
AGO ROUNDTABLE MEETING - October 14, 2014

ATTORNEY GENERAL'S ROUNDTABLE

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ATTORNEY GENERAL'S ROUNDTABLE ON
REPRESENTATIVE POLICING

9:00 A.M.
OCTOBER 14, 2014

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Held at the UMKC Student Union Theatre,
5100 Cherry Street, in Kansas City, Missouri.

A P P E A R A N C E S

Attorney General Chris Koster
Congressman Emanuel Cleaver, II
Senator Jason Holsman
Senator Jolie Justus
Senator Kiki Curls
Mayor Sly James
Mr. Bailus Tate, Board of KC Crime Commission
Ms. Cheryl Rose, Deputy Chief
Captain Dan Haley, KCPD
Mr. Joe Seabrooks, Metro Community College
Mr. Al Dimmitt, Superintendent of Alta Vista
Charter School
Mr. Carlos Gomez, Hispanic Chamber of Commerce
Ms. Gwen Grant, President of Urban League of KC
Ms. Anita Russell, President KC NAACP
Sheriff Mike Sharp, Jackson County Sheriff
Mr. Dan Isom, Director of Public Safety
Captain Ron Johnson, Missouri Highway Patrol
Mr. Alvin Brooks, President of the Kansas City
Board of Police Commissioners
Mr. Ken Novak, PhD, Department Chair, Department
of Criminal Justice, UMKC.

1 ATTY GENERAL CHRIS KOSTER: Okay. Leo,
2 do you want to begin.

3 CHANCELLOR LEO E. MORTON: I was just
4 going to start with a brief welcome. First of
5 all, good morning and welcome to everyone. Thank
6 you for being here on the campus. We are just
7 delighted to host all this discussion on a very
8 relevant and important discussion about urban
9 policing. You know, whenever you have a
10 discussion of this magnitude that involves safety
11 and security and the quality of life in our city,
12 it is important that you have all the right people
13 at the table. When I looked around this table,
14 this is actually -- we're just blessed. I mean,
15 this is -- it just doesn't get any better than
16 this. If I started calling names, I would be in
17 trouble.

18 So I would just say we're thankful to
19 have the Attorney General here. We have
20 congressmen, we have senators, we've got the Mayor
21 and everyone else. This should be an absolutely
22 outstanding discussion about a very important
23 issue. So we are very happy to welcome all of you
24 to this campus.

25 As Kansas City's University, we are

1 pleased to provide the venue for this discussion,
2 because we're pleased to have the opportunity for
3 all of us to learn today, because each person here
4 brings a different perspective to the discussion
5 and it will enable us to fashion a workable plan
6 for a fairly and justly policed city.

7 So we're happy to host and to be a part
8 of this discussion. We're also pleased to be a
9 member of K.C. NOVA. As some of you know, it is
10 called the Kansas City No Violence Alliance. And
11 we are working with the city to reduce violent
12 crime in this region. So NOVA is unique and we
13 are very proud, because it is about offering
14 social services, drug counseling, job training and
15 the like. Opportunities for people to get their
16 lives back on track. So with that kind of
17 outcome, you just can't ask for a whole lot more.
18 We are happy to really work with NOVA for that
19 purpose. So thank you all for being here and I
20 will turn it over to Attorney General Koster.
21 Thank you for being here.

22 ATTY GENERAL CHRIS KOSTER: Thank you
23 very much, Chancellor Morton. We appreciate your
24 hospitality. The campus looks fantastic, the new
25 soccer center looks fantastic, the Block Building

1 looks great. The improvements you continue to
2 make are very, very impressive. So it's good to
3 be back here.

4 I want to thank everybody for coming
5 forward today to talk about a very important
6 issue, that is representative policing. An issue
7 that has, over the last 60 days, obviously
8 received an incredible amount of attention in the
9 St. Louis area, state-wide, nationally and even
10 internationally. I think those of us who work in
11 government or in policy-making roles are searching
12 hard to learn of the lessons that are coming out
13 of the Ferguson situation, the Ferguson
14 experience. And in my role as Attorney General,
15 and as a former member of the law enforcement
16 community here in Kansas City, as prosecutor of
17 Cass County, I thought that this issue of
18 representative policing, creating police
19 departments that are a balanced reflection of the
20 communities that they work in, is an issue that is
21 appropriate for the Attorney General's office to
22 frame and to bring back in front of the
23 legislature in January, if not before, and to
24 provide policy options to the Governor and to
25 members of the policy-making community in

1 Jefferson City.

2 So I asked individuals to come here this
3 morning. We'll meet for two hours this morning
4 and then everybody -- I know that we have very
5 busy schedules. But my goal is to receive advice
6 from the people here at the table today, as we did
7 two weeks ago in St. Louis. But to receive the
8 advice in a public way. These are obviously
9 telephone calls, that I could have picked up the
10 phone and called Alvin or called the Mayor and had
11 one-on-one private conversations, but I think
12 given the importance of the discussion that is
13 going on across Missouri, I wanted to have this
14 advice exchange in public.

15 So I have some introductions here that I
16 want to read, but I also want to be sensitive to
17 Chief Forte's time, who has another obligation
18 that he has to attend to early this morning. So
19 I'll kind of explain the nature of the day, and
20 then I'm going to hand it over to Chief Forte for
21 a few remarks and then we'll go back to the normal
22 structure.

23 The way we did it in St. Louis, it is
24 real important that everybody in the group this
25 morning have time to talk and I want to hear from

1 everybody, and for everybody else to hear from
2 everybody. So what I would like to do is to ask
3 each individual to take about three minutes and
4 focus their most important ideas on this topic, or
5 on any other topic that you think could be
6 beneficial in us understanding how to best move
7 forward from Ferguson as a singular community, and
8 to try and focus those thoughts into three minutes
9 and then we'll just go right around the table and
10 take one pass through the table, and then have an
11 open discussion for about another 45 or 50 minutes
12 and that will basically wrap up the two hours.
13 And that worked I think quite successfully in St.
14 Louis.

15 So before I make the introductions,
16 because I know that you have obligations, Chief.
17 If I could ask you to kind of formulate what
18 you've seen, both from an intellectual perspective
19 and from your heart, out of the situation in
20 Ferguson, and the representative policing issue
21 that I hope that we could do a better job of
22 state-wide. Because the problem is not specific
23 only to the collar communities around the City of
24 St. Louis. So with that let me hand it over to
25 you, Chief. Thank you for being here today.

1 CHIEF DARRYL FORTE: Thank you for the
2 invitation. The reason I am leaving early, is we
3 have a group of police chiefs, probably 20 plus
4 police chiefs that will be meeting this morning
5 around 11:00. But I have to be at a pre-meeting,
6 and we're going to talk about the same thing, how
7 we might do some things differently and how we
8 might improve our minority recruitment. I want to
9 say to everyone in here, the Attorney General has
10 been interested in this topic even before
11 Ferguson, because when I became chief, he was one
12 of the first state elected officials to invite me
13 to his office in Jefferson City. And he asked me
14 questions about the issues in Kansas City and
15 those sorts of things. The reason I am saying
16 that, is because I have talked to people before,
17 and they wanted to know why he has come to Kansas
18 City now. He has been interested in Kansas City
19 before the Ferguson incident, we went and had
20 lunch, and I hope I get to come back again and
21 have lunch. It was a good lunch.

