COLUMBUS CHIEF&ME
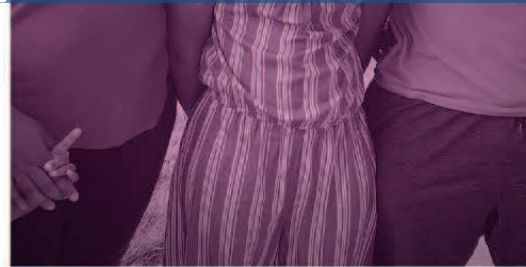
Your. Input. Matters.
#ChiefandMe

COMMUNITY INPUT SURVEY & ENGAGEMENT MEETINGS

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EXECUTIVE SUMMARY

In January 2019, Mayor Andrew J. Ginther officially announced the City of Columbus would conduct a national search for the next Columbus chief of police and selected Deputy Chief of Staff, Dawn Tyler Lee as the chair of the search committee.

In April 2019, Mayor Ginther announced the formation of the search committee and the process for supporting the selection of the new Columbus chief of police. The search process includes the following:

• A national search for the first time in the city's history
• The convening of a search committee
• An outreach and engagement component to gather community insights and input
• The selection of a search firm to manage the recruitment of candidates
• Candidate interview
• Community forums with final candidates
• Final selection and announcement of the new chief of police

> *"We have an opportunity with the selection of the next chief of police to help assure that she or he is the best possible candidate whether they are internal or external to the Division. I am looking for a change agent who will pursue innovation and excellence in policing, someone who will use the recommendations of the resident-led Safety Advisory Commission as a roadmap to guide the Division. I am looking for someone committed to increasing diversity among police officers, aligning how we police with community expectations, and approaching this position as an opportunity to serve and protect every person in every neighborhood."*
>
> **Mayor Andrew J. Ginther**

Members of the search committee include:

• Dawn Tyler Lee, Chair, Deputy Chief of Staff of External Affairs, Office of the Mayor
• Dallas Baldwin, Franklin County Sheriff
• Dee Debenport, Coordinator, Merion Village Block Watch
• Stephanie Hightower, President, Columbus Urban League
• Reverend Dr. Jefferey P. Kee, New Faith Baptist Church of Christ
• Kenny Ramos, Retired Sergeant, Columbus Division of Police
• Siobhan Boyd-Nelson, Development Director, Equality Ohio
• Pastor Brian Williams, Hope City House of Prayer

EX-OFFICIO MEMBERS:

• Columbus City Council Member Mitch Brown
• Columbus Department of Public Safety Director Ned Pettus

Members of the search committee help guide the process of finding the best candidates for the community. Their duties include helping select a community engagement firm, search firm, interviewing candidates, recommending finalists for the mayors consideration and continuing to support the chief, once hired, to help ensure his or her success.

The City of Columbus researched peer cities for best practices and approaches for determining its process for selecting the next Columbus chief of police. It was determined that engaging the community by gathering insights and opinions from residents would be a critical component of the process.

Mayor Ginther understands the importance of improving police and community relations and recognizes the community's keen interest in the Columbus Division of Police and its leadership. In the past, Columbus mayors, were bound by city policies to only select candidates from an internal pool of candidates. A 2018 change by the Civil Service Commission, at the request of the Mayor. allowed the process to include a national search for the next chief of police. This marks the first time in Columbus' history that a national search for the next chief of police is part of the consideration for selection.

"Community engagement will be the cornerstone of our chief of police search. We must hear from the residents as to what they want in the person in this role."
Mayor Andrew J. Ginther

As such, Mayor Ginther launched the community engagement process to gather insights and opinions from the community as part of the selection process. These insights will help shape the job description that will be used in the search for the next City of Columbus chief of police.

ENGAGING THE COMMUNITY

In order to ensure the inclusion of the community's voice in the process, the City of Columbus outlined a robust community outreach and engagement process to gather input and insights from the residents of the City of Columbus. The input informed what residents would like to see in the next Columbus chief of police. Community engagement occurred from May 29 through July 15 and included a mix of approaches and the use of various media channels to reach and inform the community on how to become involved. These included:

▶ Community Forums
▶ Event Engagement and Activation
▶ Stakeholder and Partner Agency Outreach
▶ Online Survey
▶ Area Commissions and Civic Associations Outreach
▶ Radio, Digital and Electronic Outreach
▶ Constituent Focus Groups

COMMUNITY ENGAGEMENT OBJECTIVES

The community outreach and engagement process had three main objectives:

▶ To inform and engage the community in the chief of police selection process
▶ To engage the community in what they want to see in the next chief of police
▶ To encourage the community to take the online survey

GATHERING INSIGHTS AND INPUT

A robust outreach approach to inform the community about how to become involved in the process included:

▶ Attending various area commission and civic association meetings to solicit participation in the online survey and provide information cards for further distribution
▶ Participation at various community events to solicit completion of the online survey, inform attendees of community meetings and distribute information cards for further distribution
▶ Partnering with public, private and faith-based organizations to distribute information to their constituents using their agency electronic and social platforms
▶ Attending community gatherings to reach residents in neighborhoods
▶ Engaging the media in earned and paid opportunities to increase audience reach

Our methodology for collecting data included:

▶ Collecting and analyzing data from the online survey tool (quantitative)
▶ Gathering participant responses to open-ended questions and capturing other resident insights during community forums and other stakeholder meetings (qualitative)

WHAT WE LEARNED

Listening to the community and providing an opportunity for community members to have their voices heard is a key focus of the selection process. City officials held a total of 11 community engagement meetings (six broader forums and five smaller stakeholder group meetings) with community residents. They also offered an online survey to gather additional insights. Several major themes emerged:

▶ The next chief of police should be focused on openness, transparency and accountability at all levels
▶ The next police chief needs to be fair, honest and demonstrate integrity
▶ The chief should have a strong understanding of various cultures and a commitment to work across all communities; cultural competency
▶ It is important for the next police chief to build trust with the community, across all segments, and have increased visibility in the community from both chief and officers
▶ Training is essential, and that includes training on de-escalation techniques, community policing and implicit bias/cultural competency training
▶ Police need to work with the youth and engage them in positive activities

The full accounting of community forum responses can be found in the appendix section of this report.

SURVEY RESULTS

The City of Columbus conducted an electronic survey, providing residents an opportunity to give their input on what qualities they would like to see in the next Columbus chief of police. A total of 3,319 people responded to the online survey. Residents were able to access the survey in a number of venues, including via the City of Columbus website at Columbus.gov, by calling 311, the city's information line. The 311 center was equipped to provide translators if needed.

Access to taking the survey was also available at 15 festivals and/or community events throughout the city, on site during community forums, and during other community meetings. In addition, a number of partners sent email communications to their constituents with links to the survey, as a way to encourage their constituents to provide their input.

Survey questions and summary results are below. A full listing of results is located in the appendix section.

## Q1. Provide 3-5 words that come to mind when you think of the ideal police chief.

The respondents answered this question with the following top tier words written into the survey as follows

Answered 3,250; 69 skipped this question.

▶ Respondents want the chief of police to be fair – 21%
▶ Respondents want the chief of police to be honest – 14%
▶ Respondents want the chief of police to have integrity – 14%
▶ Respondents want the chief to be a leader – 10%
▶ Respondents want a chief of police who is community-oriented – 8%
▶ Respondents want a chief of police who is experienced – 8 %

WORDS FOR IDEAL POLICE CHIEF

8.07%
8.34%
10%
21%
14.04%
14.13%

● Fair
● Honest
● Integrity
● Leader
● Community Oriented
● Experienced
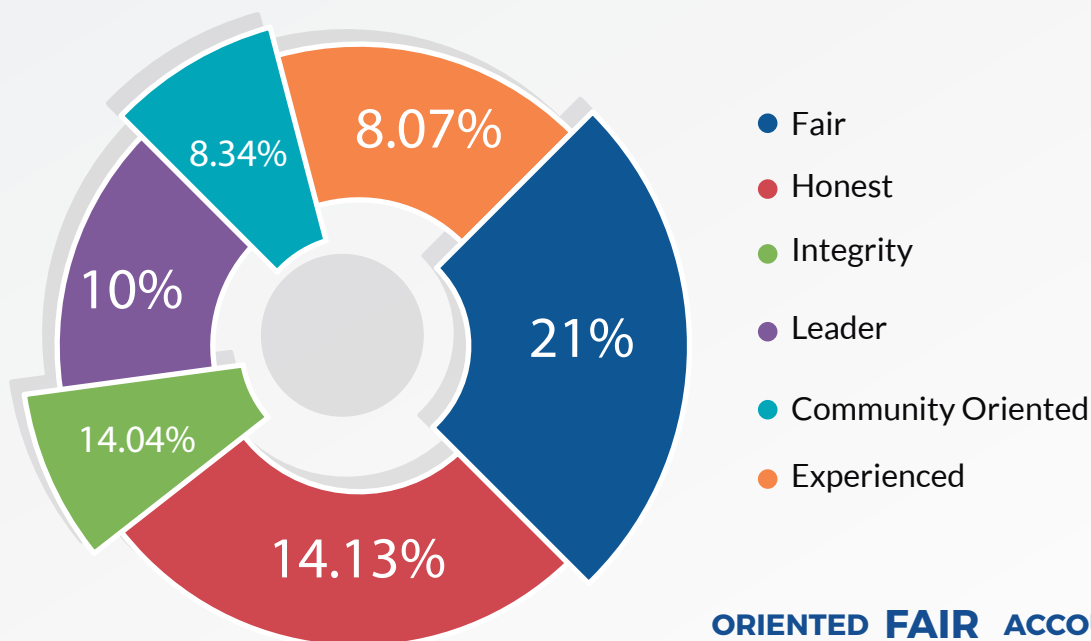
ORIENTED **FAIR** ACCOUNTABILITY **INTEGRITY**
HONORABLE **COMMUNITY** CITY **COMPASSIONATE**
CONSISTENT **TRUSTWORTHY** ENGAGED **HONESTY**
PERSON **LEADERSHIP** WORK **RESPECT** SUPPORTS
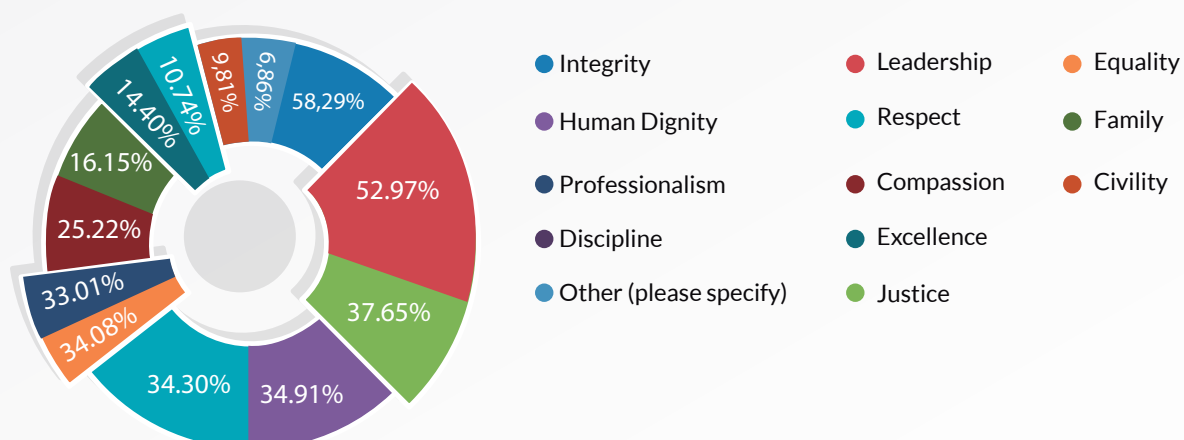**UNDERSTANDING** EDUCATED

ANSWER CHOICES

▼ Fair		20.97	681
▼ Honest		14.13%	459
▼ Integrity		14.04%	456
▼ Leader		9.79%	318
▼ Community		8.34%	271
▼ Experienced		8.07%	262

Q2. What core values are most important to you in a police chief? Select only top three choices.

Ⓐ **FAMILY**   Ⓖ **INTEGRITY**

Ⓑ **JUSTICE**   Ⓗ **CIVILITY**

Ⓒ **HUMAN DIGNITY** Ⓘ **LEADERSHIP**

Ⓓ **DISCIPLINE**   Ⓙ **PROFESSIONALISM**

Ⓔ **EQUALITY**   Ⓚ **RESPECT**

Ⓕ **COMPASSION**   Ⓛ **EXCELLENCE**

Answered 3,251; 68 respondents skipped this question.

