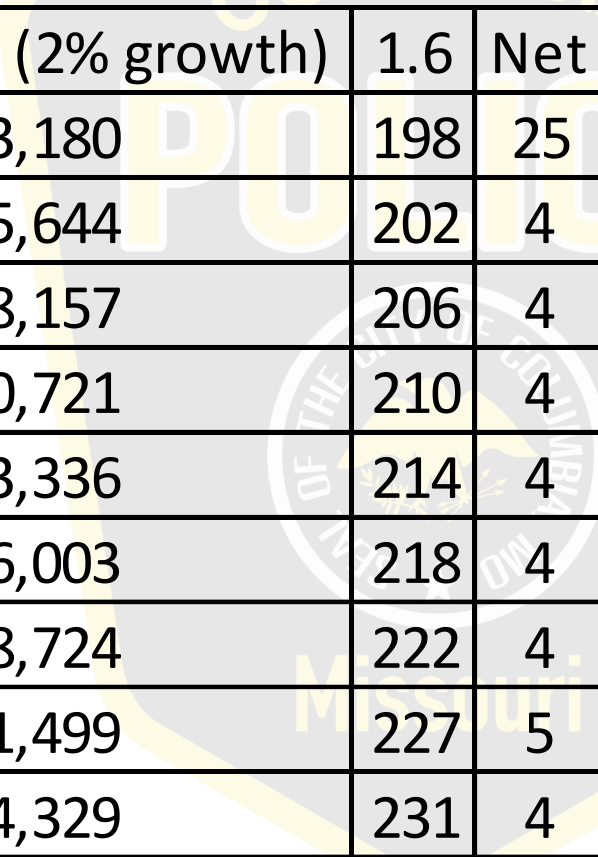
2018 Average Calls For Service Per 1,000 Citizens is 442.7



Every 1,000 in population generates around 662 calls for service per year. This is third highest among Benchmark Cities.

2018 Average Calls For Service Per First Responder is 560.0





Year	Net	1.4	Population (2% growth)	1.6	Net
Current	N/A	173	123,180	198	25
1	3	176	125,644	202	4
2	4	180	128,157	206	4
3	4	184	130,721	210	4
4	3	187	133,336	214	4
5	4	191	136,003	218	4
6	4	195	138,724	222	4
7	4	199	141,499	227	5
8	4	203	144,329	231	4
9	4	207	147,216	236	5
10	4	211	150,161	241	5

+38

+68

Staffing Plan

- 5 positions per year
- Positions to be added:
 - Officers: assigned to peak times for calls and community policing hours
 - Detectives/Investigations: to manage work produced by the addition officers
 - Supervisors: supervise additional officers with manageable span of control
- E.g. 5 per year for 10 years*
- 36 officers
 - 7 detectives
 - 7 supervisors

*every 5 Officer positions adds 1 Sergeant and 1 Detective

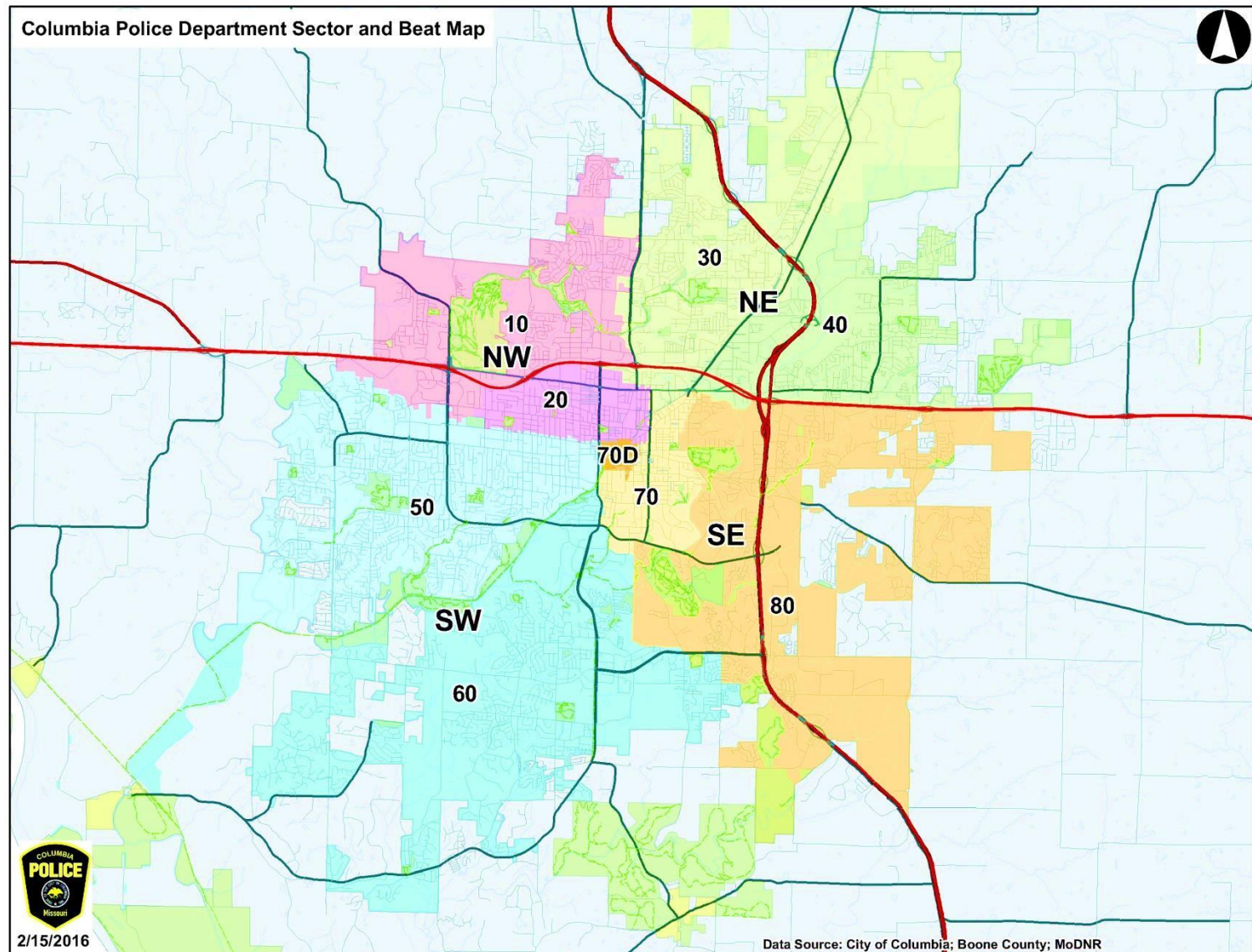
Year	Population (2% growth)	1.4	Net	1.5	Net	1.6	Net
Current	123,180	173	N/A	173	N/A	198	25
1	125,644	176	3	178	5	202	4
2	128,157	180	4	183	5	206	4
3	130,721	184	4	188	5	210	4
4	133,336	187	3	193	5	214	4
5	136,003	191	4	198	5	218	4
6	138,724	195	4	203	5	222	4
7	141,499	199	4	208	5	227	5
8	144,329	203	4	213	5	231	4
9	147,216	207	4	218	5	236	5
10	150,161	211	4	223	5	241	5