22 And some of the issues in Kansas City,
23 now saying through my 29-year tenure with the
24 police department, is not the recruiting of the
25 minorities, it is the minorities coming to the

1 organization. We're going to be real today, at
2 least I am for a minute. Not being treated
3 fairly.

4 We've had people in positions that
5 failed to show courage, and I mean the majority.
6 Mostly white males. When you come in this
7 occupation, we're looked at differently. We are.
8 We are looked at differently. We have different
9 cultures, we have different ways of expressing
10 ourselves sometimes. If you don't understand the
11 culture that you are coming into. What we have
12 now, we have a diversity officer and he will be
13 talking to you a little later. We have to reach
14 out to people and take them by the hand and
15 welcome them into the organization.

16 At one point in our career we laughed
17 over and over, the minority officers, the black
18 officers, about our commanders didn't leave with
19 cake and cookies. They didn't. They left because
20 of scandals. And it wasn't always scandals, it
21 was perceived scandals sometimes. When you have a
22 young group coming up behind this group thinking,
23 "Why would I want to be a captain?" "Why would I
24 want to be a major or deputy chief or chief?
25 Because this is what they do to our people." So

1 there's a lot of internal things that we need to
2 work on. I'm not here to blame anybody or point
3 fingers, because we have so much work we need to
4 do internally. Because there are a lot of things
5 inside the organization that we have been working
6 on, and we are getting better, but we have a long
7 ways to go.

8 Again, we have to take people by the
9 hand. We have to understand diversity is good and
10 it should be something that is taken seriously.
11 You know, we talk about it when things like this
12 happen, but we need to talk about it and we need
13 to be inclusive before these things happen. And I
14 can't say what happened in Ferguson, because all I
15 know is what was in the media. What we need to
16 continue to do is develop those relationships
17 before there is an incident, where we won't sit
18 around and talk about it afterwards. Thank you
19 and I have to go now.

20 ATTY GENERAL CHRIS KOSTER: Thank you
21 very much, Chief. I'll be back in touch as we
22 start to formulate the thoughts from here and St.
23 Louis into a report, and make sure your input is
24 included.

25 I will quickly go and just introduce the

1 people who are at the table, and then we'll begin
2 with Al and move around the table one by one with
3 opening thoughts. The introduction is in no
4 particular order. It appears that it is not
5 necessarily in the order of the seating
6 arrangement.

7 So among the participants here today are
8 Dan Isom, who is the newly appointed Director of
9 Public Safety for the State of Missouri. He
10 previously served as the Professor of Policing and
11 the Community at the University of Missouri St.
12 Louis. He also served as the 33rd Police Chief of
13 the St. Louis Metropolitan area prior to his
14 position at UMSL.

15 Captain Ron Johnson is a 27-year veteran
16 of the Missouri State Highway Patrol and oversees
17 Troup C., which serves 11 counties around St.
18 Louis. In August of this year the Governor named
19 Captain Johnson to assume control of security
20 operations in Ferguson. He joined the Highway
21 Patrol in 1987 after earning a degree in criminal
22 justice.

23 Sly James is the Mayor of the City of
24 Kansas City and has been for the past three years.
25 Prior to his election in March of 2011 he started

1 and operated his own law firm in the area, Sly
2 James Law Firm, after almost 20 years as a partner
3 with Blackwell Sanders, Husch Blackwell, and a
4 former law colleague of mine at that organization.

5 Carlos Gomez, I don't think Carlos is
6 here just yet. I'm going to introduce Carlos,
7 because I believe he will be here shortly. Carlos
8 Gomez is the founder and director of the Hispanic
9 Chamber of Commerce of Greater Kansas City. He
10 served as the City Planning Commissioner for the
11 City of Topeka, Kansas, and worked in the private
12 retail sector for many years as well.

13 Jolie Justus is a senator from Kansas
14 City representing the 10th District. A graduate
15 of Missouri State University and the University of
16 Missouri Kansas City School of Law. She is also
17 the director of pro bono services for Shook Hardy
18 Bacon in Kansas City.

19 Kiki Curls is also a senator from the
20 Kansas City area representing the 9th District
21 since 2011. She previously served in the Missouri
22 House of Representatives from 2007 to 2011.

23 Jason Holsman is a senator from Kansas
24 City representing the 7th District, since 2013.
25 He previously also served in the Missouri House of

1 Representatives from 2007 until 2012.

2 Joe Seabrooks is the President of Metro
3 Community College at Penn Valley. He came to the
4 Missouri Community College system from the
5 University of Arkansas Fayetteville, where he was
6 the assistant vice-chancellor for student affairs.

7 Cheryl Rose is a Deputy Chief for the
8 Kansas City Police Department. She was named
9 interim chief and has served in every bureau of
10 the police department. She is on the board of the
11 Rose Brooks Center, which provides housing to
12 families escaping violence.

13 Alvin Brooks, my old friend, is
14 President of the Kansas City Board of Police
15 Commissioners. His role in Kansas City during the
16 past half century has lead him down paths of
17 public service, civil rights and urban progress.
18 Alvin has served as a Kansas City police officer,
19 a councilman, Mayor Pro Tem of this city, and he
20 founded the Community Organization Ad Hoc Group
21 Against Crime.

22 Emanuel Cleaver is now serving his fifth
23 term, representing Missouri's 5th Congressional
24 District, the home district of President Harry
25 Truman. Having served for 12 years on the City

1 Council of Missouri's largest municipality, Kansas
2 City, Reverend Cleaver was elected as the city's
3 first African American Mayor in 1991.

4 Gwen Grant is the President and CEO of
5 the Urban League of Greater Kansas City, a
6 community-based not-for-profit organization
7 focused on achieving equality and promoting
8 socioeconomic opportunity to improve the quality
9 of life for African Americans and others in our
10 community.

11 Anita Russell is serving her fifth
12 two-year term as the President of the Kansas City,
13 Missouri Branch of the National Association for
14 the Advancement of Colored People, NAACP. Anita
15 is a member of the NAACP National Board of
16 Directors.

17 Al Dimmitt is the superintendent of Alta
18 Vista Charter Schools, empowering students to
19 succeed in college and in their chosen
20 professions. He previously served as an
21 administrator and faculty member at several
22 universities.

23 Ken Novak is the Department Chair of the
24 Department of Criminal Justice and Criminology at
25 UMKC. He specializes in policing and police

1 behavior.

2 Bailus Tate is on the Board of the
3 Kansas City Metropolitan Crime Commission and is a
4 Link Commissioner. Link is a community
5 collaborative committed to improving the lives of
6 children and families. He is a former member of
7 the Kansas City Police Board, or Board of Police
8 Commissioners and is a successful business person
9 here in the Kansas City area.

10 Dan Haley is a Captain at the Kansas
11 City Police Department and is the diversity
12 commander. He serves on the Board of Genesis
13 Promise Academy, a school dedicated to giving
14 students a fresh start.