▶ Respondents selected **integrity** as the most important value in a police chief – 58%
▶ Respondents selected **leadership** as the second most important value in a police chief – 53%
▶ Respondents selected **justice** as the third most important value in a police chief – 38%
▶ Respondents selected **human dignity** as the fourth most important value in a police chief – 35%
▶ Respondents selected **respect** as the fifth most important value in a police chief – 34%
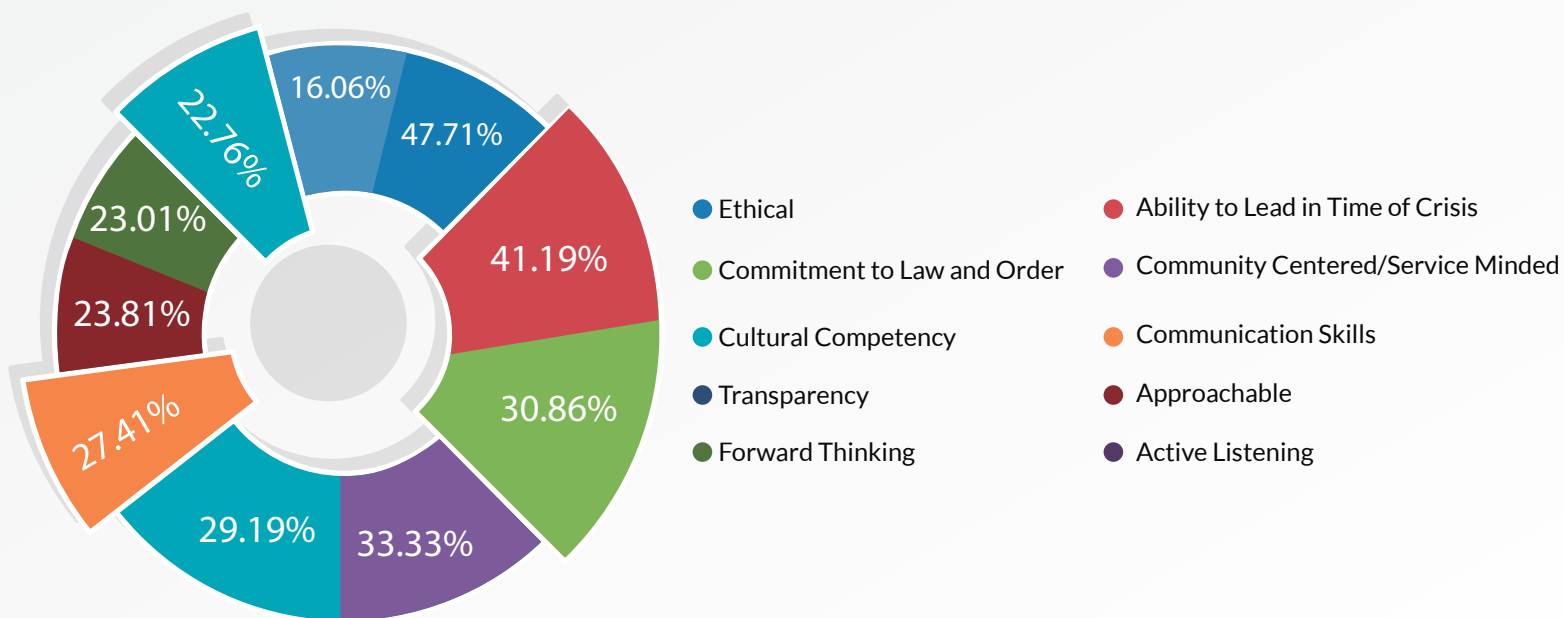▶ Respondents selected **equality** as the sixth most important value in a police chief – 34%

Legend:
● Integrity   ● Leadership   ● Equality
● Human Dignity ● Respect   ● Family
● Professionalism ● Compassion   ● Civility
● Discipline   ● Excellence
● Other (please specify) ● Justice

Pie chart values: 58,29%, 52.97%, 37.65%, 34.91%, 34.30%, 34.08%, 33.01%, 25.22%, 16.15%, 14.40%, 10.74%, 9.81%, 6.86%

Ⓐ **COMMUNICATION SKILLS**
Ⓑ **APPROACHABLE**
Ⓒ **COMMITMENT TO LAW AND ORDER**
Ⓓ **PUBLIC SPEAKER**
Ⓔ **ACTIVE LISTENING**
Ⓕ **COMMUNITY CENTERED/SERVICE MINDED**
Ⓖ **FORWARD THINKING**
Ⓗ **NEGOTIATION SKILLS**
Ⓘ **TRAINING**

Ⓙ **ABILITY TO LEAD IN TIME OF CRISIS**
Ⓚ **TRANSPARENCY**
Ⓛ **MENTAL AGILITY**
Ⓜ **CULTURAL COMPETENCY**
Ⓝ **EDUCATION**
Ⓞ **PHYSICAL FITNESS**
Ⓡ **ETHICAL**
Ⓢ **COLLABORATION**

Answered 3,251; 68 respondents skipped this question.

- Respondents selected **ethical** as the most important skill in a police chief–42%
- Respondents selected **ability to lead in time of crisis** as the second most important skill in a police chief – 41%
- Respondents selected **commitment to law/order** as the third most important skill in a police chief–40%
- Respondents selected **community centered/service-minded** as the fourth most important skill in a police chief – 36%
- Respondents selected **cultural competency** as the fifth most important skill in a police chief–29%
- Respondents selected **communication** skills as the sixth most important skill in a police chief – 37%

MOST IMPORTANT SKILLS

- Ethical
- Commitment to Law and Order
- Cultural Competency
- Transparency
- Forward Thinking

- Ability to Lead in Time of Crisis
- Community Centered/Service Minded
- Communication Skills
- Approachable
- Active Listening

ANSWER CHOICES	RESPONSES	▼
▾ Ethical	41.71%	1,356
▾ Ability to Lead in Time of Crisis	41.91%	1,339
▾ Commitment to law and order	39.86%	1,296
▾ Community Centered/Service Minded	36.33%	1,181
▾ Cultural Competency	29.19%	949
▾ Communication Skills	27.41%	891
▾ Transparency	23.81%	774
▾ Approachable	23.01%	748
▾ Forward Thinking	22.76%	740
▾ Active Listening	16.06%	522
▾ Training	10.49%	341
▾ Education	6.18%	201
▾ Mental Agility	6.03%	196
▾ Collaborator	5.66%	184
▾ Negotiation Skills	5.51%	179
▾ Physical Fitness	5.04%	164
▾ Other (Please specify)	4.98%	162
▾ Public Speaker	4.21%	137

Total Respondients: 3,251

A 5-10 **B** 10-15 **C** 15-20 **D** 20+

Answered 3,251; 68 respondents skipped this question.

- Respondents selected **15-20 years** as the top number of years of experience needed – 32%
- Respondents selected **10-15 years** as the second number of years of experience needed –30%
- Respondents selected **20+ years** as the third number of years of experience needed – 27%
- Respondents selected **5-10 years** as the fourth number of years of experience needed – 11%

11.14%

26.89%

29.50%

32.39%

- 5-10
- 10-15
- 15-20
- 20+
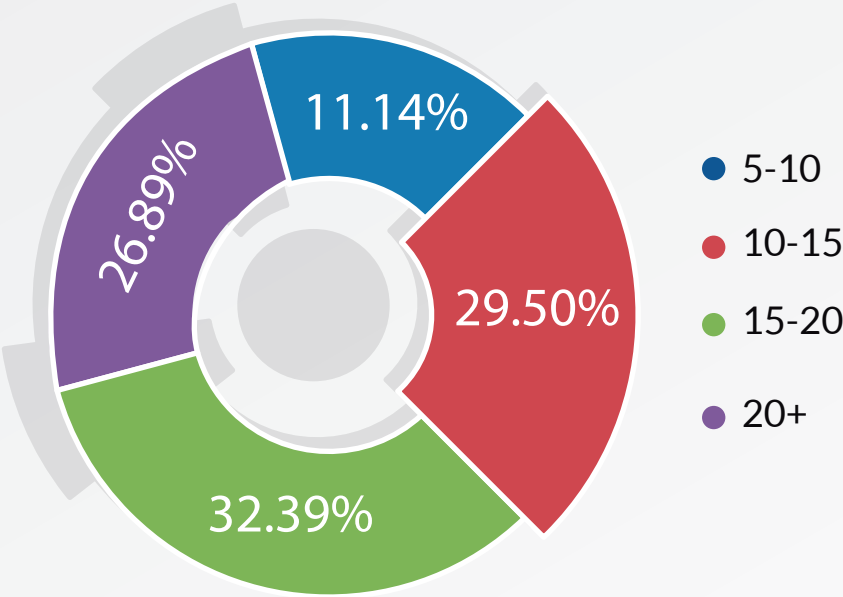
ANSWER CHOICES	RESPONSES	▼
▼ 15-20	32,29%	1,053
▼ 10-15	29,50%	959
▼ 20+	26,98%	877
▼ 5-10	11,14%	362
TOTAL		3,251

Answered 3,251; 68 respondents skipped this question.

- Respondents selected **community** as the top choice– 26%
- Respondents selected **police** as the second choice–16%
- Respondents selected **officers** as the third choice–13%
- Respondents selected **law** as the fourth choice– 7%
- Respondents selected **crime** as the fifth choice– 7%
- Respondents selected **safety** as the sixth choice– 5%

5%

6.80%

7.14%

26%

13%

16%

- Community
- Police
- Officers
- Law
- Crime
- Safety
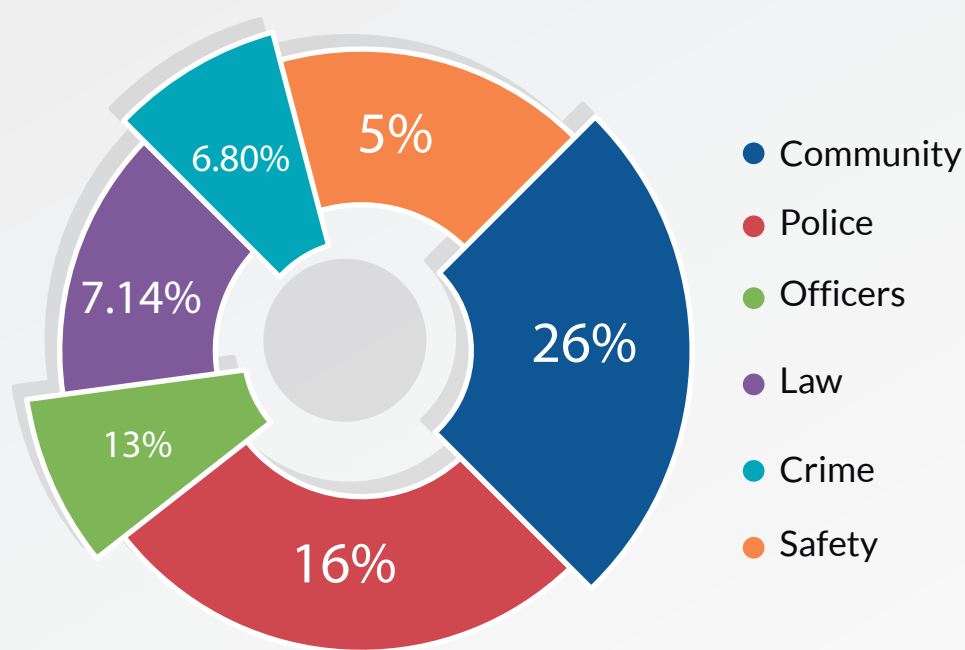
LAW **ENSURING** POLICE **DIVERSITY** COMMUNITY
STAFF OFFICERS **JOB CRIME** UNDERSTAND
DEPARTMENT HIRING **COLUMBUS** RESTORING
TRUST CULTURE **TRAINING** CHIEF **MAKING**
SAFE GUN INCREASE **NEIGHBORHOODS** HOLDING

▼ Community		26.18%	851
▼ Police		16.21%	527
▼ Officers		12.52%	407
▼ Law		7.14%	232
▼ Crime		6.80%	221
▼ Safety		5.26%	171

Q6. How important is it for the police chief to collaborate and work closely with other city officials, faith leaders, business and community groups? Select only one choice.

a. Very important
b. Important
c. Somewhat important
d. Not important

Answered 3,251; 68 respondents skipped this question.