+38 over 10 years:
Maintain 2% growth

+50 over 10 years:
Maintain 2% growth
and increases per capita
to ~1.5 per 1,000

+68 over 10 years:
Maintain 2% growth
and increases per
capita to ~1.6 per 1,000

8 Beats → 16 Beats

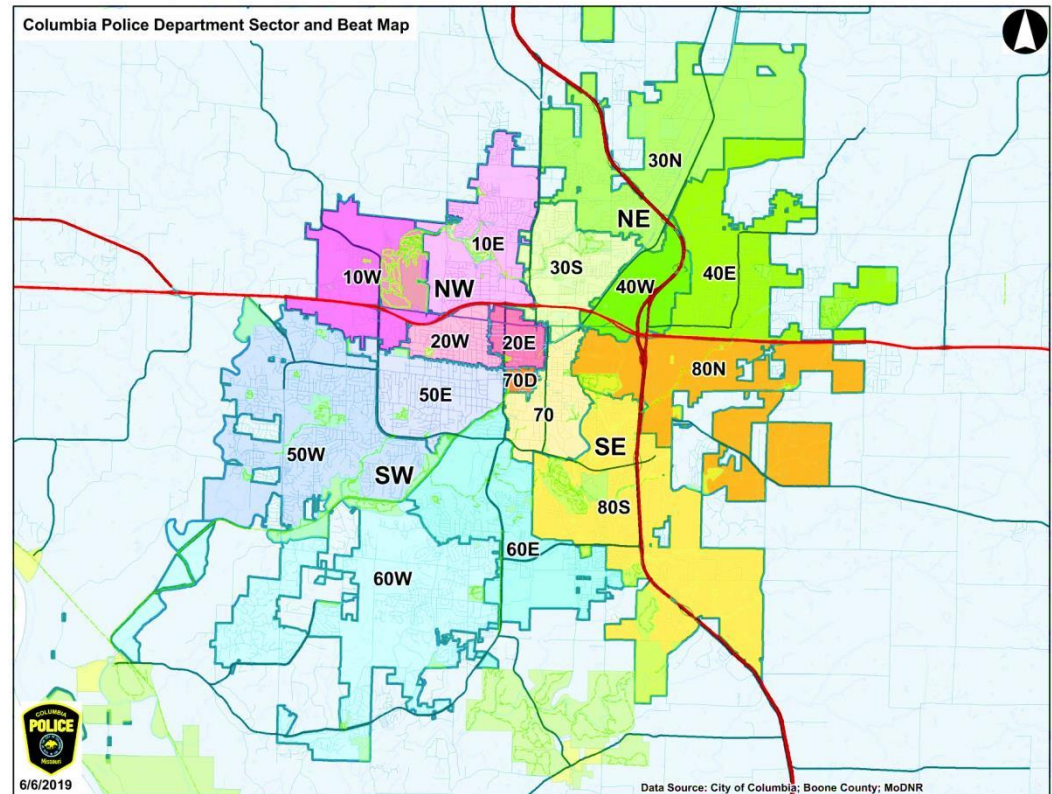


8 Beats



16 beats

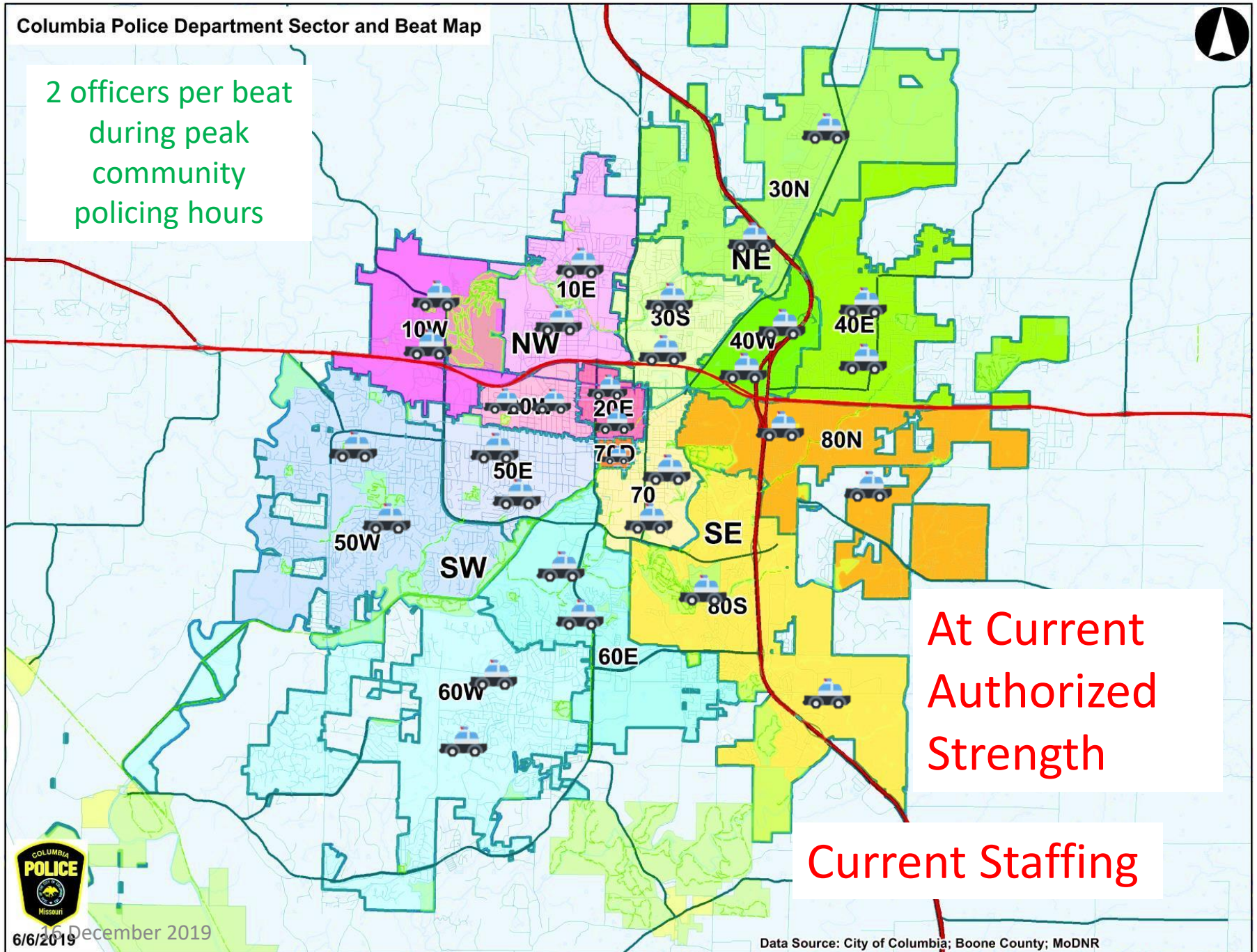
- Smaller geographical area of officers
- Increased beat accountability
- Reduced response times
- More frequent beat officer interactions