15 And Mike Sharp is the sheriff of Jackson
16 County, Missouri. He has 26 years of law
17 enforcement experience in the Kansas City Missouri
18 Police Department and is a former business owner
19 here in the community.

20 These are the individuals who are I am
21 grateful to say are with us to talk about this
22 topic. So Al, let's begin. If we could -- good
23 morning Carlos, how are you?

24 CARLOS GOMEZ: I apologize for running
25 late.

1 ATTY GENERAL CHRIS KOSTER: Not a
2 problem at all. Representative policing and
3 inspiring students to choose policing as a career
4 path. Let me frame the issue a little bit by our
5 observation over in St. Louis, that our concern
6 was that in minority communities, and also
7 potentially in the African American community,
8 that policing is not seen always as a desirable
9 profession in the eyes of young people. And as
10 somebody who has had a badge in my pocket for 20
11 years, that's particularly painful to me as it is
12 I know to all of us, but particularly those in
13 uniform here.

14 When the reality of the situation is
15 that these jobs are good jobs, steady jobs,
16 reasonably well paying. We all want them to pay
17 more, but they pay every two weeks. They have
18 healthcare and benefits and pensions associated
19 with them. And they allow individuals to make an
20 enormous impact in their community.

21 Captain Johnson's history in Ferguson,
22 growing up there as a student and now in the role
23 that he currently occupies, is perhaps as iconic a
24 representation of that ideal as we could dream up.
25 So inspiring students to desire this as a career

1 path, the importance of creating representative
2 policing in our communities, and doing a better
3 job on the receiving end, on the recruiting end,
4 to make sure that these police agencies are doing
5 everything they can to recruit in, is the outline
6 of the problem. With that, let me open it up to
7 opening comments. Al, if you would begin.

8 AL DIMMITT: Certainly. First of all,
9 thank you, Attorney General Koster for the courage
10 to have this conversation here as well as in St.
11 Louis, and for the opportunity to be here as well.
12 My current frame of reference is working in Alta
13 Vista Charter Schools, which serves predominantly
14 Latino students growing now from K. through 12,
15 with some history of K. through 12 education and
16 largely representing the west side of Kansas City.

17 I feel very fortunate to be involved in
18 that activity and engaged in that activity. As I
19 think about this issue, I think the recruitment
20 and the relationships that Chief Forte mentioned
21 are not totally inseparable, but are key. I think
22 a method of policing that promotes relationships,
23 community relationships, is key to effective
24 policing, but also to positioning law enforcement
25 in the minds of our students as an adequate and

1 desirable and honorable career option.

2 We are fortunate on the west side to
3 have a very active community policing operation
4 and one that we, in the school, actively partner
5 with. The officers of the Westside CAN Center are
6 in our school buildings quite often, several times
7 a week. And not just because of problems or not
8 primarily because of problems, but because they
9 understand the importance of relationships. And I
10 think ultimately that's going to be a positive
11 effort, in terms of recruiting those students to
12 choose law enforcement as a career.

13 When I talk to the students, I sat down
14 with a group of students late last week and talked
15 to them about this issue, and asked them how many
16 of them knew a police officer? And over half of
17 that group raised their hand, and it turned out
18 that they knew our community policing
19 representatives. So those relationships I think
20 are critical, and it is vital for having the kind
21 of respect that the community has for law
22 enforcement, and that law enforcement has for the
23 community. I think that's a very important
24 reciprocal and over time will help create an
25 environment where our students choose law

1 enforcement and help address this issue.

2 ATTY GENERAL CHRIS KOSTER: Very good.
3 Just by way of time clock assistance. The
4 individual right in the center here has a yellow
5 folder and a red folder, and she'll kind of help
6 you on time as we go through, to keep folks to the
7 three minute time limit. Joe, go ahead.

8 JOE SEABROOKS: Thank you again for the
9 opportunity as well. I am Joe Seabrooks, I serve
10 the Metropolitan Community College District, our
11 Penn Valley campus. I have been a member of this
12 community all my adult life, for the past 25
13 years. And the three issues, from my perspective,
14 as relates to this issue of why young people don't
15 want to pursue policing as a career.

16 First of all, it is the representation
17 of law enforcement in the media. I think some of
18 those representations may be accurate, but some
19 are misrepresentations of what really occurs and
20 what that life is really like. Popular culture
21 has really demonized what it means to be a police
22 officer. So any young person in their right mind
23 wouldn't want to pursue a career that has been
24 demonized in our popular culture.

25 The second issue is our personal

1 experiences. If you have grown up black or spent
2 some of your young adult life in Kansas City, you
3 have had an involvement with police. Whether it
4 is being pulled over, whether it has been a party
5 breaking up, whether it has been incidents in
6 places like Westport, Power and Light. There has
7 been tension throughout my 25 years in this
8 community as it relates to law enforcement support
9 of young people cutting loose, having a good time.
10 So those are personal experiences that people
11 harbor and bring with them throughout their lives.

12 The last issue from my perspective is
13 the misrepresentation of communities of color,
14 also in our popular culture and media. I am under
15 the impression that a lot of our majority culture
16 officers who try to serve and protect are afraid
17 of the community that they are supposed to serve
18 and protect. Much of that fear isn't necessarily
19 based on real experiences, it is based on the
20 exposure that folks have had to cultures before
21 getting their job. So I think there's an
22 opportunity, as Al and others have said already,
23 to really get to know the constituents that you
24 serve in a meaningful, personal way, versus just
25 relying on what the media suggests our society is

1 like. Thank you.

2 ATTY GENERAL CHRIS KOSTER: Thank you.
3 Captain.

4 CAPTAIN DAN HALEY: Good morning.
5 Captain Dan Haley. We are serious about looking
6 at representative policing. I think, as Chief
7 Forte has said with the KCPD, the idea that
8 everyone is a recruiter. Not just the police
9 officers, not just people that work with the court
10 system, but all of you out there are all possibly
11 recruiters. If you were to ask a young person,
12 "Have you ever thought about policing?" Just
13 starting that conversation can make a big
14 difference, because it is like planting a seed.
15 "Well, maybe at this time I had not thought about
16 policing, but in a couple years, as I mature,
17 maybe I will be open to the idea."

18 I think it is incumbent on us,
19 especially as minorities, to talk to our children,
20 to our family and to our friends and pose that
21 question. Just start that dialogue. "Have you
22 ever thought about policing?" And encourage
23 people, if you want to have representative
24 policing, what are we doing? Especially as
25 minorities. As African Americans, I don't hear

1 anyone saying, "Hey, have you thought about
2 policing? You should think about becoming a
3 police officer." We have to have more people
4 willing to say that. And even me. I don't want
5 to be hypocritical, when I think of my own child
6 in pushing her to go forward with her education
7 and to be the best person she can be. I haven't
8 really thought about pushing her towards policing.
9 And I love policing. Anyone who knows me, they
10 will tell you, "He is very pro police. Very
11 positive." But I think we have to have that
12 conversation to plant that seed.