- Respondents selected very important as their top choice– 61%
- Respondents selected important as their second choice 21%
- Respondents selected somewhat important as their third choice – 14%
- Respondents selected not important as the last choice – 4%
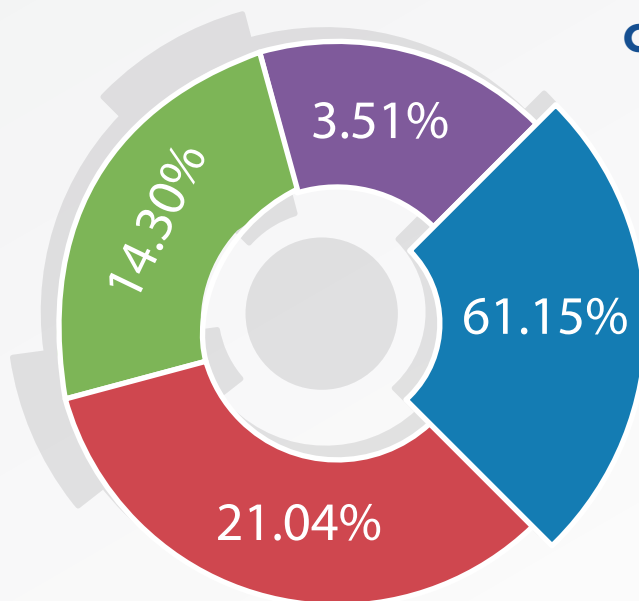
COLLABORATION WITH COMMUNITY

3.51%

14.30%

61.15%

21.04%

- Very important
- Important
- Somewhat important
- Not important

ANSWER CHOICES	RESPONSES	▼
▼ Very important	61.15%	1,988
▼ Important	21.04%	684
▼ Somewhat important	14.30%	465
▼ Not important	3.51%	114
TOTAL		3,251

Age Demographics

Answered 3,228; 91 respondents skipped this question.
Most respondents were between the ages of 25 – 64 years old, with 45 – 54 being the highest number of participants to the survey.
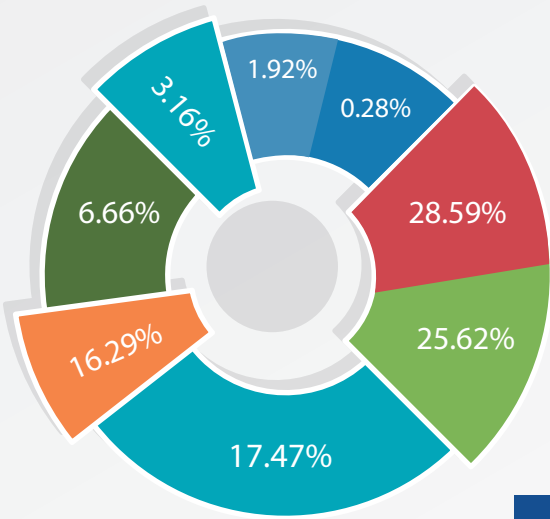
AGE OF RESPONDENTS

- 45-54 years old
- 65-74 years old
- 35-44 years old
- 18-24 years old
- 25-34 years old
- 75 years or older
- 55-64 years old
- 12-17 years old

ANSWER CHOICES	RESPONSES	▼
▼ 45-54 years old	28.59%	923
▼ 35-44 years old	25.62%	827
▼ 25-34 years old	17.47%	564
▼ 55-64 years old	16.29%	526
▼ 65-74 years old	6.66%	215
▼ 18-24 years old	3.16%	102
▼ 75 years or older	1,92%	62
▼ 12-17 years old	0,28%	9
TOTAL		3,228

RACE/ETHNICITY DEMOGRAPHICS

Answered 3,184; 135 respondents skipped this question.

Most respondents identified themselves as being White, with Black being the second highest race/ethnicity selected by respondents.
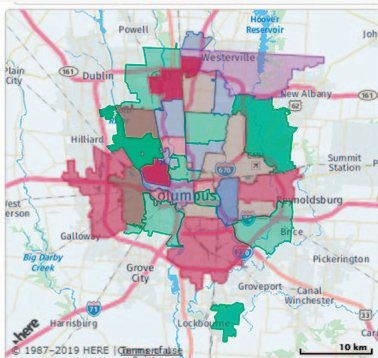
ETHNICITY DEMOGRAPHICS
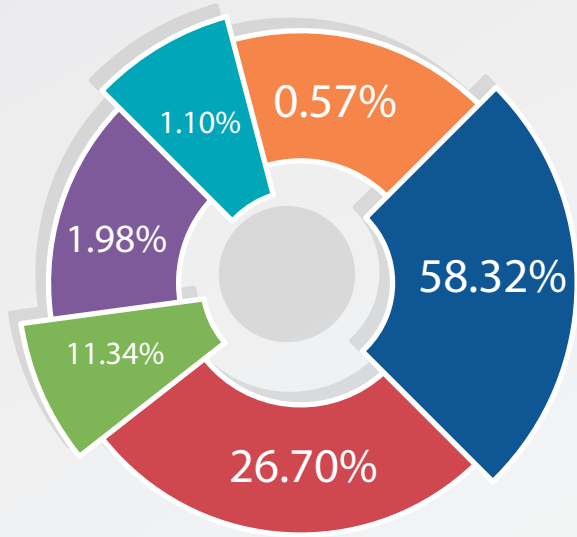
- ● White
- ● Black
- ● Other
- ● Hispanic or Latino
- ● Asian/Pacific Islander
- ● Native American or American Indian

ANSWER CHOICES	RESPONSES	▼
▾ White	58.32%	1,857
▾ Black	26.70%	850
▾ Other	11.34%	361
▾ Hispanic or Latino	1.98%	63
▾ Asian/Pacific or American Indian	1.10%	35
▾ Native American or American Indian	0.57%	18
TOTAL		3,184

ZIP CODE OF RESPONDENTS

The overwhelming majority of respondents provided City of Columbus zip codes as their place of residence, with a strong showing of respondents providing zip codes that are outside of Franklin County. Of those responding, 3,137 provided their zip codes; 182 skipped this question.

ZIP CODE	NUMBER OF RESPONDENTS
43201	88
43202	99
43203	56
43204	106
43205	83
43206	99
43207	133
43209	96
43210	7
43211	78
43212	39

43213	69
43214	125
43215	399
43216	3
43217	1
43218	124
43219	36
43220	56
43221	14
43222	51
43223	78
43224	0
43225	51
43226	72
43227	96
43228	64
43229	26

43232	69
43235	125
43240	399
43260	3
OTHER ZIP CODES	**AREA**
43004	47 BLACKLICK
43082	17 WESTERVILLE
43068	54 REYNOLDSBURG
43054	29 NEW ALBANY
43147	33 PICKERINGTON
43015	12 LEWIS CENTER/DELAWARE
43016	29 HILLIARD
43017	28 DUBLIN
43035	12 LEWIS CENTER/DELAWARE
43081	62 WESTERVILLE
43085	27 WORTHINGTON
43026	65 HILLIARD
43110	60 CANAL WINCHESTER
43065	17 POWELL/SHAWNEE HILLS

* = Zip codes outside of Columbus

43021	**7 GALENA**
43031	**8 JOHNSTOWN/NEW ALBANY**
43032	**1 KILBOURNE**
43033	**1 KILBOURNE**
43035	**12 DELAWARE/LEWIS CENTER**
43119	**37 GALLOWAY**
43123	**71 GROVE CITY**
43125	**18 GROVEPORT**
43126	**0 HARRISBURG**
43137	**3 LOCKBOURNE**
00000	6

COMMUNITY FORUMS

Community forums were convened on the North, East, South and West sides of the city. Six community forums were held by the City of Columbus, with additional community input sessions held with the NAACP, the Somali, Latina and New Americans organizations. A youth focus group was held with the National Center for Urban Solutions and information sessions with the National Coalition of 100 Black Women and Columbus Urban League Young Professionals. The meetings were designed to provide the community with additional opportunities to share greater insight, beyond the survey, which was designed intentionally to ask specific questions.

Forums were structured to include an overview of the selection process, an understanding of the role of the advisory committee and an overview of the Columbus Division of Police, by Department of Public Safety Deputy Director George Speaks, for background information.

Most of the meeting centered on open dialogue among the attendees, who were organized in small groups for discussions with a table captain recording the comments on flip charts. The meetings were consistent in asking the following questions to spark conversation; attendees were also asked if there were other topics or matters to include in the discussion, which was captured and included as part of the discussion.

Questions were:

1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police.

How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

OVERARCHING INSIGHTS FROM COMMUNITY FORUMS

There is no doubt that each Columbus community is unique, and neighborhoods have their special set of needs and priorities when it comes to policing and safety. While there were some topics that were specific to one community, there were a number of commonalities in qualities and expectations related to the next Columbus chief of police. A total of 203 residents participated in community meetings. The full listing of insights is included in the appendix. Six central themes emanated from community forums:

Community Policing: Community policing was a consistent topic during the forums. Discussions included the importance of having officers on the beat and wanting to see more officers spending time in neighborhoods, getting to know the community they cover. Participants noted that the chief should be engaged with community, forward thinking and willing to break barriers. Officers need to use de-escalation techniques. Racial profiling is a concern for community relations and residents believe community policing is an important way to build bridges.

Open and Transparent Communications: Forum participants indicate they want a chief with integrity, honesty and demonstrates transparency. They underscore these values are critical to the Columbus community and policing in this city. Communications and active listening were central themes as well.

The chief must create a culture of openness and listening and be comfortable and open to address racism and other cultural issues.

Youth Engagement: Getting the youth involved and understanding law enforcement early on is important. Police officers need to be actively engaged with neighborhood youth and find ways to connect with the youth other than through enforcement of the law.

Training and Recruitment: There was consistent discussion on the importance of cultural competency, implicit bias and diversity training. Addressing employment standards for consistency and reducing barriers to becoming a police officer are critical. The community would also like to institute a mentoring initiative with seasoned officers supporting new officers. Offering translation services to help reduce language barriers is important, and the department needs to address representation of diversity within the division. There is a need for more bilingual officers and to increase the use of translators. The chief needs to address recruiting and provide training for de-escalation techniques.

Cultural competency: The chief should be willing to break barriers and needs to understand different cultures. Cultural competency and sensitivity are key, as is the need for continued community relations.

Developing relationships across many platforms is a must. Building trust among and having a cultural understanding across diverse constituents, understanding of religious and cultural norms, hijab, etc., understand and have a willingness to work with immigrant and diverse populations is all part of the job of police chief and officers. The chief needs to be sensitive to all cultures, there needs to be representation of diversity within the division, and the use of translation services to help reduce language barriers.

Accountability: There needs to be accountability both ways. A civilian oversight committee should be considered, chief needs to be competent. Participants encouraged the committee to consider internal candidates.

Additionally, surveys were available at each meeting where participants could take the survey electronically using on-site iPads provided by the engagement team, on their own personal electronic devices, or they could submit via written form, which were then inputted into the electronic platform.

COMMUNITY FORUMS WERE HELD ON THE FOLLOWING DATES AND LOCATIONS:

May 29 – 6 p.m. – 7:30 p.m.
Whetstone Community
Recreation Center
3923 North High Street
Columbus, OH 43214

June 18 – 6:30 p.m. - 8:00 p.m.
Reeb Avenue Community Dinner and
Engagement Forum
Reeb Avenue Center
280 Reeb Avenue
Columbus, Ohio 43207

June 25 – 6 p.m. - 7:30 p.m.
The Columbus Urban League
788 Mt. Vernon Avenue
Columbus, Ohio 43203

June 4 – 6:30 p.m. - 8:00 p.m.
Westgate Recreation Center
455 South Westgate Avenue
Columbus, Ohio 43204

June 19 – 6 p.m. - 7:30 p.m.
Marion Franklin High School
1265 Koebel Road
Columbus Ohio 43207

June 27 – 6 p.m. - 7:30 p.m.
St. Stephen's Community House
1500 East 17th Avenue
Columbus, Ohio 4321

IN ADDITION, ENGAGEMENT MEETINGS WERE HELD WITH THE FOLLOWING:

- Latino Organizations
- NAACP
- New Americans Organization
- Somali Organizations
- Police roll call meetings at police substations
- National Center for Urban Solutions
- Columbus Urban League Young Professionals
- Coalition of 100 Black Women

EVENTS AND OTHER MEETINGS
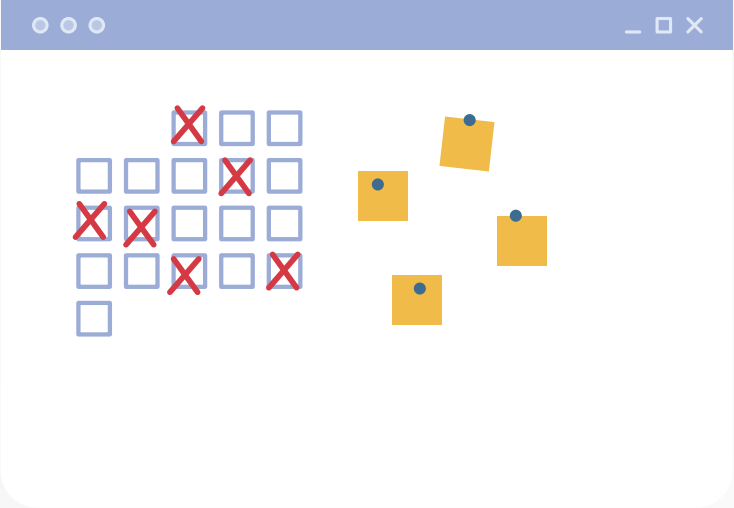
The deployment of street teams throughout the city at various festivals and events supported the outreach an engagement approach. The street team encouraged attendees to take the online survey using iPads and distributed 5,275 information hot cards at 15 events. Below is a full listing of events.