- Reduced call/report load for officers



Columbia Police Department Sector and Beat Map



2 officers per beat
during peak
community
policing hours



At Current
Authorized
Strength

Current Staffing

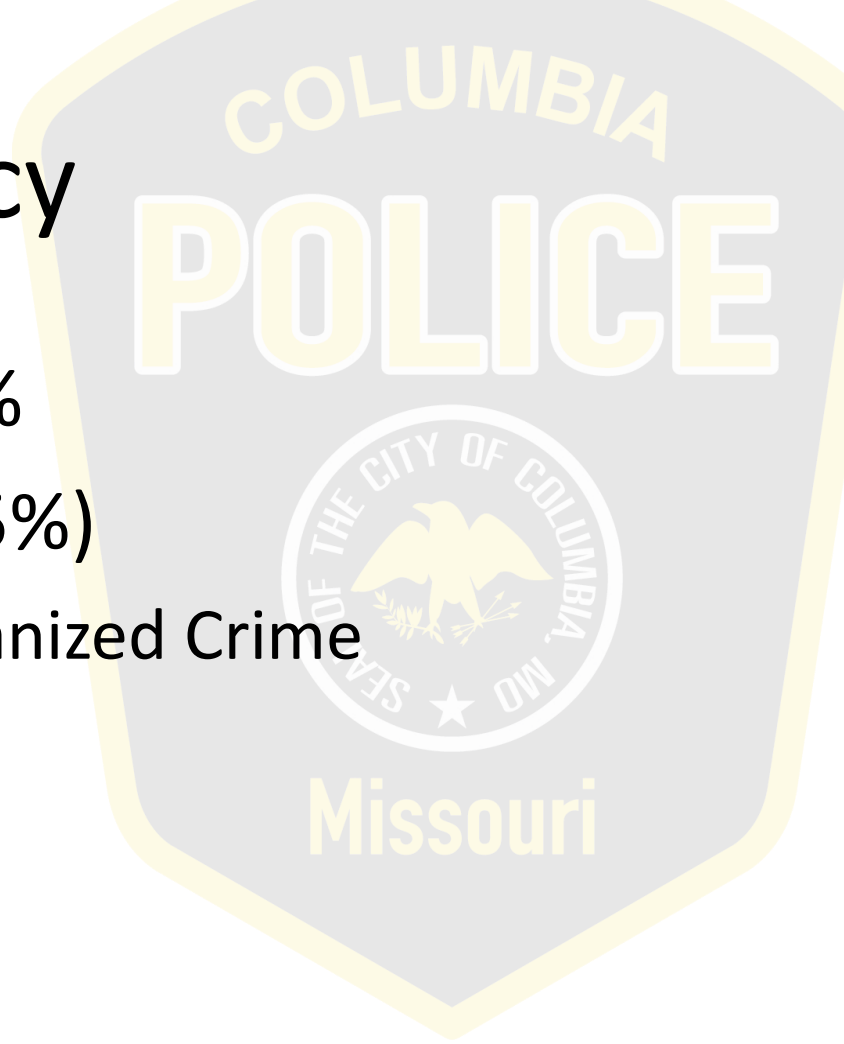


6/6/2019 December 2019

Data Source: City of Columbia; Boone County; MoDNR

Vacancy

- Average nation-wide is 7%
- Current: 13 vacancies (7.5%)
 - 1 Vice, Narcotics, and Organized Crime
 - 3 COU
 - 2 Traffic
 - 7 Patrol