13 If I could just leave that one thing
14 today, that one idea out there, we're all
15 recruiters and we should be trying to encourage
16 others, especially minority kids, to come into
17 policing. It is a great career. Thank you.

18 ATTY GENERAL CHRIS KOSTER: Cheryl.

19 CHERYL ROSE: I am Cheryl Rose, Deputy
20 Chief with KCPD. And kind of to dovetail on what
21 Chief Forte said. Since he has become chief, I
22 have been on 27 years, and it is a predominantly
23 white male organization, and all the minorities,
24 women, all of us have had a different experience
25 in the department. And I can tell you since we've

1 had Chief Forte, his executive command, there's
2 five deputy chiefs, two are women, two are African
3 American and one is a white male and then we have
4 the Chief. And having been in the organization
5 for this long, it is so refreshing, because we
6 have so many different viewpoints when we sit down
7 to talk about an issue. And we look, because of
8 the diversity, we look at all angles. And like
9 Dan said here, it is incumbent upon us and all of
10 our officers on the street, and that's what we
11 stress to them, is take the time and talk to young
12 people and explain, "This is a good job. And if
13 you want to make a difference, you need to try to
14 come on the police department and make that
15 difference." And that's what the Chief has done
16 throughout his career.

17 We've started a lot of new initiatives.
18 Last year we developed a new recruitment plan to
19 target more minorities, which we're so far being
20 successful, but the retention is the critical
21 piece as well. And we're looking at those arenas,
22 because now the majority -- we reach out, we have
23 more mentoring opportunities and programs for our
24 current commanders and officers to mentor the new
25 officers that come on, and help them through the

1 system, because it is its own culture. So we are
2 moving in a positive direction, but it is, it
3 takes all the community of faith based, our
4 educators, everyone to open the opportunity of,
5 "Hey, what about a career in law enforcement? You
6 really can make a difference."

7 ATTY GENERAL CHRIS KOSTER: Mr. Tate.

8 BAILUS TATE: My name is Bailus Tate. I
9 spent time as President of the Board of Police
10 Commissioners and also as Chairman of the Board of
11 the Metropolitan Crime Commission. This is kind
12 of like deja vu to me. I can remember sitting in
13 the late 80's, early 70's, talking about minority
14 recruitment in the police department. How do we
15 get more minorities? How do we get more
16 Hispanics? How do we get more women? And I just
17 don't see where we've made a lot of progress
18 through these years. It is the same issue.

19 I spent a majority of my career in the
20 private sector, spent 10 years as a V.P. in human
21 resources. One thing that I found to be a true
22 fact, is that diversity does not weaken an
23 organization, it strengthens it. And I think that
24 there are a number of avenues out there still to
25 be explored, looking at some sort of cadet program

1 in schools. Going to our military bases in the
2 area and checking with our junior colleges. And I
3 know Captain Haley does a heck of a job in his
4 recruiting efforts, but it is not something that
5 we do for a while and then we stop. It is
6 something that has to be ongoing.

7 Our communities do need to be
8 represented by their policing. And I am glad to
9 see the attorney general bring this forum today.
10 Thank you.

11 ATTY GENERAL CHRIS KOSTER: Senator.

12 SENATOR JASON HOLSMAN: Thank you,
13 General, for allowing us to have this
14 conversation. We are nothing more than the sum
15 parts of our experience. When I was in middle
16 school I can remember a night when my father was
17 out of town and my mother heard somebody jump on
18 the back deck of our house and called 911. It was
19 about 2:30 in the morning. And the police officer
20 showed up in five minutes or so. And I can
21 remember very distinctly watching them pull their
22 guns and go around the back of my home in the
23 middle of the night. I am a complete stranger to
24 them. And they were brave enough and took the
25 courage to go and make sure that my family was

1 safe that night. It ended up being high school
2 kids just running around the neighborhood, but
3 that moment sort of instilled this level of
4 difficulty that police have, when you're asking
5 them to do things that you don't want to go do
6 yourself, and they do it. And sometimes it is a
7 thankless job. That primary experience instilled
8 respect that I have for law enforcement.

9 Unfortunately, some of the young people
10 in our urban core have an opposite experience.
11 They may have a run-in that leaves them with a
12 disrespected feeling that then permeates itself
13 into how they perceive law enforcement going
14 forward.

15 When we talk about this issue, it is
16 important that we realize that policing cannot
17 solve poverty. Poverty is at the root of some of
18 the main problems that we have in the communities
19 that create crime. Desperation sometimes leads to
20 poor choices in decision making. The police are
21 doing the best they can, given the resources that
22 they have, but we are asking an awful lot of them.
23 Their job is not to solve the poverty issue, it is
24 to keep the community safe.

25 So I have asked around the nation, of

1 folks that I trust and respect to work on this
2 issue, to try to come up with some ideas that we
3 can talk about that may help them with those
4 resources and help the community interact with
5 that.

6 Predominantly, having more minority
7 representation in the police force is a first rate
8 step. But just having minority police officers
9 doesn't mean that they are going to treat those
10 young people with any more respect if they are not
11 properly trained. So having diversity training,
12 having community organized policing, adding
13 elements of social work into the job, asking the
14 officers to get out of the car, to build the
15 relationships with the youth and the elderly of
16 the community. All of those are going to pay
17 dividends down the road when something does come
18 up that is a little more of an emergency.

19 Also I believe it starts with
20 leadership. If the police chief and the police
21 commissioner board, if they are interested in
22 having this type of training, then it is going to
23 permeate down through the entire force. I think
24 we need to redefine customer service. Figure out
25 who is the customer in this circumstance and when

1 we protect and serve, are we serving in the best
2 capacity possible.

3 I think we should look at providing
4 tuition assistance, loan forgiveness, attract
5 college graduates to policing. Integrate policing
6 into the charter school curriculum and public
7 school curriculums, where we are giving these
8 young people exposure to opportunities. And then
9 finally the compensation issue. We do the best we
10 can. I think it is important for municipalities
11 to stop generating revenue off of these stops, and
12 look at maybe other ways to find revenue so that
13 they are not doing it on the backs of their
14 citizens. Thank you.

15 ANITA RUSSELL: Good morning. Can you
16 hear me? I am Anita Russell, I am President of
17 the Kansas City Missouri Branch of the NAACP. I
18 want to thank the Attorney General for this
19 opportunity. And I think that community policing
20 is very important. I think it is important
21 especially in smaller communities where there is
22 no residency clause -- requirement, I should say.
23 Where the officers don't live in the neighborhood
24 of the people they are policing. So I think
25 that's very important. The community policing

1 would give them an opportunity to meet the people
2 they are supposed to be protecting and serving.

3 Also, I think it is important for the
4 community to encourage young people to go into law
5 enforcement. I think it's a very good career. We
6 have the DARE Program that is sponsored by COMBAT.
7 I think that's a good program. They have younger
8 children learn about policing and get to know
9 police officers. I think there should be
10 something at a higher level, maybe at a vocational
11 level, and at a junior college level that would --
12 community college level, that would give people an
13 opportunity to look into law enforcement as a
14 career.