The community engagement and outreach team presented at area commissions meetings, civic associations, conducted literature drops and distributed information cards throughout various establishments in the community. Street teams distributed over 4000 information cards with how to take the survey and community forum information at various businesses, barber/beauty shops, libraries, grocery stores and more. The community engagement process leveraged multiple channels and methods to reach the community informing them on how to become involved and engaged in the community engagement process.

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

COLUMBUS POLICE CHIEF SEARCH

The Chief and Me Event Activation Schedule

Saturday, May 25th 9a.m. – 1p.m.
Self-Love Saturday
COSI – 333. West Broad St.
Columbus, Ohio

Saturday, May 25th 10a.m. – 8p.m.
Asian Festival
Franklin Park – 1755 E. Broad St.
Columbus, Ohio

Saturday, May 25th 4p.m. – 8p.m.
Family Fun Day
Columbus Commons – 160 S. 3rd St.
Columbus, Ohio

Thursday, May 30th 5 p.m. – 8 p.m. Community Expo w/ Mayor Andrew J. Ginther Columbus Fire Academy
639 Parsons Ave.
Columbus, Ohio

Thursday, May 30th 6 p.m. – 7 p.m. Columbus Urban League Young Professionals Columbus Urban League
770 Mt. Vernon Avenue
Columbus, Ohio

Saturday, June 1st 3p.m. – 11p.m. Summer614 Concert
Columbus Commons – 160 S. 3rd St.
Columbus, Ohio

Saturday, June 1, 9 a.m. – 2 p.m.
Healthy Community Day
Outpatient East
543 Taylor Avenue
Columbus, OH

Saturday, June 1st 10a.m. – 11p.m.
Rhythm on the River
Bicentennial Park – 233 Civic Center Dr.
Columbus, Ohio

Thursday, June 6th, 5p.m. – 8p.m.
Gender Road Christian Church 5336 Gender Rd.
Columbus, Ohio

Saturday, June 8th, 3p.m. – 11p.m.
Buckeye Country SuperFest
Ohio Stadium - 411 Woody Hayes Dr.
Columbus, Ohio

Tuesday, June 11th, 5p.m. – 8p.m.
Linden Community Meeting
Douglas Community Ctr. – 1250 Windsor Ave.
Columbus, Ohio

Thursday, June 13th 5 p.m. – 8 p.m.
Healthy Habits Expo w/ Mayor Andrew J. Zion Christian Assembly
6930 Mott's Pl.
Columbus, Ohio

Saturday, June 15th, 11a.m. – 8p.m. Columbus Pride Festival
Bicentennial & Genoa Park – 233 Civic Ctr. Dr.
Columbus, Ohio

ComFest
Friday, June 28 – Sunday June 30
Goodale Park
Columbus, Ohio

Saturday, June 29th, 10a.m. – 5p.m.
Hilltop Bean Dinner
Westgate Park – 455 South Westgate Ave
Columbus, Ohio

Community Distribution Locations

Charity Newsies Headquarters
Clintonville Women's Club
Whetstone Community Center
Whetstone Library
Weilands Gourmet Market
Global Gallery Coffee Shop
Kroger - 3417 North High Clintonville
Beechwood Community Center
Pace-High Carryout
Super Food Mart
Wholly Craft
Clintonville Pizza
Giant Eagle - 2801 N. High
Luckey's Market
Pharaah's Pizza Place
Nabby's Carry-Out
North Campus Food Mart
Gumby's Pizza
Marion Franklin Rec. Center
Marion Franklin Library
St. Ladislas Church
Reeb Avenue Center
Barack Rec. Center
Parson's Branch Library
The Crest Gastropub
Education First Credit Union
Mt. Olivet Baptist Church
Columbus Board of Education
Gladden Community House
Franklinton Library
Bottom's Up Coffee Co-Op
Hilltop Library
Somali Bantu Youth and Family Center
Westgate Community Rec. Center
Westgate Lodge, #623
Westland Area Library
Whitehall Library
Friends Beauty Shop
Friendly African Hair Braiding
Grandma's Pizza
Impress Beauty
Synergy Hair Salons

Home of Larry Price
MLK Library
PACT
St. Dominic's Church
Community for New Direction
Trinity Baptist Church
Old Familiar Barber Shop
The Coffee Shop at Parsons
Old Town East Yogurt Shop
Subway
Shiloh Baptist Church
Domonique African Hair Braiding
Meredith Temple
Mt. Vernon AME Church
Beatty Park Rec. Center
Damita Brown
Senior Center
Blackburn Community Center
Lincoln Cafe
Columbus State Bookstore
Columbus State Small Business Dev.
Crossroad Baptist Church
Gillie Senior Community Center
Northern Lights Library
Sammy's Auto Spa
The Pit BBQ
Tim Horton's - Cleveland Avenue
Save-A-Lot - Cleveland Avenue
Jude's Beer and Wine
Huy Grocery Store
Baajana Restaurant
Banadir Cuisine Restaurant
New Salem Baptist Church
Increase at Columbus Christian Center
Linden Library
Cleveland Mini-Mart
Philly Boys Market and Deli
St. Stephen's Community Center
Don's Quick Stop
Island Vibes Restaurant
Columbus Metropolitan Housing Authority

The community engagement process leveraged multiple media channels to reach the community at the local level to encourage them to become involved and engaged in the community engagement process. Earned and owned media were key strategies to help drive awareness.

- Radio One
- IHeart Radio
- Columbus Dispatch article
- WBNS-TV, WCMH-TV, WSYX-TV
- WVKO Radio
- Columbus Black E-blasts/ text outreach

Latino News publications

- Facebook and Instagram ads
- OhioMBE E-blasts
- Underground Newspaper ad
- City of Columbus website
- City of Columbus Facebook, Instagram and Twitter
- Next Door and Twitter, Linked-in

CREATIVE ASSETS

CONCLUSION

The findings in this report represent the feedback and input gathered from community forum participants, survey participants and includes other correspondence received from interested citizens. The results of the findings will be shared with Mayor Andrew J. Ginther and the City of Columbus Police Search Committee and used to help shape the position description and guide the recruitment team in the selection of the next Columbus chief of police.

APPENDIX

Community Forums and Stakeholder Meetings
The statements below are provided by participants in the community meetings held by City of Columbus. They have not been edited, except for personal information that is not included. These are the express and sole views of the individual respondent who participated in the community meetings sessions.

COLUMBUS POLICE OFFICER FEEDBACK

RECEIVED DURING ROLL CALL AT LOCAL SUBSTATIONS

The purpose of attending roll calls was to encourage officer to complete the survey. While the purpose was not to conduct focus groups, a few officers shared direct feedback with city staff during the roll call. That feedback is captured below.

This decision impacts their lives, so they hope that their opinions matter to the final decision maker.

Prefer an internal candidate. An internal candidate will understand Columbus' neighborhoods and the unique issues faced by residents in different parts of the City (such as Linden, the Hilltop, etc.). Furthermore, an internal candidate will have relationships with surrounding communities (Dublin, Worthington, Bexley, Whitehall, OSU, etc.) as well as with the agencies that work with CPD.

An outside candidate wouldn't know the City, or the specific issues faced by CPD. One officer originally from Pittsburgh noted that Pittsburgh "went outside and it failed miserably."

Positive about Chief Quinlan. He inherited some very difficult issues (such as the Vice Unit) and he's actively dealing with them.

Would like to see an emphasis on the physical wellness of officers. The job really takes a toll on their bodies.

Based on their experiences, a huge percentage of the citizens they serve love the police.

It's important for the committee members to do evening ride-alongs in challenging precincts so they can see what officers face when responding to certain types of calls (domestic violence, fights, etc.).

Division is understaffed and are covering huge areas. Some areas take around 20 minutes to get to even when running lights and sirens.

The mental health system is failing (Netcare has way too few beds) and a large portion of their time is spent responding to mental health issues.

The Mayor will choose whoever he wants regardless of the survey.

It might be better to go with someone from outside the division if we don't want to get the same old.

I want to see an internal candidate as chief.

Would like an internal candidate to be the next chief.

Concerned that input will not being seriously considered as has been the case in prior surveys from "civilians."

Find someone good. When asked what that meant, officers shared a few thoughts:

Someone who likes police officers

✓Someone who is more interested in crime reduction than the media.
✓Someone from the inside.
✓Or at least someone from a comparable sized agency

WHETSTONE COMMUNITY
RECREATION CENTER COMMUNITY FORUM

MAY 29 – 6 P.M. – 7:30 P.M.
WHETSTONE COMMUNITY RECREATION CENTER
3923 NORTH HIGH STREET
COLUMBUS, OH 43214

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

More timely transparent communication

- Focus on anti-racism policies (not just non-discrimination policies)
- Consistent, enhanced implicit bias training
- Increase CPD workforce diversity
- Focus on community policing
- Knowledge of community, politics, division
  Training
- Internal candidates should get a close look – deep community roots

    o Better know their background/style/proven track record
    o Know the issues and division history
    o Will have advantage – understand neighborhood/community

    Is the focus on a national candidate due to the resources allocated to the search?
- Good personal experience with PD leadership. We want a chief that is:
- Honest, Integrity, Fairness, Listen more
- More active in the community. Get out and walk the community. Make him or herself known – get out of the car. Understands what the community needs are. Builds relationships
- If from outside, of the division and not from Columbus they must know what we expect, and we must understand what they expect
- Someone who can learn to listen to the community, Realize two sides in a story
- Realize the struggles of each neighborhood Have ability to understand all community (trust)
- Needs training – how to engage a neighborhood. Have the skills to engage on a personal level.
- How to engage in a positive way with youth.

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Encourage active listening
- More direct engagement
- Open community meetings to the public
- De-escalation and trauma-informed care
- Not just a PowerPoint
- Neighborhood dependent
- Community involvement

  - Internal candidates should get a close look – deep community roots
  - Better know their background/style/proven track record
  - Know the issues and division history

- Will have advantage – understand neighborhood/community
- Is the focus on a national candidate due to the resources allocated to the search?
- Good personal experience with PD leadership

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

VERY IMPORTANT

- Emotionally intelligent leader with an understanding of historical context of the community diverse groups.
- Knowledge of many cultures/communities important!
- Where that person comes from should be irrelevant

- Integrity
- Trust – happen right way
- Police interaction with homeless - Engage with people to get them help
- Keep politics out of policing
- Make decisions based on what is best for CPD

- Like to see the officer/son Patel
- Diversity is important

- Need to have new American community represented
- People who look like them!
- Somali women – remove barrier to join – barrier with hijab
- More training conflict resolution in a non-violent way

WESTGATE RECREATION CENTER COMMUNITY FORUM

JUNE 4 – 6:30 P.M. - 8:00 P.M.
WESTGATE RECREATION CENTER
455 SOUTH WESTGATE AVENUE
COLUMBUS, OHIO 43204

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Integrity
- Tell the truth

- People will trust you
- Top to bottom
- Trust each other
- Tell the real deal/don't gloss over

- Let neighborhoods know what is happening
- People feel decision made on the chief
- Release the results of survey to the public soon after events
- Why national search; our wonderful police force could vote on new leader
- What about the good news and accomplishments of the division?
- Thanks to dedicated officers. Kudos to Brian Newsome
- It will take a lot for a newcomer to learn out community/neighborhoods
- Lots of capable officers on the force
- # of officers who have put in applications
- Criteria, what is it?