STAFFING LEVELS IN A 24 HOUR PERIOD WITH A 36 OFFICER INCREASE

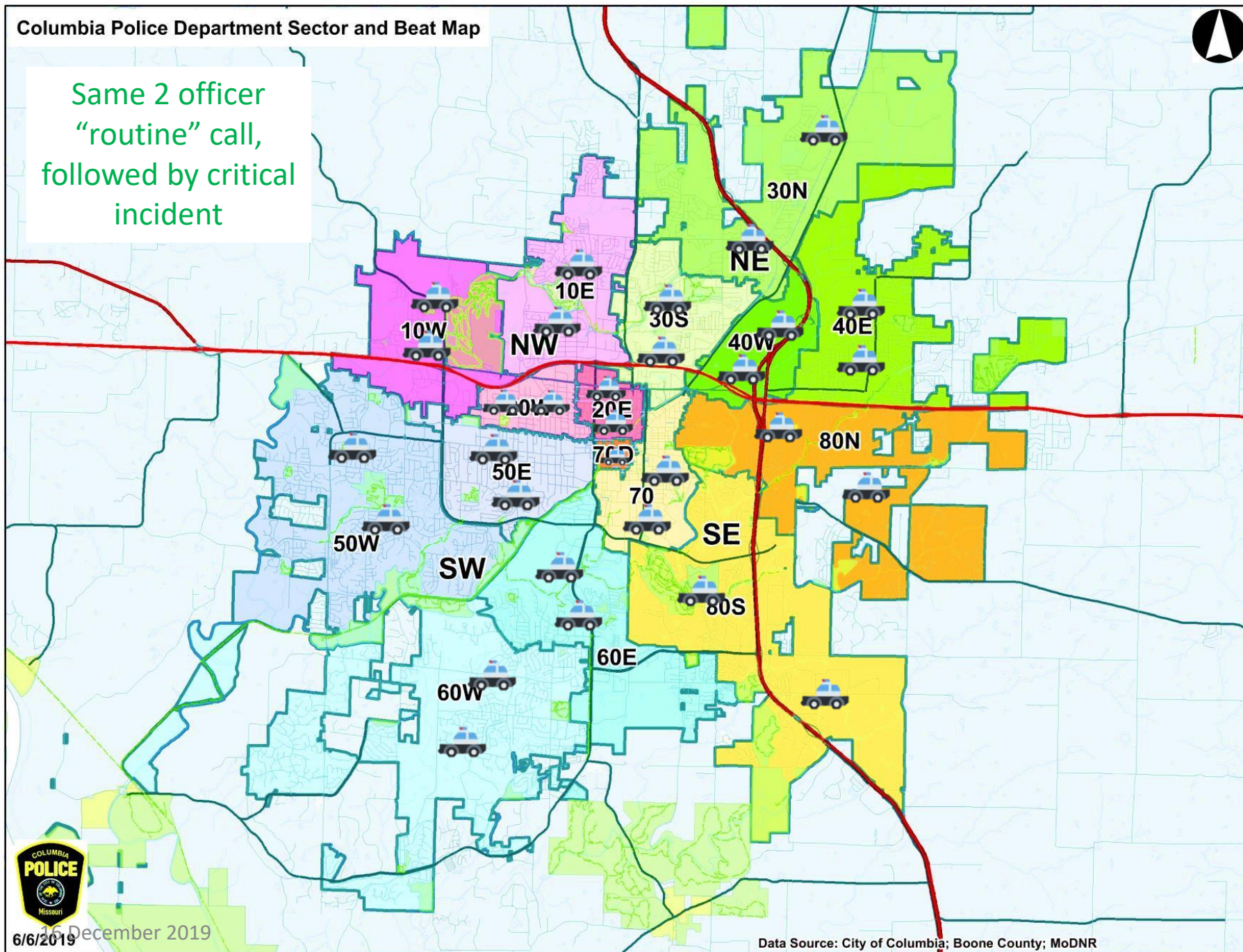
Time	Number of Officers on Duty
5:00am-10:00am	12 17
10:00am-3:00pm	22 38
3:00pm-5:00pm	18 32
5:00pm-8:00pm	20 32
8:00pm-2:00am	18 20
2:00am-3:00am	10 11
3:00am-5:00am	8 9

16 December 2019

Shift	Number of Officers
1st	12 17
2nd	10 21
3rd	10 11
4th	8 9

Columbia Police Department Sector and Beat Map

Same 2 officer
"routine" call,
followed by critical
incident



6/6/2019 16 December 2019

Data Source: City of Columbia; Boone County; MoDNR

Addition of Officers

- Divide beats over time as officers are added
- Staff divided beats first
- Order will entail evaluation of calls for service, community policing needs, and geographical considerations
- “Float Cars”
 - Assist with calls for service
 - Provide Community Policing time for officers

Expanding the COU philosophy by adding police personnel

- Current COU officers re-designated “Float Cars”
 - Assigned to beats with strategic neighborhoods first
 - Respond to calls with beat officers
 - Share Community Policing resources and principles
 - Rotate to other beats as community policing principles are accomplished

Expanding the COU philosophy by adding police personnel

Year 1

- Begin subdivision of beats
- Propose residency program for officers living in their assigned areas
 - 10 take-home cars
- Revitalization of the Traffic Unit
 - Currently at 4 officers
 - Increase to 6

Expanding the COU philosophy by adding police personnel

Years 2 and 3

- Continue to subdivide current beats
- Begin to assign officers to divided beats