15 Then as far as recruitment, as I said
16 earlier, the community needs to be a part of that.
17 I think it is just like when we as African
18 Americans go to court, and we say the jury was an
19 all white jury, but yet we do not want to serve.
20 So if you are complaining about the police
21 officers don't look like you, then you need to
22 consider going in to that profession so that you
23 will have police officers that look like you.

24 If I may say on Ferguson, that we have
25 been discussing. The problem there was not only

1 the number of African American police officers,
2 but also their elected officials. And the problem
3 there was that you had a community that did not
4 vote. And voting is power. You have to vote for
5 people, to put people in office that share your
6 interests. That's very important. If I could end
7 with, the NAACP puts out a little pamphlet called
8 the 411 on the 5-0. We try to share this with as
9 many people -- we used to target just teenagers,
10 but now we target everybody, because it is
11 important on telling you what to do if you are
12 stopped by a police officer. That is in your car,
13 on the street, in your home, and if you are
14 arrested and some do's and don'ts. Because so
15 many of our young people, especially when you look
16 at -- we try to share with them that you need to
17 comply and live to fight another day. And you
18 need to survive the encounter. If there is
19 something that isn't correct, then you get the
20 badge number, you get the name, and you then later
21 when you are able to, then you can go and file
22 your complaint. But don't try to handle it right
23 there on the spot, because you won't win.

24 SENATOR JOLIE JUSTUS: As General Koster
25 mentioned, in addition to being State Senator from

1 Kansas City, I have spent nearly the last 20 years
2 in the private sector and in the legal world. And
3 it was nearly 20 years ago that the legal
4 community woke up and realized that they had a
5 very large diversity problem. We were doing
6 nothing to increase the diversity and we were
7 doing less to retain the diversity. So we got
8 very involved at that time, and frankly it was the
9 private sector that forced us to do it, to
10 increase the diversity in our ranks, because it
11 was a good business practice and also it was the
12 right thing to do.

13 And I have seen a lot of failures over
14 the last 20 years through that process, and I have
15 also seen the public sector a lot slower to adopt
16 some of these models. And so what I would say --
17 this kind of dovetails to what Deputy Chief Rose
18 and Chief Forte were saying, is obviously
19 recruiting is a huge part of it. But you can
20 recruit all the way down into our kindergarten and
21 pre-K. classes, but if you don't do anything on
22 retention and substantive real professional
23 development and advancing folks that you get in
24 the door, really your recruitment efforts kind of
25 fall flat. Because if you don't continue to work

1 people through the ranks and make sure that they
2 have the support that they need and also the
3 sponsorship that they need, there won't be that
4 increased diversity that you need.

5 So that's why I'm very excited to hear
6 Chief Rose talking about the current command
7 structure and the diversity that we have for the
8 first time.

9 I was thrilled when Captain Haley
10 reached out to me, I think it was two years ago
11 now, maybe a little bit less, to come speak to one
12 of the Affinity Groups that the police department
13 has. I think it is incredibly exciting that
14 diversity and inclusion is a priority right now,
15 and I would like to see that continue, because
16 those sort of institutional models will be what
17 makes our current recruits move up through the
18 ranks faster and hold substantive positions. So I
19 would like to see that.

20 The other piece that I can't stress
21 enough is the work that the Mayor, that the
22 police, that the University, that everyone is
23 doing right now on evidence based and wholistic
24 policing. The K.C. NOVA program and others are
25 incredibly valuable. And as we see that, along

1 with community policing, I think we are going to
2 see naturally some of the recruiting efforts
3 increase, because we are going to have those
4 opportunities for folks that did not have them
5 before, and they are going to want to be police
6 officers.

7 So I think we are at a very good
8 starting point. One word of caution is, is don't
9 quit. I have seen a lot of failures in the
10 private sector when it comes to diversity
11 inclusion, and I think you need to just keep the
12 effort up.

13 CARLOS GOMEZ: Good morning. Yeah,
14 there's a lot to say here. As far as the
15 recruitment standpoint, when we talk to the
16 private sector, we talk long-term and short-term
17 solutions. Short-term is obviously recruiting.
18 Somebody already experienced, already out there.
19 Maybe they are not from Kansas City, another
20 market. When it comes to bilingual officers, they
21 are hard to find. It is a national problem as we
22 speak, primarily in the midwest. If you are
23 bilingual and you graduate from the university,
24 you are in demand and corporate America is
25 consuming you up with a better package. Also the

1 Federal Government has been starting to get
2 aggressive on that initiative as well, finding
3 bilingual employees to work for the Federal
4 Government, whether it's through OSHA or the
5 Department of Justice or other organizations. So
6 it's competition.

7 Long term, we need to partner obviously
8 with the organizations. And this isn't just on
9 the police department, this is onus of the
10 organizations like the Chamber itself. We need to
11 partner hand-in-hand, in a forum like this. We
12 know what needs to be done. And start talking to
13 these young kids in middle school and letting them
14 know what great opportunities there are, and the
15 honor that it is to serve the community in law
16 enforcement.

17 I have at least 40 of my relatives in
18 law enforcement throughout the country, and it is
19 an honor. So how do we serve that here in the
20 Kansas City metro? How do we tap into that? And
21 it is getting role models out there in the
22 community. When we heard about Chaco Vialos does
23 an incredible job in meeting with the community
24 and the kids know him. I can't applaud Chaco
25 enough, and we need more Chaco's out there. He

1 can't do it by himself. So that comes upon us as
2 a opportunity.

3 I will say this, it needs to start at
4 the top. I have been here since 2007, and we have
5 a police commission that has no representation of
6 the Hispanic community. Now, whether that is we
7 need to change legislation to widen the board, or
8 whether through attrition, but we really -- I
9 guess fair enough to say, that without a full
10 representation on the police commission, we're
11 going to be turning our wheels.

12 GWEN GRANT: Thank you. Good morning.
13 I think I want to start by addressing what I think
14 is one of the barriers to minority recruitment. I
15 think it is the issue of racial profiling. I
16 think that the fact that it's -- driving for young
17 black men, for black men in general, driving and
18 walking while black has pretty much created this
19 environment that says law enforcement is the
20 enemy, therefore, I'm not going to become a part
21 of that. I'm not going to join the enemy forces.
22 Because when I walk down the street or drive in my
23 car, I'm more likely to be targeted in many cases
24 for absolutely no reason.

25 There's a study that was released this

1 morning that points to the fact that black men are
2 21 times more likely than their white counterparts
3 to be shot and killed by law enforcement. And
4 that issue has to be addressed as a part of the
5 recruitment strategy. Because we've got to change
6 the culture and the relationship that black men
7 have with law enforcement. So in the process of,
8 how do we get to decreasing racial profiling in
9 our community, which is a critical factor. That's
10 why the relationships are contentious rather than
11 collaborative. We have got to address that
12 somehow.