- Our street officers know the community
- Need experience with management
- Youth engagement
- Recognition and ensuring civil rights
- Build trust with the immigrant population
- Improving policy, training and resources around interpretation
- Strong sensitivity to implicit bias
- Training: have been through their own experience – they should know what good training is and is a culture in the department
- Offering training for mental illness
- Crisis intervention
- Looking for culturally conscious appropriate services
- Diversity in nationality and religion
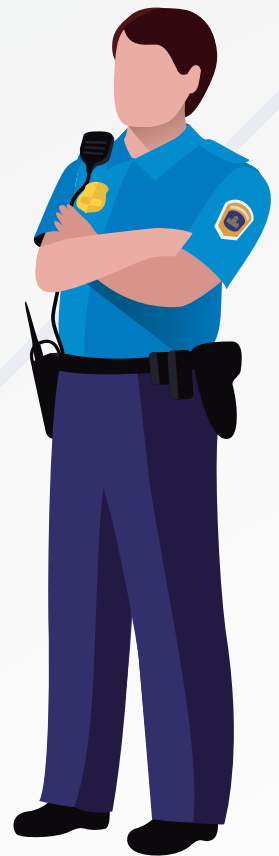
- Officers on the beat and walking the streets to get to know community.
- Sullivant is ground zero for prostitutes/drugs – creates unsafe feeling
- Police station needed or updated
- Need accessibility to stations
- Understanding that all communities matter
- Growing contact and engagement with youth

- Police community relation/review board
- Interacting with youth beyond going to their school

- Recruitment in neighborhoods in Columbus

- More diverse officers
- More officers that live within city limits
- Incentives for officers to live in the communities

- Leadership needs to acknowledge that community is a problem – less defensive
- Percentage of the budget set aside for youth
- Reporting and transparency
- Police chief should be able to cooperate with other departments in the city

- Resourceful
- Collaboration

- Focused attention paid to violent crimes

- Not shifting attention

- Accessible and transparent with the media
- Accountability and acknowledgement of justice among their colleagues
- Productive and experiences with labor relations

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Not necessary for police to come from specific community – not fair
- Important for them to them to have an understanding of such
- Problem – politicizing the police department
- Don't have to be from community to care about community.
- Love bike patrol
- Need activities for youth
- Rec Center support
- Must rent facilities currently and wondering if there is another way to have community use facilities without fees
  (Sullivant/Hague/Trabue – no library, etc.)

REEB AVENUE CENTER COMMUNITY FORUM

JUNE 18 – 6:30 P.M. - 8:00 P.M.
REEB AVENUE COMMUNITY DINNER AND ENGAGEMENT FORUM
REEB AVENUE CENTER
280 REEB AVENUE
COLUMBUS, OHIO 43207

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Discrimination and retaliation in PD itself (women, minorities)
- Community engagement ALL THE TIME
- Good understanding of all cultures
- Random drug testing (i.e. testosterone)
- Group counseling for stress
- Counseling after shootings
- De-escalate without weapons
- Change culture of recruitment (de-militarize)
- Forward thinking and willing to break barriers
- Trauma response and informed, ongoing training (begins in the academy)
- College educated (at least associate degree) for new police officers
- Unity
- Safety
- Diversity
- Listener
- Stopping racism w/in the department and in the community

- Community based strategies and restorative justice
- Analyze data
- Positive relations with immigrant community
- Break down us vs them culture
- Support independent civilian review board
- Active and engaged police in the community
- Consistent force also beat cops
- Community council and input (voice of the community)
- Understanding the demographic and historical landscape of the community
- Relationship with community (P.A.C. youth engagement)
- Cultural competency
- Community training (both sides need to participate, two-way conversations and communication)
- Community engagement: Chief and Me continues
- Increase police force
- Community vs quotas/BOTH
- Fairness in the black community
- Police need to mirror their communities
- Cultural sensitivity
- Hands on in the community – community policing

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Volunteer without uniforms
- Showcase (especially to kids) passion for the job
- Perceptions – many people are afraid when they see police. Community-based policing will create greater trust.
- CLOS – use to teach kids in school about safety. Start reaching them earlier
- Space for all officers to have positive interactions
- Community awards to Officer of the Month
- CPD involvement in restorative justice
- Procedural justice
- Assessing situation and using best judgment w/in law w/o bias
- Empathetic relations w/community
- Emphasis on training and connections w/appropriate social service agencies
- Focus on positive and not punitive interactions with communities of color and low-income
- More de-escalation
- Skill based training/testing (not just a number of training hours)
- Training on dealing with people who have disabilities (visible)
- Police in substation who are available for engagement
- More money in the police budget, impacting better schedules and policing
- Community engagement training by community leaders during the training process

- Relationship development training. Break the social media syndrome
- Administrative support to provide more time for actual policing
- Should not be allowed to moonlight using police resources
- More diverse officers in diverse communities
- A culture of relevance in the hiring process culture relevance
- Check how we can address credit issues and other non-qualifying requirements
- Chief should live in Columbus. Officers should too
- Community policing should be improved as it relates to reporting. Citizens sending emails
- Citizen review board

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- The new chief should come from somewhere that has many cultures and ethnicities
- Should already be culturally competent, because it could be the difference between life and death
- Should be very educated, well read and an effective writer
- Being able to admit when wrong
- Needs to be open to diversity in hiring
- This is imperative

  o See the assets in diversity
  o Be inclusive
  o Be responsive
  o Be open to crisis prevention
  o Experienced in working with different demographics and mixes of people and cultures

- Look at data and take action
- Hire minority and female candidates
- Firsthand experience with lower income communities
- Willingness to learn from diverse communities
- Empathy and understanding
- Respectful of religious traditions and dress
- Cultural sensitivity training
- Experience and communication w/ex-offenders
- Focus on recruiting officers from w/in community
- All departments need to better collaborate
- Increase community – can't start with chief only
- Community input on spending...100 bikes, 20 helicopters, pilots, etc. (some input) city council meetings
- Accountability system put in place for officers

- Need for community engagement and input by residents. Hold city council accountable
- Critical that chief understands diverse communities
- Must be empathetic and sympathetic to diverse communities
- Bring back Police Reserve Program
- The chief does not have to be of that population or community but MUST have empathy, sensitivity, and understanding of community
- Want to hire from within

MARION FRANKLIN HIGH SCHOOL COMMUNITY FORUM

JUNE 19, 2019 – 6 P.M. – 7:30 P.M.
1265 KOEBEL ROAD
COLUMBUS, OH 43207

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Priority on increasing population of black officers
- Recruiting as students
- Build relationships with young students, educate about public safety. Come in and read to students
- Add more officers to support the precincts on the south side of the city. Re-evaluate the precincts.
- Create a culture of fairness
- Openness, transparency and accountability at all levels of the police force
- Evidence from the new chief that he/she will actively challenge the "code of silence." The public needs to know and understand what is happening but the police have 24 hours to make statement. More transparency.
- The narrative needs to change to one based on facts and transparency. Address things ASAP.
- De-escalation: officers need to negotiate better with the community by talking and not using weapons. Both sides are responsible to keep calm.
- Integrity: be honest. Officers go to work for CPD who have been fired from other places.

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Community policing
- Park and walk
- Engaging: chief and officers walk/ride the beat
  - o C.L.O.S. who are they?
  - o Some good, some not (issues of trust)
  - o Some consistency issues

- Substations needed for increased engagement
- Black chief or diverse chief
- High school engagement and training. Students should know how to properly respond.
- More respect – both directions
- Special emphasis on how officers communicate with the community (i.e. with Block Watch leaders)
- Prioritize the local police officer who serves in the community where he lives

- Take time to know the people in the area where you patrol. Don't have preconceived ideas about the people who live there
- Precincts are too big. Five officers per shift = long response times. Need another liaison officer
- Officers can't afford to have a bad day.
- The chief needs to be involved in recruiting officers who speak other languages because a lack of understanding = tension

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Cultural competency is critically important. Columbus is a melting pot.
- The police force needs to be more diverse to reflect this melting pot. We are not just black and white.
- Diverse Community Advisory Council
- The chief needs to have the capacity to show compassion to ALL communities
- Police/Community Engagement Forums = relationship building
- The chief and the officers (both current and new) need to understand the "language" of the community.
- There is a major need for immediate interpreter services
- If the chief comes from outside of Columbus, they need to spend some time in the streets.
- Current deputies need to as well since they have been off the streets so long.
- Some officers can't afford to live in the communities they grew up in. A 1-bedroom can be $1,000 or more. Gentrification is an issue.
- Engage with the community = play basketball with kids, ride bikes, etc. Change kids' perception of law enforcement
- Officers help pass information about resources to people in need (social services, programs, etc.)
- Promote Explorer program more
- There is a double standard: kids have to keep a clean record but when police officers do something wrong, it's "hidden" and there are no consequences

COLUMBUS URBAN LEAGUE COMMUNITY FORUM

JUNE 25, 2019 – 6 P.M. – 7:30 P.M.
788 MT. VERNON AVENUE
COLUMBUS, OH 43203

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Police must stop killing African American/black people.
- Focus on hiring Columbus residents
- Hire bilingual officers, assign hiring preference points
- Police should host more community events
- De-escalation
- Civilian oversight board: binding decisions
- Hold police accountable
- Chief must lead organizational culture change to rid "Blue Code of Silence"
- Discontinue sting operations
- Arrest Eric Richards
- No cursing / professional interactions
- Stop militarization of police
- Enforce all ordinances
- Train police as guardians not warriors, protect constitutional rights
- New testing assessment to eliminate racial bias
- Train all officers on antiracism
- Have peer conduct training
- Reduce number of hours worked
- Hold off duty officers accountable
- Communication/Engagement (especially when death is involved)
- Thorough follow up with the training process
- Diversity training including people of color and disabilities including mental and PTSD
- More legal/law training for police officers
- Integrity. Build trust and compassion
- Transparency and accountability all levels and peer accountability. City able to hold officers personally accountable for their malpractice.
- Approach the officers have with the community. Seems to be implicate bias. Across the different races.
- Is the city serious about establishing a Citizen Review Board? Will he or she do that? In house review vs. a community review. The concept is transparency.
- Problem solving approach is needed that brings in experts.

- Neighborhood outreach needed, community policing needed, resources are strained
- Refresher training: de escalation
- Lip service for de-escalation
- Disconnect between unity and diversity
- Differences with police treatment of community residents – different for different zip codes
- Police treatment should be fair irrespective of the zip code
- Officers should stand up for citizens where they get unfair treatment. Police should police their own
- Officers covering up for other officers
- Easy for cops to report bad cops – so there's no backlash
- What role will FOP play in this process?
- Union contracts should be renegotiated by the new chief
- Chief should focus on the mental wellbeing of the police officer
- Consider the size of the division to see what is needed
- Safety of officers
- Health and wellness of officers: physical and mental: high BP and diabetes etc.
- Stop treating symptoms of policy community but get to the heart of the issue
- Community police relationships: NOT ENOUGH
- Officers engage due to high number of issues
- Look at the policies overall and see if they are effective, etc.

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Focus on non-enforcement activities (sports – PAL)
- Off duty bike tours, get out of cruisers
- Walk neighborhood, interactions
- Civilian oversight
- P.A.L./Taps
- Community police interaction in various events
- Walking or Riding the beat
- Incentive to live in communities (great to see a neighborhood police car)
- Potentially am argument to live in Columbus. Build relationships.
- Educational component needed in schools
- Helping students understand the opportunity of law enforcement as a career
- Young people must see police in a wide variety of community services
- Predefine the role of school resource officers
- If safe streets strategy is working, provide more funding for this excellent program
- Train officers on building relationships with different communities
- City leadership/safety dept. should understand the community has no trust/confidence in the grand jury process
- New police chief should embark on a city-wide education of the grand jury process
- Implicit bias of diversity training

- Need a community review board with power to indict and enforce and prosecute officers
- Chief who will support the citizen police academy with the exception of felons
- Like what the city is doing with rec centers: attempt to get youth to do something
- Got to get better: Perspectives are different / must address that we see the same video and see it differently. Must be empathetic and understanding on both sides: consider what is natural and not so physical. Just because you have the right does not make it right.
- "Bedside" manner needs to be considered, reconsidered and perhaps changed.
- Community has a part to play but we should not have to "police the police"
- Distinguish national conversation from Columbus community. Both community and the police.
- Assumption is the police is "Good ole boy" and don't police one another – we need to challenge that assumption

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Understand implications of gentrification
- Change color of targets at target practice/shooting range
- Chief must understand trauma -informed care
- Appreciate National Search & opportunity to identify a candidate with a diverse background and experience
- A person who embraces the diversity and record supports it.
- Critically important to have diverse experience.
- Important to have someone who knows how to bring the various cultures and demographics together. Ability to work with all.
- Someone who won't polarize or otherize any community or culture "those people, they"
- Training is critical understanding how cultures play a role
- Community outreach to understand how the communicate laws to various types of neighborhoods
- Chief must have grown up in a diverse mix of cultures and worked in that environment
- Language access for the officers
- Important that the new chief comes from an area that looks exactly like Columbus
- Communication – multicultural awareness. Technology to support the process
- Minorities have no option but to be bi-cultural
- Majorities have privilege of being mono cultural. Concern is that the chief should be bi cultural by practice and not be biased.
- Chief should be competent in evaluating the fitness of officers
- Chief who has gone through the required training himself/herself
- Very important for chief to understand cultures/diversity no assumption and be educated on various demographic, culture – and officers need extensive training.