Expanding the COU philosophy by adding police personnel

Year 4

- Officers will be hired to fill neighborhood positions as vacancies, promotions, and transfer occur
- Selections will begin to involve members of the neighborhoods
- Transition to neighborhood-specific policing teams

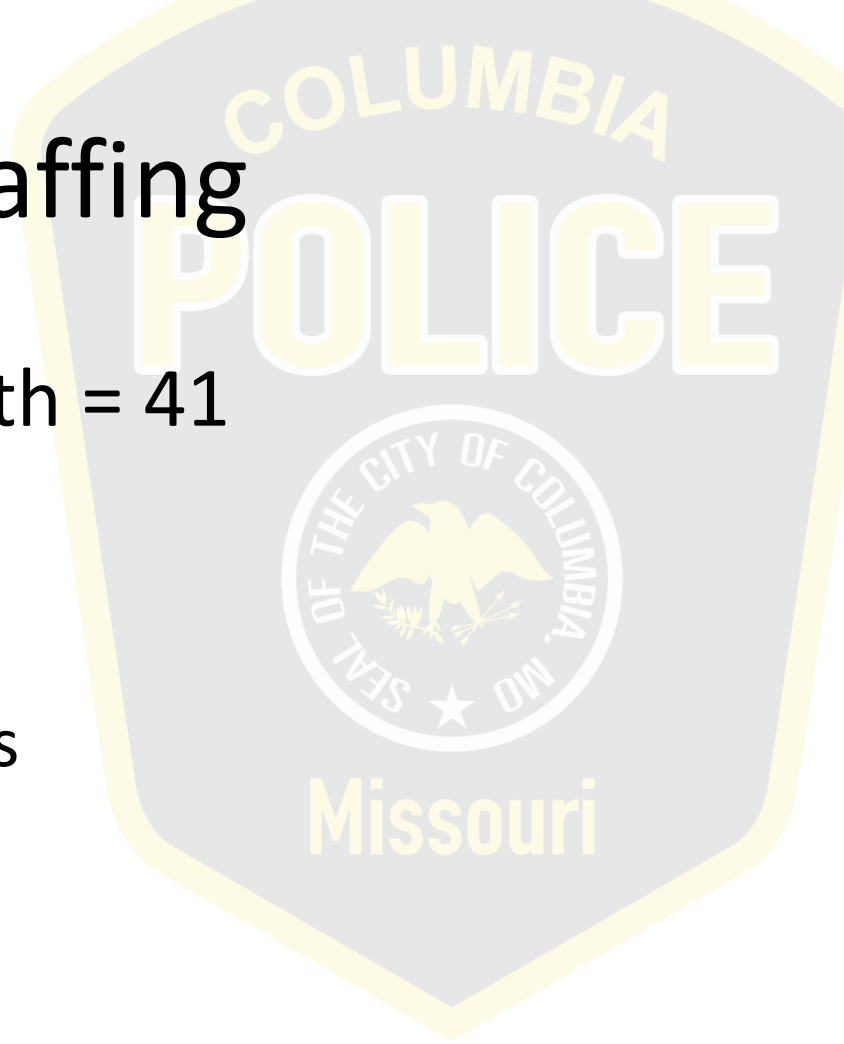
Expanding the COU philosophy by adding police personnel

Year 5 (and beyond)

- Continue the transition to neighborhood centered policing
- Posting for job vacancies will include the boundaries for the neighborhood
- Hiring boards will include members of the neighborhoods
- Officers will receive extended neighborhood assignments

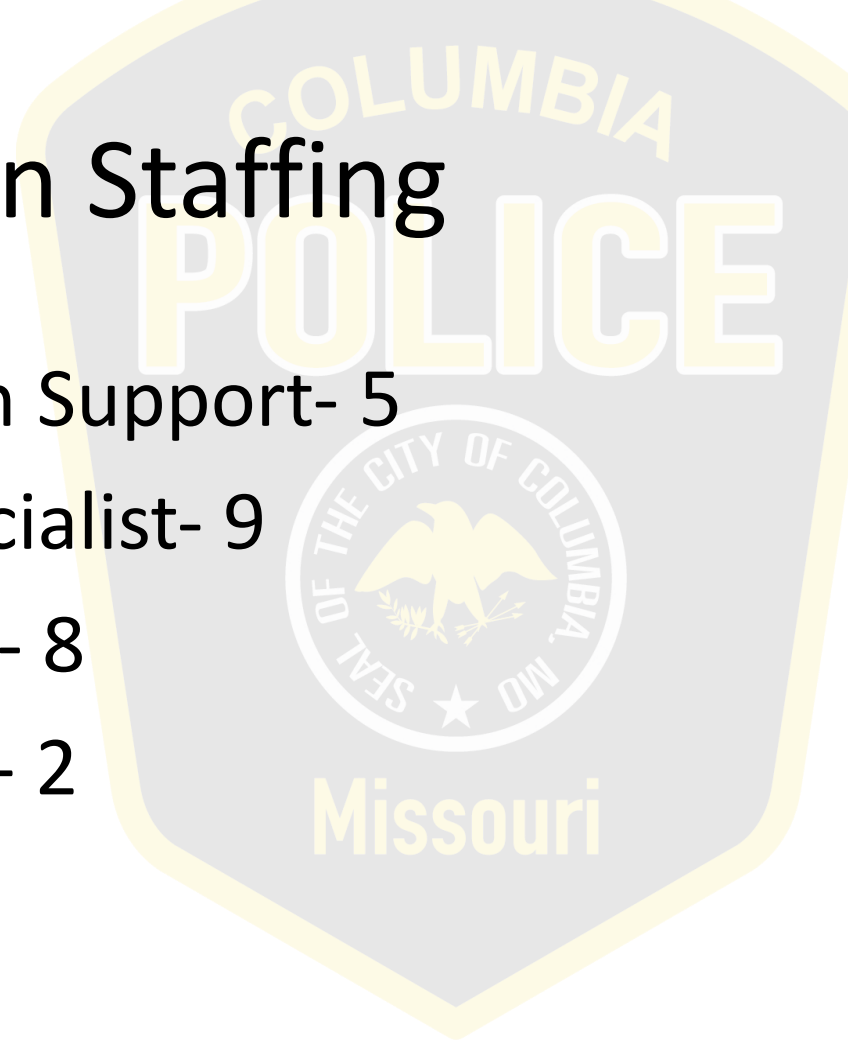
Civilian Staffing

- Authorized civilian strength = 41
- 3 vacancies
 - 1 Information Specialist
 - 2 Community Service Aides