13 And I think that one way to get at that
14 is through the diversity training process in law
15 enforcement. But a critical factor here is, that
16 as they look at the numbers of minorities who are
17 killed by law enforcement, black officers are
18 killing blacks as well. It is not just an issue
19 of just the white officers are killing blacks. So
20 you have to look a little bit deeper as to why
21 this is happening. And I think it has to be
22 addressed in training. I think it also has to be
23 addressed in terms of racial profiling with
24 accountability. The Attorney General's office
25 does a great job of gathering data and requiring

1 local law enforcement jurisdictions to report
2 racial profiling, but they just report it. There
3 is no accountability, there are no standards,
4 there are no sanctions. And perhaps there should
5 be sanctions and rewards for law enforcement
6 jurisdictions that do a better job in this area
7 than those that don't do a good job in the area.

8 So my recommendation would be to
9 incorporate something into the diversity training
10 process that addresses racial profiling, and
11 helping individuals to understand why is it that
12 we stop blacks at much higher rates than we stop
13 whites, period. When in fact the contraband hit
14 rate amongst whites is much higher. We have to
15 address those problems. As long as that goes on,
16 it will be difficult to recruit and retain black
17 officers. We can't just be setting that problem
18 aside.

19 ATTY GENERAL CHRIS KOSTER: Thank you,
20 Gwen. I'm grateful that everybody is coming
21 together to talk about this issue in Kansas City.
22 I'm sure that it is obvious to my colleagues here
23 in Kansas City how incredibly deep this wound is
24 being felt in St. Louis. And Captain Johnson is
25 over there all the time, and Dan Isom is over

1 there all the time. What this Ferguson issue is
2 doing to the City of St. Louis right now in terms
3 of the depth of the wound. It's like a depth --
4 we haven't even had time to feel how deep this
5 wound is. It is all we are thinking about in St.
6 Louis right now. There's nothing that is going on
7 anywhere -- I mean, the Monday night football
8 game, the National League Championship Series is
9 all viewed through the prism of Ferguson. It is
10 an incredibly deep wound that is going to last for
11 years.

12 What we are trying to do desperately, as
13 fast as we can, in conjunction with all the
14 communities who are stakeholders in this, is to
15 find lessons learned and put them in place as fast
16 as we can. And as the Captain said earlier, to
17 put solutions -- no, as Bailus said earlier, to
18 put solutions in place that last. You know, this
19 is a redo of issues that were being discussed and
20 thought about in the 70's and 80's. So to my
21 colleagues in the legislature, policymakers on a
22 state-wide level, we have to take this experience
23 and come up with solutions that don't just last
24 six months or twelve months, but have a 20-year
25 life to them. So we know the root of the problem.

1 There were 53 officers in the Ferguson police
2 department. 50 of them are white. Three of them
3 are African American in a community that is 70
4 percent African American.

5 And reinvigorating DARE to reach out to
6 children at the earliest ages, DARE has come off
7 of our radar screens a little bit. We've always
8 measured it through the effect that it is having
9 on drug usage in the adolescent and teenage
10 community, but we forgot or never took the time to
11 measure it in terms of the interface that we are
12 having between the policing community and children
13 at the youngest ages, moving forward through the
14 growth curve of mentorship, law enforcement
15 mentorship that Highway Patrol with Kansas City
16 Police Department, the other police agencies,
17 could put people into the schools to talk with
18 them. Scholarships that take the resources, the
19 Joe Seabrooks and the other community colleges
20 have to get people prepared for a career in
21 policing at a cost of \$6,000 per, or approximately
22 that. For \$2 million, the State of Missouri could
23 be training 300 young people a year from minority
24 communities to enter this profession. To issues
25 of licensing of police departments. Most of the

1 major organizations in this community are
2 licensed. I'm sure Kansas City P.D. is, I know.
3 But smaller departments are not licensed, and
4 taking steps to raise the professionalism of our
5 work across the State of Missouri and across the
6 650 police departments, approximately, that exist
7 in our state. These are all steps that I look
8 forward to working with colleagues across the
9 board, to see if we could put solutions that last,
10 so that 20 years from now Bailus doesn't have to
11 come back and say, "I've been through this twice."
12 We know what the problem is, and we know what the
13 solutions are, and we need to arrive at the
14 resolve. Thank you. Senator.

15 SENATOR KIKI CURLS: Thank you. I am
16 Senator Kiki Curls. I serve the 9th District here
17 in Kansas City. And I think all of us recognize
18 the importance of community policing. I think all
19 of us also recognize the need for greater
20 diversity among our police departments. But we
21 really need to also get back to additional
22 sensitivity training among the officers. I think
23 this has been said clearly before this morning as
24 well, in this whole diversity training issue.

25 I will tell you, as a child when we had

1 Officer Friendly in schools, a very -- my view of
2 the police department wasn't very positive. By
3 the time I got into high school, and not being an
4 African American male, my view of the police
5 department had changed dramatically from an
6 experience that I had had from being stopped,
7 thinking my car was stolen. Of course it was not.
8 Being yelled at, "Come outside the car. Sit on
9 the curb." All those other things. I was
10 mortified as a teenager. Then of course being
11 allowed to leave, because of course I wasn't given
12 a ticket. I hadn't done any crimes. But for some
13 reason it was deemed at the time that my car was
14 stolen. That clearly formed my perception of the
15 police department until I became an elected
16 official. The police department has always
17 appeared to me to be insensitive and intolerant of
18 folks in our community.

19 It is important that we get back to
20 additional training. I know there's minimal
21 training for the police department now for those
22 that come on, wanting to talk about cultural
23 sensitivity or maybe sensitivity to certain
24 populations. But it is really, really important
25 that we -- this is a topic, of course, that is

1 really important for us to talk about, because for
2 many of us from the minority community, it is
3 really frustrating, because it is something that
4 we see every day. It is a huge issue. General,
5 thank you very much for having this discussion
6 today. But we know that among police officers,
7 typically if there's a large African American
8 male, especially if he happens to be dark skinned,
9 that is deemed more threatening than maybe a large
10 white male under the same circumstances.

11 So I think it is important, whatever it
12 is we need to do at the State. Of course, this is
13 the time for us to be able to have a discussion on
14 it before we go back in January. But there needs
15 to be additional monies for additional sensitivity
16 training, diversity training, and all those other
17 things that begin to have the officers develop
18 some type or not fearful of developing
19 relationships with folks in the community again.
20 I concur, I agree with many of the things that
21 have been said around the table. I think all of
22 us get it, we just have to figure out how to get
23 from Point A. and have the discussion and actually
24 getting there.

25 ATTY GENERAL CHRIS KOSTER: Congressman.

1 CONGRESSMAN EMANUEL CLEAVER: Thank you,
2 General Koster, for this gathering and I
3 appreciate being invited. I am actually writing
4 on the subject for the Urban League's annual State
5 of Kansas City book. About five years ago I
6 started a little church. I had to close a church
7 and then start a church in Ferguson, which is now
8 called Wellspring. A young pastor who grew up at
9 our church is pastoring that church. So I was in
10 and out of the area. One of the other reasons,
11 Congressman Clay was out of the country calling me
12 and saying, "I can't get back as quickly as I
13 like. I would like for you to go in there." So I
14 was in and out of Ferguson quite a bit from day
15 one. There are a lot of lessons there.