- It is important to have a police officer from diverse community and should be homegrown and different than what we have had.
- Flipside to homegrown is that the familiarity is sometimes the issue – get away from existing culture
- It is important to have the right person who encompasses all of the things Ginther is talking about
- See color but do not look for it
- Person needs to be interested and committed to this community and what is important to this community
- Don't assume homegrown is not qualified
- Happy that this process is happening
- Overtime of officers
- Employ/rely on social worker in chief's office (trauma-informed care)
- Chief should come from a department that successfully changed its culture
- Understand immigrant/refugee community
- Regular mental health crisis intervention training
- Chief must acknowledge racial problems – promotion discrimination, lack of discipline for
- violations/disparity with discipline for officers of color
- Chief must support diversity in highest ranks

ST. STEPHENS COMMUNITY FORUM

JUNE 24, 2019 – 6 P.M. – 7:30 P.M.
ST. STEPHEN'S COMMUNITY HOUSE
1500 EAST 17TH AVENUE
COLUMBUS, OH 43211

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why

- Communication with citizens
- Recognize that those who can't properly engage people in the black community shouldn't be assigned to those areas
- More police on bikes in the community, engaging those in the neighborhood. People want to feel safe in their neighborhood.
- Transparency: neighborhoods should understand why things happened. Police: how many members of the neighborhood do you know?
- Leverage technology where possible to increase communication. Community members want to help support, teach, learn, etc. Should be able to answer, "Who is assigned to your neighborhood?"

- Continuous Diversity and Cultural Competence Training
- Incentives for the officers to live in the neighborhoods they serve
- Build relationships with the communities, especially the children
- Leadership and communication skills
- Shake it up
- A plan
- 1.2 million calls to 311

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- A verbal de-escalation mentality rather than a "hand on the hip" mentality
- Increased visibility of police throughout the neighborhood to help reduce negative behaviors
- Effective C.L.O.S.

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- It's essential. Our leader has to be well versed on the cultural shift
- Cultural Awareness Training as well as social workers who are culturally competent are needed
- Translators should be used to close communication gaps
- The chief should have the experience of dealing with diverse cultures or have the capacity to establish processes that will close existing gaps.

WHAT IS OUR PRIORITY? TO IMPROVE RELATIONS

- Integrity
- Tired of rhetoric
- Act on unjust actions of police officers. Accountability
- Don't come into the neighborhood with assumptions based on lack of information
- Regular and improved evaluations of officers
- Citizen Review Board
- Drug testing of officers after incidents
- More door-to-door and face-to-face engagements with officers in the community they serve
- Improve training of officers so that when they are in challenging situations, their goal is de-escalation
- Officers need to understand that residents may not know why the officer is being confrontational.
- Demographics are changing, so the chief needs to understand different cultures and demographics. Be sensitive to re-gentrification and the impact it's having on neighborhoods

AREA OF FOCUS

- Not policing schools but creating relationships with schools and community
- Officers that live in the communities they serve so that the demographics of the police force match those of the community
- Invest in schools to create equality in the school system
- Have knowledge of the community, creating cultural competence so that the value system of the police force matches the value system of the community
- Better recruiting: be mindful of barriers to recruiting such as language and culture.
    - o Begin recruiting at the elementary school level
    - o Be clear on guidelines so that interested youth can begin career path early
    - o Improve gender, race, ethnic makeup of the police force

COMUNITY RELATIONS

- The new chief should create community forums and blend communities back together
- Innovative DARE program
    - o Benefits other than drug prevention
    - o Builds relationships between officers and students
    - o Enlarging Safe Street and Safe Bike programs
    - o Expanding across multiple neighborhoods
- Other innovative projects
    - o Childcare
    - o Latch Key
    - o Boys and Girls Club
- Police athletic leagues: re-establish, expand, and partner with schools

ROLE OF UNDERSTANDING CULTURAL DIVERSITY

- This is tremendously important
- Properly re-define racial profiling, which happens in suburbs and central city/urban areas
    - o Large community event
    - o Public facing event
- An expanded definition of culture
    - o Race
    - o Ethnicity
    - o Culture
    - o Mental health
    - o Homeless
    - o LGBTQ

THE IMPORTANCE OF A CHIEF WHO VALUES A DEMOGRAPHIC MIX

- That the power structure is just and that leaders understand the value of cultural diversity
- Look at the testing and hiring process

    o Is it fair?
    o Upward mobility
    o Mentorship
    o Adequate preparation
    o Are they leaving?
    o Where are they going?

- EEOC and citizens' complaints of discrimination
- Adjudicated and evaluated outside the division

NAACP COMMUNITY MEETING
MEMBERSHIP MEETING

JUNE 10, 2019 – 7 P.M. TO 8 P.M.
TRINITY BAPTIST CHURCH (IN THE CHAPEL)
461 ST. CLAIR AVE., 43203

Q1. Given what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Community policing is critical and important
- Do not allow FOP to have a more exaggerated influence
- Create a community review board w/clout
- The chief needs to have a direct connection w/community
- Training beyond shoot & kill – negotiation
- Change safety culture of entire department
- The chief must have demonstrated experience w/cultural competence
- There needs to be a clear equity promotions plan
- Stop disparity in disciplining within the department – also stop racial profiling
- Hire on what they know, not who they know.
- Hire chief with proven record of hiring/promoting diverse candidates – hire, retain, promote
- Not having superficial employment standards for application process. Deepen research and before hiring
- Hire chief who will stop ban on hijabs
- Budget reflective of prevention as well as reactive – de-escalation/mental health
- Hire chief who is active in community – engagement, accessible, approachable
- Include the community in collective bargaining process
- Disparity in managing mental health issues
- Mental health within division – tested before on street
- Chief needs to be able to build bridges with community
- Assessment/evaluation for accountability (Police)
- Clear vision of what he/she will bring to the department and community
- Policy that is strict on ticketing – watch bias concern

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Have a presence in and around schools beyond managing issues and not only when hired to do so
- The chief should have years of proven track record of working with diverse population

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Very important for chief to be sensitive to all cultures
- Police chief should live in city and of our city.
- Need to do ride-along if not from here!
- NAACP would like chief to live in Columbus.

SOMALI COMMUNITY MEETING
JUNE 20, 2019-5 P.M. -7 P.M
NORTHLAND LIGHTS LIBRARY

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Must also serve the people and protect
- Acknowledgement of police brutality and plan to address
- Relational
- Need a police chief who walks the talk—understands the minority community
- Overpoliced
- Cultural competency is critical (minority/majority city)
- Essential for minority community developing trust
- Youth especially
- Focus on engaging college aged and young adults (18-34)
- Involve 18-34 in building trust and engagement
- Image of an officer needs to change, cop is not a friendly idea
- Representation of officers from diverse communities and religions, etc.
- Leadership and communication skills
- Shake it up
- A plan
- 1.2 million calls to 311
- Reduce gun violence and guns
- How to reduce guns on the street

- Young people are dying affected by gun violence
- A new approach
- Are we making diversity training a priority in training?
- Reviewing how officers are trained with specific focused training (i.e. military)
- Mental health issues need to be addressed with possibility some type of task force
- Internal and external reviews
- Allowing officers to move from job to job
- Precinct 13 issues liaison officer rotate out
- PC must be willing to make change and shake it up no politics
- Community Engagement
- Must know the community
- Community-centric
- Who is involved?
- Outreach
- Must know who you are serving
- Youth programs
- Islamophobia needs to be addressed
- Diverse Recruitment
- Look like me
- No one from community
- Understand culture and background
- Need to revise testing for staff

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Officers have the title of community engagement, but there is so much more to do
- Mental health training needs to be a part of officer training—as well as cultural competency
- Provide resources both ways
- Address targeting of minorities in particular communities(traffic)
- Be sure not to dismiss persons with hijab
- Don't make a judgement when there is a language barrier
- Wedgewood—address targeting and lockdown, two different things
- Change test process—consider ways to reduce barriers
- Kirwan Institute
- Implicit bias
- They always here
- Help community understand how to do this
- Image issue of police
- Key to be at community events
- Need background
- Must know cultural background
- Have majority perception

- Need Training
- Cultural literacy
- Introduce them safely
- Understand community problems
- Give clear goals for community engagement
- Must be fair
- Want greater patrol and engage with faith leaders
- Substations needs to be larger to work out of
- Substations to really learn community
- A new unit
- Non officer help to do this – added barriers
- Education Awareness Outreach
- Youth Support parents to work with the children
- Classes for awareness
- Cops/clergy

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Like the national search but must know the demographics of the city
- Internal candidate could be part of "good old boys club"
- Community engagement is key
- Must understand the various cultures and diverse religions etc.
- Just because you have because you have been exposed to a culture does not mean you care
- Have a third-party committee that represents various cultures ethnicities etc.
- Build relationships—but it must be continuous
- Rich in resources—poor in communication
- Be proactive, not reactive
- The gap begins within children
- The chief needs to live in our community
- Police should as well
- More exposure to positive imagery of police and positive imagery of minorities
- Implicit bias training
- New American - needs to provide outreach both ways and help gain understanding
- Test market real community police relations
- Very Important
- Adds to what they can bring
- Need a focus on Wedgewood
- Want to continue good relationship with community
- Need a connector between CPD and Deputy
- Translation Service
- Want ongoing
- Want ongoing engagement
- Add courses to training or community
- Need to build trust and working relationship
- Need to build awareness of how to engage Wedgewood/SouthPark
- Relationships in community help to solve nonviolent crimes to help avoid removing young people from jail
- Elders could help to resolve issues

What do you think the key priorities should be for the next chief of police?

- Have a connection with the Somali community
- Get into the community - Build relationship with Community Leaders
- Recruit Somali people to the Police Force
- There is a perception that there is a glass ceiling for Somalis - They have heard both excuses that Somalians are too weak or too strong
- A current Police officer stated that a candidate was not strong enough
- The community is uncomfortable with Police
- Take a note from Minneapolis who increased their Somali population on their police force and saw a noticeable impact

Wedgewood leader comments

- Attempted to reach out to police
- Want to establish relationship with new chief and eliminate gaps and glass ceiling perception
- Police come to address an issue in the community, and they don't understand that they can contact the appropriate person (community leader) and they just arrest people. It creates fear.
- Relationship with community leaders is severely needed
- The current barrier is creating issues with crime because people are afraid to share information with the police

Come to the community

- Who are the CLOs? Need now! Officer Newsome. Unresponsive. Only seen once a year. Sheriff's deputies hired two of them. Community not aware of any Somali police officers If the relationship issue can be fixed, it will be huge
- When emergency happens in their community, it takes a very long time. 1-5 hours for a response The problem exists across the Somali community and they would like to assist with addressing smaller issues as a partner to the chief, but a line of communication and partnership is needed. That does not exist today
- There is a need for a community liaison to represent and communicate the issues that exist

LATINO COMMUNITY MEETING

JUNE 24, 2019-5:30 P.M-7:00 P.M

Northside Neighborhood

Q1. Given what you learned from Mr. Speaks' presentation, and what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Please be bilingual or have translators! Don't need to know the language to treat people with respect
- Standard operating procedures for using interpreters. But follow Title VI
- Give officers training on the language line! Make sure all officers know and use the line
- Diversity/cultural sensitivity training. Show respect to all communities. Mandatory
- Consistency of treatment across all zones
- You are there to serve and protect. Get back to mission consistently among leadership.
- Riding vs. action – community-like policing. Know the community. ACT – see something, say
- something
- Promote complaint process!
- Accountability – both ways. Police and community.
- Check out Texas Blue Days
- Use and accept community intel
- Grass roots leadership to get them more involved and to build trust.
- Use and engage Latino media!