Current Civilian Staffing

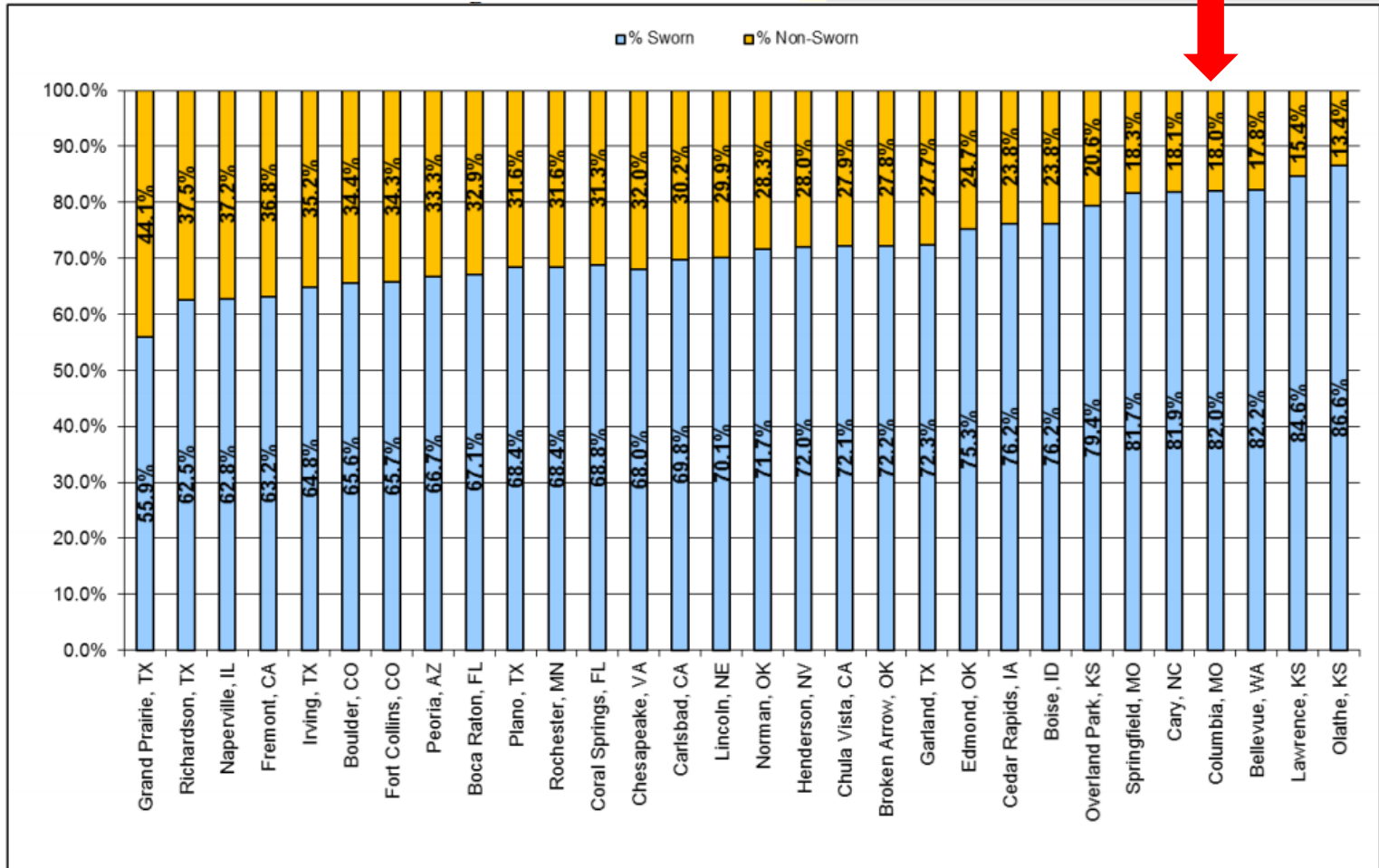
- Admin Technicians/Admin Support- 5
- Records/Information Specialist- 9
- Community Service Aides- 8
- Training and Recruitment- 2
- Criminal Investigations- 4
- Evidence- 4
- Fleet/Building/Equipment- 5