16 One of the lessons is that we won't even
17 confess a flea size failure or fault, in fear that
18 it might allow people to see that we have
19 elephantine faults. And that's what happened --
20 that's one of the problems in Ferguson. The
21 Mayor, for example, said, "We have no racial
22 divide in Ferguson." There are a lot of things
23 that frighten me, one of them is when I hear
24 somebody say, "When I look at people, I don't see
25 color." Generally when somebody says that to me,

1 my attitude is, "Stay away from this person." I
2 mean, there's nobody in this place who looked at
3 me and thought I was a Bosnian barber or
4 Czechoslovakian priest. I am African American and
5 everybody in here knows that, and so why would we
6 lie and say, "I just see people." That ought to
7 be a disqualification for being a citizen in the
8 United States. So when you have that attitude,
9 we'll never get any diversity, because people have
10 convinced themselves that it is okay to pretend
11 that they are color blind. The object has never
12 been to be color blind, the challenge has been to
13 see color and have it not matter. And that's
14 where the problem has been over the years.

15 There are problems. Grandview -- I
16 mean, we talk about Ferguson. Grandview is 40
17 percent African American, 40.8 percent, and they
18 have three police officers. Raytown, 25 percent
19 are black. Kansas City, 30 percent. And all the
20 communities are lacking in that area. It is not
21 because people didn't try to do it. I have been
22 on the other side of the Mayor and on the Police
23 Board trying to encourage folk to get into the
24 department. But there are a lot of problems and a
25 lot of history that I think has caused some

1 problems. We don't have enough time for me to get
2 into this the way I would like.

3 But let me just conclude and say that
4 the dramatic transformation in the composition of
5 the U.S. population requires revolutionary
6 thinking. Things have changed. And if we don't
7 change, we're going to have a major problem in
8 this country. So I hope that with what General
9 Koster is doing and the sensitivity that has been
10 created as a result of what has happened in
11 Ferguson, will push us a little harder to do
12 something that we frankly should have started
13 decades ago.

14 ATTY GENERAL CHRIS KOSTER: Thank you.
15 Sheriff.

16 SHERIFF MIKE SHARP: Thank you, General,
17 for this meeting here. It is hard to expand on
18 what has already been said by everybody here at
19 this table. Everybody has hit the same points
20 that I have written down prior to getting to me.
21 It is always harder to follow the Congressman.
22 Nobody ever wants to follow the Congressman after
23 he speaks.

24 I will speak as a budgetary officer and
25 I will talk to the elected officials who help set

1 the budgets. What Mr. Tate said was correct, it
2 has to start at one point and you can't drop it.
3 It has to follow through. The military recruits
4 kids in our schools. The police department
5 doesn't recruit kids in our schools, and we are a
6 paramilitary organization, believe it or not. We
7 all wear uniforms. We have a hierarchy that we
8 follow. A chain of command. We stopped DARE two
9 years in the program. Then you just let the kids
10 go off on their own. And this is not just African
11 American kids or Latino kids, this is all kids.
12 We kind of fail there. We don't follow through
13 with all of them.

14 So my question, what I need to know is,
15 where is the funding going to come from and what
16 mission do you want me to cut in order to complete
17 the projects that we've all discussed? Tell me
18 what mission you want me to cut out of my existing
19 budget to follow through with what you want me to
20 do from this point forward.

21 And as a person has to make those
22 decisions, budget cuts, I'm sure Kansas City has
23 the same issues and every other city police chief
24 that is sitting out in this audience. They have
25 the same issues that I have. I would love to be

1 able to do all the things that we just sat here
2 and discussed. I would love to be able to show
3 that we have the most diverse office in the State
4 of Missouri. But I need to know where the funding
5 is going to come from that's going to help me to
6 get there.

7 So with all the budget cuts that have
8 come down from the Federal Government, and not
9 only from them, but through our own local
10 government county-wide, we have a really tough
11 time just making -- just to respond to calls to be
12 reactive, instead of proactive. That is my
13 question to you-all. Thank you.

14 DAN ISOM: Thank you, General Koster,
15 for bringing us together both here in Kansas City
16 and in St. Louis, to have this very important
17 conversation. It would be a shame if we don't
18 build on this crisis to make some substantial
19 change, both in our community and in policing. A
20 year ago I had an opportunity to go to northern
21 Ireland to study their policing there. They had
22 many troubles that happened in Northern Ireland
23 over the years, and part of the problem with their
24 community was related to their policing structure.
25 Out of that crises they made some significant

1 changes. They came to four different areas. One
2 was training, as we've talked a little bit about
3 that. The other was transparency in policing and
4 in government. The other was accountability. And
5 then the last component was community.

6 A big portion of that community for
7 Northern Ireland was that the Catholic faith was
8 not representative of their community. It was a
9 very small portion of their policing force. So
10 there was one person in St. Louis at the round
11 table who said that our efforts in terms of
12 recruiting have to be intentional. And many
13 people have talked about that.

14 It seems as if they are doing that in
15 Kansas City. But there has to be a plan. I do
16 think it has to be a target, right? We have to be
17 moving towards a goal. What do we want our police
18 departments to look like, and every day we are
19 assessing whether or not we are moving towards
20 that goal. And there are a lot of different ways,
21 of course, to do that.

22 The other component is that the police
23 department's hierarchy has to reflect the
24 community as well. They have to be in a position
25 of power, not only to make decisions on

1 recruiting, but also to give those other
2 minorities an incentive to stay on the police
3 department, comfort on the police department,
4 mentoring. So it is very important not only that
5 we recruit them, minorities, but we also have
6 people in leadership roles.

7 It has also been discussed we have to
8 rethink how we police our communities. I think
9 one of the things that, at least has happened in
10 urban policing over the past five years, is this
11 issue of hot spot policing. Almost putting an
12 occupying force into communities to suppress
13 crime. We really have to rethink, what does
14 partnership really mean in terms of policing our
15 communities, and how can we strengthen that
16 partnership where we have empathy, understanding,
17 respect, and we really become connected to the
18 community in a real partnership. Because it
19 doesn't work if we don't have that partnership.
20 Our system of justice does not work if we are not
21 connected to the community in so many different
22 ways.

23 I think once you start to have those
24 things occur, you start to get momentum. And I
25 think in my personal life, one of the reasons why

1 I have a good opinion, a good perception of
2 policing, was because of people in my personal
3 life that I had contact with who were police
4 officers. Captain Johnson's father-in-law. He
5 went to my church. Captain Johnson's wife went to
6 school with me. These were people who had stature
7 in the community, who were honored, who were
8 respected. And out of that, even if I had a bad
9 encounter with a police officer, I realized that
10 there were other good police officers out there,
11 and that's how I formed my opinion on policing.

12 So there are a lot of good things I
13 think that can be done and are being done, but we
14 really do have to be intentional about this and
15 make it a plan, so it doesn't get put on the shelf
16 after two or three years. That is something that
17 we continue to revisit over the years.

18 CAPTAIN RON JOHNSON: Attorney General,
19 once again, thank you for this opportunity. I can
20 tell you that Ferguson has become a classroom for
21 policemen out there. I have seen quite a change
22 in those policemen that have been there. I think
23 it shows that community policing, getting in touch
24 with the community can create quite the change. I
25 have also seen the community reach out in a

1 greater way than where we started out on day one.