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Police need to work better within the division!
- Police need to connect with immigration/ICE. A line of communication is key
- Interagency group
- More accessibility of the chief and officers for good and other.
- Bridge the gap
- Change the image of "Bad Guys"
- Two-way communication
- Officers won't make reports in our community
- Body cams distribution equally and more
- Need more liaison officers
- Consider using retired officers as liaisons for our community
- Fully focused and engaged liaison and diversity officer
- Consider changing the requirements for liaison officers keeping them longer in posts
- Consider additional pay for bilingual

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- The chief needs to have an understanding of how to work in and with diverse communities.
- And the most qualified
- Has a proven track record of such. How do you deal with issues of OUR community and crisis work across the agencies?
- Represent ALL, not some.
- Samuel James – part of the panel of good officers. Help them and incentives, not good policing to scare the community
- Big picture
- Chief until they are no longer
- Follow best practices!
- Leadership that rewards best practices
- Highlight good officers
- Focus on more community policing
- Bring back quarterly meetings and inter-agency
- Engage Latino community in more ongoing way
- Look for nontraditional ways of engagement (pawn shops, etc.)
- Be kind to the community
- Chief needs to be IN the community year-round – proactive, not defensive.
- There are nice police now – we need more like those.
- Want to be proud of the chief!
- Creating a culture of openness and listening – during issues and when times are tough.
- Transparency
- Division among city officers

NEW AMERICANS LEADERSHIP COLLABORATIVE COMMUNITY MEETING

JUNE 26, 2019 – 4 P.M. TO 6 P.M.
1060 MOUNT VERNON AVENUE
COLUMBUS, OH 43203

Q1. Given what you know about the Division of Police, is there a specific area of focus you believe the department or the chief needs to make a priority? Why?

- Connection with community and capacity for positive communication/outreach
- There have been some issues with mistrust by community, needs capacity to build trust, especially with New Americans overall trust between constituents and police force.
- Round table discussions between residents and department
- Diversify department, recruitment within New American community helping to reflect diversity of overall community
- Understanding of trauma – historical, military police, Domestic violence, etc. Training for whole department in trauma informed perspective; de-escalation of issues enhanced by training.
- Understanding/communication on right in US, particularly New American Constitutional Rights
- Cultural understanding is essential, based on New American community teaching dept about diverse cultures/gaining an understanding of barriers faced by various cultures/cohorts.
- Helping New Americans understand how to interact with police. (Could look at model that is in place with FC Sheriff's Dept.)

Q2. Share your thoughts about police/community relations here in Columbus? What would you like to see enhanced/improved?

- Community relations
- Fear within communities based on negative reaction with police that spreads via word of mouth; look into corruption within department that might escalate conditions with a vulnerable population.
- Need to increase understanding of cultural awareness of fear of police "Entrapment"/once again need for cultural competency = work to eliminate stigmas
- Understanding of drug culture...more awareness changes / better awareness of culture difference that leads to problems with guns / community cooperation

Q3. Columbus demographics are changing in terms of ethnicity, gender and age. Given the overall demographic mix of our city, share your thoughts on what role understanding various communities and cultures plays in the role of chief of police. How important is it for the chief to come from a community that reflects a demographic mix of people/cultures?

- Diverse community base?
- Value different community values – very important to have chief to recruit from diverse communities, making department inclusive and that testing/recruitment process is designed to acknowledge different cultures
- Evaluation of ranks of current force to discover those who are not of the caliber to respect cultural/racial differences and make decisions that change that demographic through education/training or dismissal from department
- Mentoring of new officers (particularly New Americans) by seasoned staff
  Would be truly effective if New American became chief
- Upper level of Dept. desperately needs to diversify
- The reason to hire from outside: they are outside the current, local "system" of affiliations
- Mayor wants a change agent to "shake things up"
- Need to ensure accurate reporting and response to incidents for everyone, regardless of ethnicity, race, culture, gender
- Transparency, clear communication. Ongoing dialogue with communities
- Experience with immigrants and help develop policies
  Priorities
- Connection with people. Ease tension with police
- Work on trust/mistrust with police
- Fear in the New American Community
- New Americans feel isolated often from police
- Round table discussions with New Americans
- Police chief willing to recruit from New American community
- Commitment to diversity
- Police should reflect the community
- Chief who has trauma training/understanding of where New Americans come from and what trauma they have been through. Understand cultural norms.
- Provide training about what the citizens' rights are. (what is right and wrong)
- Break down cultural barriers with New Americans Community
- Willing to train his staff about cultural competency
- Hire liaisons from different cultures (like the Sheriff's office does)
- Corruption Issues
- Raising awareness…We are doctors, lawyers, etc.
- No stereotypes
- Understanding that many New Americans are scared
- No stereotyping of police and N.A.'s
- Work on drug issues

- Stop "shoot to kill". Shoot to stop the criminals.
- Changing Demographics
- Doesn't have to come from diversity but must be open, educated, and understanding of diversity.
- Must identify racist officers on the force and remove them.
- Retroactive termination of officers
- Assign mentors to potential young recruits
- Be open and comfortable to talk/address race and racism.
- More police from NA community
- The chief needs to be open minded
- Benefits of bringing chief from outside of Columbus...different perspectives
- It should be someone who is from Columbus, so they are familiar with our own population. (Now sees the benefit of national search)
- Must demand immediate action/response to the New American Community when they call.
- Sometimes the police take a long time or never show up. Stop profiling the New American community.

Come to the community

- Trustworthiness
- Connection
- Leadership
- Diversity and inclusion
- Effective use of resources
- Culturally competent
- Stop drugs and crime

Good evening,

While many are here to voice their expectations of a new police chief, I would like to take this time give some historical data about some of the prospects for the position from within the Columbus Police Department.

Columbus has a long history of behaviors/activities that are unbecoming of an agency that has taken on the responsibility to protect and serve the community. While these actions do not speak for the agency as a whole it is still important that the community be aware of the activities of some who are in leadership and therefore set the tone for the rest of the agency. It is my understanding that Commanders and Deputy Chiefs are eligible to apply for the Chief and position and that would be a tragic mistake and true let down to the community because it would be a continuing of the cancerous behavior that has existed for many years. Here are a few concerns about some of the Commanders and Deputy Chiefs that are eligible for Chief.

Deputy Chief Ken Kuebler (Keebler) - when Henry Green was killed by Rosen and Bare, the family's fight for justice was featured in an article(Henry Green, the Columbus Police, and the Jumpout Boys: How Racism Becomes Institutionalized in Police Departments) by a journalist who was very thorough in investigating Columbus Police dating back to the late 70's. There were a few officers who are now retired that were interviewed for the article about the racism they faced from within the department. One Sergeant, Anthony Wilson-who went on to be Asst Chief of Police in Westerville- spoke to the many challenges he faced in promotions, discrimination, etc. within the dept. Deputy Chief Kuebler sent a letter to Westerville's Chief of police in retaliation to Sgt Wilson's involvement in the article on CPD letterhead! He sent a very personal attack on CPD letterhead which is considered to be representation of the dept. He did not refute the things that Sgt Wilson said happened to him and other minorities, he simply just attacked him and his character for being bold enough to speak out. I have copies of that letter if you would like to see it.

Commander Jennifer Knight- she is currently named in at least 5 internal lawsuits pertaining to sex and race based complaints. She is known for her retaliatory tactics when minority officers try to speak up for themselves and others. She is also the Commander who decided that officer Rosen was within policy when he stomped a handcuffed man in the head. However, the now interim Chief Quinlan, said that Rosen was not within policy and Chief Jacobs was going to give him just 3 days in the street. But, safety director Pettis elevated his discipline to a termination-which he later got his job back through arbitration. What is further disturbing is while Commander Knight was over Internal Affairs a fellow officer was involved in a domestic situation with her boyfriend's soon to be ex-wife. The soon to be ex showed up at Officer Zimmerman's house and the husband/boyfriend (who is also a CPD officer) went outside to speak with his wife, the wife snatched his cell phone and took it to his superiors. At some point there was an illegal search of the officers' phone (violating his 4th Amendment rights) and naked pictures were discovered of Officer Zimmerman. Again an illegal search was done of the phone! Commander Knight printed these pictures and when the officer came in for her IA interview she was told that her pictures were spread out on the conference room table and many officers seen them and commented on them. One Sgt even said "they should send them to a magazine." This information can be found in Zimmerman vs Knight, Jacobs, Quinlan, Lang, King, etc. not only has Commander Knight illustrated retaliatory behavior, she also has caused harm/trauma to a fellow female officer by exposing her private pictures and NOW, Commander Knight has the potential to be Asst Chief or Chief of Police.

Commander Knight is also at the center of another high profile case filed by Lt. Melissa McFadden. For those that don't know Lt. McFadden is the officer who was accused of "creating a hostile work environment" and recommended for termination by Chief Kimberley Jacobs. These accusations came after Lt. McFadden supported another black female officer who filed a complaint of discrimination. Commander Knight was quoted as saying the complaint was "stupid, and wasn't going anywhere." She also stated she would "take out" Lt. McFadden for providing guidance to the young black officer! So although Chief Jacobs fired her, Safety Director Pettis reinstated Lt. McFadden's job because the charges were unfounded. Yet this has not stopped Commander Knight from targeting her.

These Commanders and Deputy Chiefs are all eligible for the Chief of Police position. In some of the cases they are mentioned because they are in the Chain of Command of the officers that have filed complaints but in other instances they are directly involved and have retaliated against the officers for being courageous enough to speak up and stand up for themselves and others.

We don't need more of the same, we need a Chief who is not afraid to make the necessary changes and have a commitment to integrity and community relations/safety. We are the ones they are to serve and protect. All zip codes should feel the same level of safety and respect, and when harm is done by an officer accountability is a MUST!

In case you want to look into the above mentioned cases for yourself here are the officers who have active open cases against the leadership and the City of Columbus: Officer Tricia Zimmerman, Officer Karl Shaw, Lt. Melissa McFadden, Former Officer Kevin C. Morgan, Officers Randall Lyons, Anthony Johnson, and Sgt Douglas Jones(all one case) and retired Officers Wes Sorrell and Eric Cornett who left under duress due to the retaliation they were experiencing from the department. These officers and all others should be able to speak up and support one another without the fear of retaliation.

If the leadership is not displaying fairness and diversity within the department then how can they display it in the community?

THERE HAS TO BE A CHANGE AGENT!!!!!

KIM JACOBS
Chief of Police

THE CITY OF
COLUMBUS
MICHAEL B. COLEMAN, MAYOR

DIVISION OF POLICE

February 8, 2018

Assistant Chief Anthony Wilson
Westerville Division of Police
29 South State Street
Westerville, Ohio 43081

Assistant Chief Wilson,

On Wednesday, February 7th, 2018, an article appeared in Pacific Standard magazine that criticized the Columbus Division of Police. The article defamed the Division of Police through its gross mischaracterizations, stereotypical police bashing and outright falsehoods. In it, you were quoted multiple times. Those quotes reflect the same mischaracterizations, police bashing and outright falsehoods.

Your participation in this article damaged the profession to which nearly two thousand current Columbus Police Officers have dedicated their lives. It reflects negatively on the men and women who serve under your command at Westerville as well, as those officers are trained by the very agency you decried as racist. You abdicated your responsibilities as a leader by throwing all of these officers under the bus of your own naked ambition. Your willingness to be used as a tool by the article's authors reflects poorly on you and your ethics. It is utterly indefensible on your behalf to have used the tools of discord and denigration in an appalling attempt to advance your own agenda.

You're a man of lots of opinions but very little accomplishment. Yet, you stand willing to lob bombs at the very agency that afforded you the limited points of success on your resume. You spent little to no time policing the very neighborhoods in which the article's referenced incidents occurred. You consciously chose administrative jobs over the street. You claim to want to make a difference in police community relations. Yet, the majority of your career here was spent avoiding those direct community interactions. You missed the opportunities that front line officers and sergeants grab each and every day to make a positive difference in the lives of the citizens of Columbus. When given the opportunity to lead a team tasked with improving the very recruiting challenges referenced in the article, you left the situation in no better condition than you found it.

On the very day your article was published, Columbus media outlets were highlighting a Columbus officer being treated in a hospital in your city after risking his life to rescue a drowning child. The heroes on the Columbus Division of Police excel each and every day. We carry with pride the distinction of being accredited at the highest level by the world's premier police accreditation commission. Your scurrilous accusations demand an immediate apology to our Division and to our personnel. The inter-agency damage you have done will take a long time to repair. Repairing that damage will likely only

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Columbus, Ohio 43215-0009

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www.columbuspolice.org

happen after that apology. The rank and file officers of both of our Divisions deserve better than to live and work under the cloud of hostility and resentment that you generated.