Civilian Staffing Compared

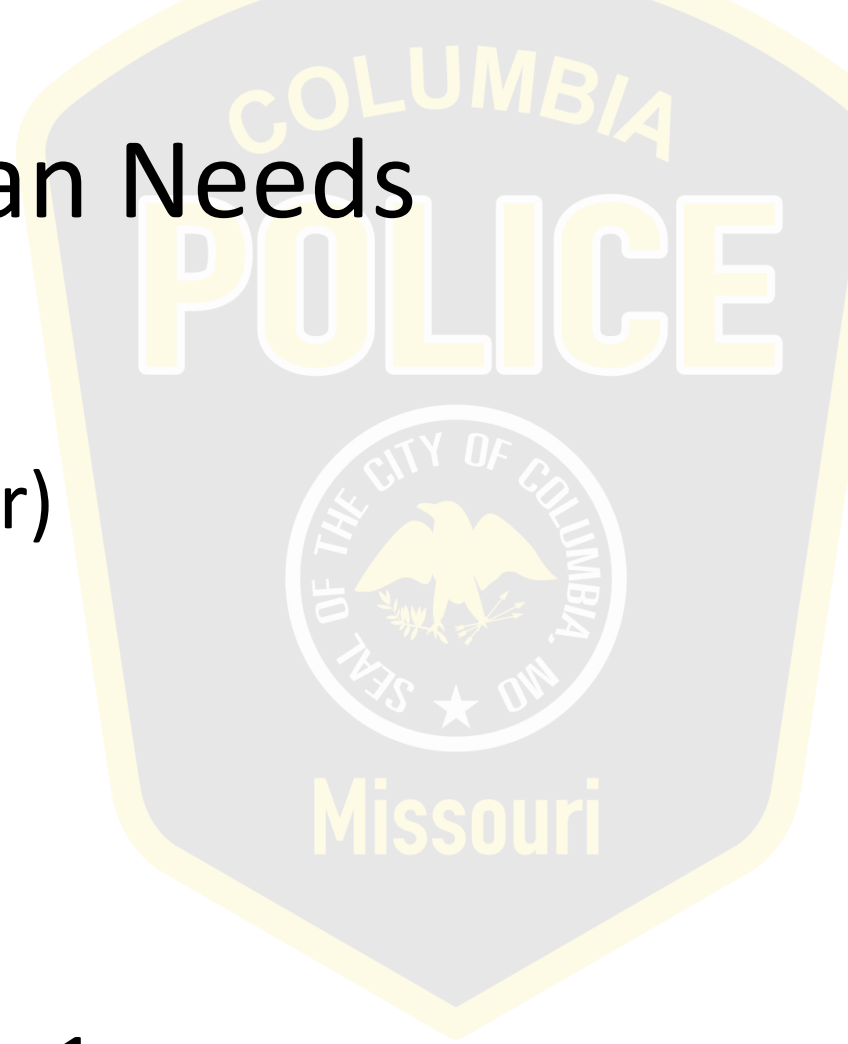
Benchmark Cities= 28.2%

Columbia= 18%



Current Civilian Needs

- Evidence +4
- Records +5 (+ 1 supervisor)
- Custodial +2
- Fleet +1
- CSA +6 (+2 supervisors)
- Records Custodians +2
- Admin. Support Assistant +1
- Training and Recruitment +3



Civilian Staffing over 10 years

Year	Sworn	Net	Civilian	Net
Current	173	N/A	68	28
1	178	5	69	1
2	183	5	71	2
3	188	5	72	1
4	193	5	74	2
5	198	5	75	1
6	203	5	76	1
7	208	5	78	2
8	213	5	79	1
9	218	5	81	2
10	223	5	82	1

Needed to increase civilian staff to 28.2% of department

Needed to proportionally maintain with officer growth

Airport Public Safety

- Current
 - 8 Officers
 - 1 Supervisor
 - 1 vacancy
- Need 2 more officer positions
- Significant overtime considerations
 - FAA mandated staffing requirements



The Columbia Police Department is dedicated to a neighborhood-centered approach to community policing.

We will transform our philosophy, strategies, policies, and practices to achieve our goals.

We will promote shared power and responsibility between our officers and our community.



City of Columbia, Missouri

Meeting Minutes

City Council

Monday, December 16, 2019
5:00 PM

Work Session

Conference Room
1A/1B
Columbia City Hall
701 E. Broadway

I. CALL TO ORDER

The meeting was called to order at approximately 5:06 p.m. Councilman Thomas arrived at approximately 5:53 p.m.

Present: 7 - Ruffin, Trapp, Thomas, Peters, Treece, Skala, and Pitzer

This item is open to the public: Contact Center Update

Attachments: [Contact Center Update Presentation](#)

[Contact Center KPI FY19](#)

[Top Request Types](#)

Stephanie Brown, Assistant Director of Community Relations, provided an update on the Contact Center. Ms. Brown explained that the Contact Center serves as a central location for quick access to customers. There are 7 customer service representatives (CSR) taking calls, one also serves in the lobby of City Hall and handles walk-ins, chat and email. The hours of operation are 7:30 am to 5:00 pm, with plans to extend that close time to 5:30 pm. 82% of Contact Center calls are answered by a CSR within 30 seconds. Ms. Brown stated that the top calls have been for transit, utilities, and solid waste. Ms. Brown added that there was a drastic drop in calls regarding transit when the new routes began in June. They also analyze call data to be proactive about queue messaging, especially around holiday solid waste schedules.

Ms. Brown explained that the Contact Center has assisted with the new water rate structure, parking ticket process changes at the Municipal Court, added the chat feature, improved performance even with increasing calls, they are also assisting with two-way communication efforts underway and they are involved with utility customer service requests. Councilman Skala understood the City has social media efforts and inquired if the Contact Center is involved in that. Ms. Brown replied that they are involved and notify the appropriate staff when social media messaging is needed about issues receiving a lot of calls.

Ms. Brown discussed future initiatives including an upgrade to the Tyler 311 system, integration with Building and Site Development, Utility Customer Service, work orders, and Health Department systems. They are also looking to add new citizen self service features and they will be hosting the 2021 Association of Government Contact Center Professionals Annual Conference. Ms. Brown added that they are testing new chat-bot features in Transit to auto-reply to some frequent questions. That would be available by chat or text. Steve Sapp, Director of Community Relations, added that in March 2020 we will be upgrading the Tyler system and that will initiate the ability for more self service features.