Sincerely,

Ken Kuebler
Deputy Chief of Police, Columbus Division of Police

Cc: Chief Joe Morbitzer, Westerville Division of Police
        President Jason Pappas, Fraternal Order of Police Lodge #9

The most important issue facing the new Chief of Police is the deeply entrenched culture of violence in the Columbus Police Department. We need a Chief who acknowledges that the problem exists and is highly committed to developing solutions.

The most important element is providing resources and education to reduce the number of violent interactions between police and civilians.

- We must increase investment in de-escalation training. Officers should be required to complete this training at least once per year.
- Due to the stressful nature of the job, require annual psychological evaluations and mandatory counseling to help officers cope with the stress and trauma of the job.
- Ensure that officers are building relationships with all citizens in their community, including immigrants, POC, LGBTQ and disabled people.

We need a Chief who is committed to holding officers accountable for their actions when those preventative measures fail.

- Establish a civilian oversight committee that has the power to guide policy, receive and investigate complaints, and discipline officers as needed.
- Investigations into officer misconduct must be completed by independent parties, not their peers.
- Use of force policies should be transparent and open to public input.
- Union contracts should be overhauled to prevent the FOP from overturning disciplinary measures.

Moorish Science Temple of America

NOBLE DREW ALI, Founder

MHTSW Red Branch Temple No. 2I

In care of: 6031 E. Main Street, Unit 111
Columbus, Ohio 43213

Statement to Chief of Police Search Advisory Committee for the City of Columbus:
Chief of Police Selection Community Engagement Collaboration

June 4, 2019

Greetings Advisory Committee,

Noble Drew Ali instructs Moorish-Americans to help in the great program of uplifting fallen humanity and to teach those things necessary to make men and women become better citizens. In this effort we are delighted to see the City of Columbus engaging with communities in the selection of the next Chief of Police for the City of Columbus. Community relations, between the City of Columbus Division of Police and the people it serves, is a must; as this a decision that will impact communities for at least the next decade. And we call this Committee to consider candidates for City of Columbus Chief of Police with a track record of community involvement such as crime prevention programs and providing youth with productive options that will promote their growth and development.

Mayor Andrew J. Ginther should appoint a Chief of Police who utilizes community engagement, policing strategy shifts, sustainable youth initiatives, and focused attention paid to violent criminals; such will cause disorder, fear and crime to decline. A way to approach this is to incorporate areas of emphasis such as cultural sensitivity and community collaboration, much like this forum you have here today. Interaction with a Chief of Police that takes into consideration diversity in nationality, religion etc. to best engage with communities is a necessity. It will also be productive for the Chief of Police to implement programs, within the City of Columbus Division of Police, for young adulthoods that involve providing jobs and allowing adults to be constructive contributors to community development. If people feel that they are contributing members to a functional society they will be more compelled to protect the safety and productivity of their local areas.

Development of a robust, sustainable Youth Engagement Platform for inner city at-risk youth will assist in the reduction of crime, particularly violent street crime, through evidenced based policing and culturally equitable policing and engagement. We also suggest Quarterly Town hall meetings with the Chief of Police, community members and business leaders where attendees will be allowed to ask questions in a structured setting with dialog from each meeting utilized to assist the City of Columbus and the City of Columbus Division of Police in community awareness.

With the criteria of such initiatives as listed above, we rely on the next Chief of Police to uphold the City of Columbus Division of Police Vision Statement: "United in the spirit of teamwork, the Columbus Division of Police will be a trustworthy, diverse, progressive and community-minded organization devoted to providing excellent public service. We will be unyielding in purpose and dedicated to live by our Core Values, which reflect our genuine desire to care for the safety and well-being of our community and our employees."

Honorably,

Ausar Imhotep Bey, Sheik
Love, Truth, Peace, Freedom and Justice

TIMELINE

THE TIMELINE FOR THE SELECTION PROCESS WAS OUTLINED AND RELEASED TO THE COMMUNITY IN APRIL 2019

APRIL

PHASE I: OFFICIAL LAUNCH OF THE NATIONAL SEARCH PROCESS

- ¬ **Search Committee named**
- ¬ **Process and timeline shared**
- ¬ **Local community engagement firm selected**
- ¬ **Request for Proposal for search firm released**

MAY TO JULY

PHASE II: COMMUNITY ENGAGEMENT ROUND I AND SEARCH FIRM SELECTION

- ¬ **Community engagement begins**
- ¬ **Search firm selected**

JULY TO OCTOBER

PHASE III: CANDIDATE RECRUITMENT

- ¬ **Community engagement results inform candidate profile**
- ¬ **Candidate recruitment begins**
- ¬ **Initial rounds of interviews conducted**

OCTOBER TO DECEMBER

PHASE IV: INTERVIEWS AND COMMUNITY ENGAGEMENT ROUND II

- ¬ **Final rounds of interviews conducted**
- ¬ **Community stakeholders meet the final candidates**
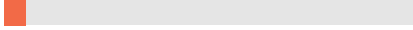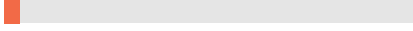
DECEMBER 2019/JANUARY 2020

PHASE V: SELECTION AND ANNOUNCEMENT
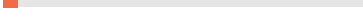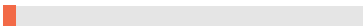
DETAILED SURVEY FINDINGS

Q1. Provide 3-5 words that come to mind when you think of the ideal police chief.
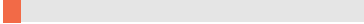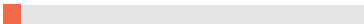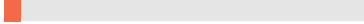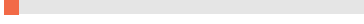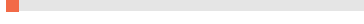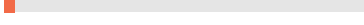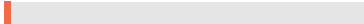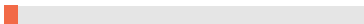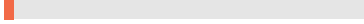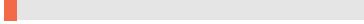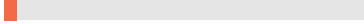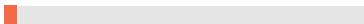
ANSWER CHOICES			
▾ Fair		20.97%	681
▾ Honest		14.13%	459
▾ Integrity		14.04%	456
▾ Leader		9.79%	318
▾ Community		8.34%	271
▾ Experienced		8.07%	262
▾ Compassionate		5.54%	180
▾ Strong		4.03%	131
▾ Trustworthy		3.76%	122
▾ Officers		3.60%	117

CHIEF & ME COMMUNITY ENGAGEMENT REPORT
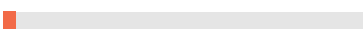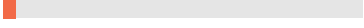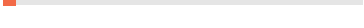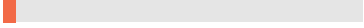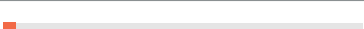
▼ Honesy		3.57%	116
▼ Professional		3.36%	109
▼ Leadership		3.29%	107
▼ Ethical		2.99%	97
▼ Respected		2.96%	96
▼ Understanding		2.86%	93
▼ Caring		2.83%	92
▼ Open		2.77%	90
▼ Police		2.71%	88
▼ Transparent		2.62%	85
▼ Minded		2.46%	80
▼ Accountable		2.46%	80
▼ Knowledgeable		2.40%	78
▼ Intelligent		2.09%	68
▼ Law		2.09%	68
▼ Rspectful		2.06%	67
▼ Unbiased		1.97%	64
▼ Diverse		1.97%	64
▼ Loyal		1.91%	62

▼ Empathetic		1.63%	53
▼ Good		1.60%	52
▼ Diversity		1.60%	52
▼ Approachable		1.54%	50
▼ Someone		1.54%	50
▼ Kind		1.51%	49
▼ Smart		1.48%	48
▼ People		1.91%	62
▼ Justice		1.85%	60
▼ Open-minded		1.79%	58
▼ Inclusive		1.75%	57
▼ Tough		1.75%	57
▼ Innovative		1.72%	56
▼ Fairness		1.66%	54
▼ Competent		1.66%	54
▼ Columbus		1.66%	54
▼ Compassion		1.48%	48
▼ Supportive		1.35%	45
▼ Progressive		1.32%	44

ANSWER CHOICES			
▾ Firm		1.29%	42
▾ Dedicated		1.29%	42
▾ Oriented		1.26%	41
▾ Humble		1.26%	41
▾ Accountability		1.23%	40
▾ Moral		1.20%	39
▾ Honorable		1.20%	39
▾ Crime (addresses)		1.17%	38
▾ Focused		1.14%	37
▾ City		1.14%	37
▾ Consistent		1.14%	37
▾ Trust		1.14%	37
▾ Racism		1.11%	36
▾ Engaged		1.11%	36
▾ Personable		1.08%	35
▾ Work		1.02%	33
▾ Equality		1.02%	33
▾ Supports		1.02%	33
▾ Communicator		1.02%	33
▾ Will		0.99%	32
▾ Educated		0.95%	31

▼ Noble		0.95%	31
▼ Black		0.95%	31
▼ Listener		0.95%	20
▼ Independent		0.92%	28
▼ Knowledge		0.86%	28
▼ Driven		0.86%	28
▼ Safety		0.86%	27
▼ Local		0.83%	27
▼ Transparency		0.83%	26
▼ Commited		0.80%	26
▼ Within		0.80%	26
▼ Chief		0.80%	25
▼ Protect		0.77%	24

Q5. What should the primary focus of the next police chief be?

▼ Community		26.18%	851
▼ Police		16.21%%	527
▼ Officers		12.52%	407
▼ Law		7.14%	232
▼ Crime		6.80%	221
▼ Safety		5.26%	171
▼ Department		5.11%	166
▼ City		5.08%	165
▼ Columbus		4.61%	150
▼ Force (use of)		4.15%	135
▼ Reducing (crime)		2.37%	77
▼ Keeping (law and order)		2.34%	76
▼ Needs (addressing)		2.31%	75
▼ Serve		2.21%	72
▼ Drug (fighting)		2.18%	71
▼ Improving		2.18%	71
▼ Within		2.09%	68
▼ Leadership		1.97%	64
▼ Protect		1.94%	63
▼ Focus		1.88%	63
▼ Respect		1.81%	59

▼ Racial (profiling)		1.75%	57
▼ Violence		1.75%	57
▼ Cultural		1.69%	55
▼ CPD		1.69%	55
▼ Integrity		1.63%	53
▼ Black (community)		1.60%	52
▼ Bringing (together)		1.57%	51
▼ Streets		1.45%	47
▼ Diversity		1.45%	47
▼ Ensuring (safety)		1.41%	46
▼ Staff		1.38%	45
▼ Stop (crime)		1.35%	44
▼ Job (priority)		1.32%	43
▼ Change		1.32%	43
▼ Understand		1.29%	42
▼ Morale		1.26%	41
▼ Sure (of law)		1.20%	39
▼ Cleaning (drugs/crime)		1.08%	35
▼ Holding (accountable		1.08%	35
▼ Engagement		1.08%	35
▼ Mayor		1.05%	34

▼ Bad		1.05%	34
▼ Fair		1.05%	34
▼ Way		1.02%	33
▼ Patrol		1.02%	33
▼ Take		1.02%	33
▼ Continue		0.98%	32
▼ Better		2.92%	95
▼ Justice		2.86%	93
▼ Relations		2.83%	92
▼ Support		2.77%	90
▼ Enforcement		2.68%	87
▼ Equality		2.68%	87
▼ Work		2.68%	87
▼ Relationships		2.61%	85
▼ Lead		2.58%	84
▼ Order		2.52%	82
▼ Restoring		1.20%	39
▼ Creating		1.20%	39
▼ Culture		1.14%	37
▼ Political		1.14%	37
▼ Chief		1.14%	37

Term		Percentage	Count
▼ Service		1.11%	36
▼ Gun		1.11%	36
▼ Help		1.11%	36
▼ Increase		1.11%	36
▼ Someone		0.98%	32
▼ Leader		0.98%	32
▼ Will		0.98%	32
▼ Transparency		0.95%	31
▼ Killing		0.95%	31
▼ Together		0.95%	31
▼ Bias		0.95%	31
▼ Accountability		0.92%	30
▼ Accountable		0.92%	30
▼ Corruption		0.89%	29
▼ Fairness		0.89%	29
▼ Cops		0.89%	29
▼ Criminals		0.89%	29
▼ Current		0.89%	29
▼ Color		0.86%	28
▼ Bridging		0.83%	28
▼ Equal		0.83%	27
▼ Use (of force)		0.83%	27
▼ Time		0.83%	27

ACKNOWLEDGEMENTS

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Dawn Tyler Lee, Deputy Chief of Staff Doug
Murray, Policy Advisor

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