Mayor Treece stated that the Contact Center staff always seems to be happy, engaged and helpful. He appreciates the work they do and asked what other resources might be needed to be successful. Ms. Brown stated that the customer service work is not easy, so they are working on techniques to keep them engaged and happy. They are lacking things in the phone system that sometimes require callers to hang up and call back. But software is being looked into that will address that. Mayor Treece inquired if there is anything out there that will assist with monitoring social media and how to manage comments on social media. Ms. Brown stated that there are more robust systems that capture social media aspects, but we would need a larger system to be able to accommodate that.

This item is open to the public: Policing Update

Attachments: [2020 Staffing Presentation](#)
[Community Policing Plan](#)

Police Chief Geoff Jones explained that a report was previously brought to Council on community policing. That report has been withdrawn and this is an update on what has been done since that time on community policing. Chief Jones defined community policing and stated that the department's vision set the standard for where they want to go and how to get there. They do not want to do saturation policing and instead want to utilize strategies that include intelligence-based, community input and joint training, service referral, and workload distribution. They are looking to implement policies that allow for community input, procedural justice, balanced community caretaking and law enforcement. They strive for practices that empower officers to solve problems, allow for open communication and input sessions and will include community oriented evaluation goals.

Chief Jones explained that School Resource Officers (SRO's) are currently at local schools. They are also exploring partnerships with the Fire Department, adding teaching opportunities for SRO's, and working to mitigate crime in the schools through a comprehensive plan for restorative practices.

Chief Jones added that community policing is a community-centered approach and they intend to recruit from schools, civic and faith based groups and those groups that are reflective of our community.

Lt. Hestir stated that training for officers will be infused with a community oriented philosophy. This will ensure a community-centered message in all CPD training, identify joint training opportunities which will include community members in CPD training, and they will train all CPD employees in customer service and service delivery principles.

Chief Jones stated that some changes to policies have been made, but additional changes are needed that will empower officers to act as guardians. Policy changes will be presented publicly and will allow for public input, transparency and allow for the development of fair and impartial police practices. Chief Jones discussed a reorganization which will streamline communication and increase efficiency. Instead of one deputy chief and three assistant chiefs, there will be four assistant chiefs (one per bureau). He added that officer performance evaluations will also include measures on community policing.

Assistant Chief Hunter stated that a Violent Crime Task Force has been formed with a goal to reduce violent crime in Columbia and surrounding areas. CPD is also working diligently to address violent crime and shootings will be worked as homicides. All leads will be followed and all resources utilized. CPD Officers will responsibly enforce the law to

ensure the safety of our community. Chief Jones added that the newly formed Task Force will have staff assigned to it. They are working on data collection which will be used to measure effectiveness, examine areas of concern, and check solutions to address community and policing issues. Chief Jones added that they are also focused on transparency and member of the Command Staff will meet regularly and include members from every unit/division/bureau. CPD will also work with citizens and the media to keep everyone informed.

Sgt. Sinclair stated that there is a staffing plan and he explained the current staffing levels at CPD and how those officers are assigned to the 8 beats in the city. He reviewed a time lapse depicting the officers in the beats and the times the shift changes occur that may add or decrease staffing throughout a 24 hour rotation. This does not account for illness, time off, vacation, etc. He stated that when an incident occurs, the resources deplete very quickly. Sgt. Sinclair reviewed an hourly breakdown of calls for service per hour. Chief Jones added that they would like to also include discretionary time for officers to do community policing. The numbers presented here, do not allow for discretionary time, but these are the minimum number of officers needed only to address calls coming in. Sgt. Sinclair stated that 1.6 officers are recommended per 1,000 residents and Columbia is currently at 1.4. He reviewed the breakdown of sworn officers and how they are divided up. He reviewed the number of officers needed when considering the 2% population growth rate. Sgt. Sinclair stated that the staffing proposal is to add 5 positions per year. This include officers, detectives and supervisors. This will help maintain the projected growth over the next ten years and will move us closer to the 1.6 recommend staffing per 1,000 by putting us at 1.5. The proposal also includes dividing the current 8 beats into 16 beats. This will be smaller areas for officers to enforce, increase beat accountability, reduce response time, and allow for more frequent officer interaction in those neighborhoods. He added that the vacancy rate is 7.5% compared to the national average of 7%.

Sgt. Sinclair added that the in the first year, a traffic unit will be revitalized, the beat subdivision will occur and there will be a residency program for officers living in their beat. Year 4 officers will be hired to fill specific neighborhoods. He briefly reviewed civilian staffing roles and how we compare to benchmark cities which is low. 28 more civilian staff members are needed to meet needs moving forward. There is also a need for two more airport public safety staff. There was general agreement among the Council that a lot of great work has been done over the past year. Trapp has some concern about the chase policy given the recent circumstance that ended in a facility.

This item is open to the public: The City Council of the City of Columbia, Missouri, will meet on Monday, December 16, 2019 pursuant to the City Council Work Session agenda, in Conference Room 1A and 1B of City Hall, 701 East Broadway, Columbia, Missouri, for a Closed Meeting to discuss the leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor, as authorized by Section 610.021(2) of the Revised Statutes of Missouri.

At approximately 6:35 p.m., Mayor Treece made a motion for the City Council of the City of Columbia, Missouri, to immediately go into a closed meeting in Conference Room 1A/1B of City Hall, 701 E. Broadway, Columbia, Missouri, to discuss the leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor as authorized by Section 610.021(2) of the Revised Statutes of Missouri. The motion was seconded by Mr. Skala.

Yes: 7 - Ruffin, Trapp, Thomas, Peters, Treece, Skala, and Pltzer

This item is closed to the public: See attached Notice of Closed Meeting

Attachments: [Notice of Closed Meeting](#)

At approximately 6:36 p.m., the City Council went into closed session pursuant to RSMo Section 610.021(2).

II. OTHER ITEMS THE COUNCIL MAY WISH TO DISCUSS

None.

III. ADJOURNMENT

The closed meeting adjourned at approximately 6:52 p.m.