2 Training is going to be important, but
3 training has to be real. It can't be a movie, it
4 has to be those people that are truly impacted by
5 that. I think that's what we are seeing in
6 Ferguson now. The community is actually talking
7 to the police, telling them exactly how they feel.
8 And these aren't professors, these are
9 businessmen, these are young men and women who
10 actually live in the community. Young men and
11 women who don't have jobs. Young men and women
12 who have been stopped by the police.

13 Before this I would go into college
14 classrooms and talk to students about getting into
15 law enforcement. A lot of these classes would be
16 law enforcement classes, subject to seeking
17 criminal justice degrees. But they would tell me
18 they didn't want to be policemen. They were in a
19 class for criminal justice but did not want to be
20 a policeman. That tells you there's a disconnect,
21 and we've got to get back out and reconnect.

22 I talked about -- and this upset some
23 people, but I talked about the fabric of law
24 enforcement, of this uniform that we wear. It has
25 a stain, and we have to do something to correct

1 that. One thing that has come out of the
2 conversations we've had the past three months,
3 you've had minority law enforcement officers talk
4 about having conversations in their home about our
5 own profession. About our kids, how they need to
6 make sure they are driving a certain way, and when
7 they get stopped what they need to do. That
8 conversation has to end. That conversation can't
9 be any more if we are going to get better.

10 I talked to a group of kids last Friday
11 at a high school, and they asked what could be the
12 biggest change in our community? And I said, "If
13 you're black and you don't know anybody white, if
14 you're white and you don't know anybody black. If
15 you're Hispanic you and don't know anybody of a
16 different race. If you know anybody that is gay
17 or lesbian, or of any other culture," I said, "You
18 need to go meet somebody." I said, "Then we'll
19 understand each other a lot better. Because what
20 you don't know is what you fear." So those are
21 things that I think are going to make it better.

22 The sheriff talked about how do we
23 recruit and the funding? Two weeks ago I spent
24 all day at a high school, and after that I talked
25 to six superintendents of local high schools,

1 districts. And I talked about law enforcement
2 officers taking the time and going to school, just
3 go for a lunch break, just go talk to a history
4 class. We need to do that within our shifts. We
5 are going to start that, and the superintendents
6 were excited about that. We are going to bring
7 students in from each school, and we are going to
8 have them give that program a name. And then we
9 are going to go back and report to those students
10 and answer their questions, and Director Isom was
11 there with me, and we are going to continue to do
12 that.

13 And I can tell you that day that I spent
14 in that high school, before I got there the
15 principal said, "I can tell you, we have fights
16 every day at our high school." He said, "There
17 are probably going to be some fights today and
18 we'll make sure you're not there." The school,
19 when I was there that day, there was not one
20 fight. There was not one fight. And I went to
21 that school not in my uniform, I went in my blue
22 jeans. I went in with a pair of boots like the
23 kids wear, that I have. When I left home I had my
24 shirt untucked and my wife said, "You're going to
25 school." I said, "I know." I said, "This is who

1 I am. This is who I am away from this uniform."
2 The kids need to see that. They need to see that
3 you can be a policeman and be who you are.

4 Leadership is important. Minority
5 leadership is important, that we can understand
6 the community and the rules that we put in place.
7 This past class that graduated from the Highway
8 Patrol Academy, there was a Hispanic male in the
9 class. He came to Troop C and I got to assign him
10 wherever I wanted. I did not give him his
11 assignment. I did not give him the assignment
12 that he wanted. I put him in north county,
13 because we have a Hispanic population there. And
14 there were some that didn't understand that and
15 arguments, "Well, he wants this assignment."

16 I can tell you today, the last time I
17 talked to him, he is happy that he is there and it
18 is going to make that community better. So those
19 are the things that are important when we have
20 minority leadership that can mix with the
21 leaderships of our agencies. So we are making
22 some gains.

23 And I can tell you that Ferguson is
24 making some little steps, making some little
25 steps. Sometimes you look out and some of those

1 young men you face or you saw at the beginning,
2 now they're giving you a smile. They're at least
3 giving you a head nod. We're making some great
4 steps.

5 MAYOR SLY JAMES: Thanks A.G. for doing
6 this. This is the second time that you have been
7 engaged on some level with the issues that really
8 do affect urban areas. I want to start by saying
9 I agree with Captain Johnson on getting to know
10 somebody who is not like you. I had that
11 experience growing up in high school, when my
12 parents sent me to a school of 600 people, 599 of
13 which were white and I was the only black one. I
14 got to know a lot of people very quickly. And I
15 learned that at the end -- and they sure as heck
16 knew who I was. It wasn't just because of my
17 sparkling personality. But it does make a
18 difference when you are in close proximity for
19 significant periods of time with people who aren't
20 like you, you learn that they really are like you
21 in a lot of different ways, and that some of them
22 are willing to bridge that gap and others aren't.

23 I go out and visit schools every week.
24 I go read in a school every week. And I take
25 Marlin and Casey, white officer/black officer with

1 me, and we go out to community events. And almost
2 every single time that we are in a school, there
3 is a young child, either male or female, mostly
4 male, that comes up and says they want to be a
5 police officer. And I have them talk to Marlin
6 and Casey. And they usually give them their
7 little police badge thing, which just sends them
8 into heaven.

9 At some point in time they grow out of
10 that. I think what we are doing now is we are
11 talking about a symptom. I know from my time as a
12 medical malpractice attorney, that there are times
13 when you have an infectious disease and you can
14 give the patient aspirin and the fever comes down.
15 But as soon as the efficacious effects of the
16 aspirin wears off, the fever goes back up, because
17 you have only covered the symptom, you haven't
18 fixed the disease. The disease that we have is
19 racism in this country, on just about every level.
20 We are dealing with a symptom, but we are not ever
21 dealing with the disease. I know it is a
22 difficult thing to do. It is multi-factorial.
23 There are people who are extremely uncomfortable
24 with the very mention of race. The only thing
25 that excites people more than a racial

1 conversation is a conversation about guns. In
2 this state that's a hell of a conversation.

3 But we're not dealing with those issues.
4 We start at a young age inculcating our kids with
5 what's right and what's wrong. Cowboy western,
6 white hat good. Black hat bad. Black eye, not a
7 good thing. Nobody wants one. Black sheep, you
8 don't fit in. Black mark, you screwed up. Take
9 back our country. Hell, I don't think I heard
10 that until there was a black man in the white
11 house, and I'm trying to figure out who are you
12 taking it back from. You go to trial or a court
13 and black men -- especially black men and Latino
14 men are sentenced at a much higher rate, much
15 longer time for the same crime as white people.

16 All of these systems lead to a distrust
17 of the system. And there is no more outwardly
18 visible individual in the system than a person
19 wearing a uniform and a gun on their hip out
20 enforcing the laws that you see as going to put
21 you in jail or do something harmful to you as
22 opposed to your counterparts. All of those things
23 are -- I don't say that to indict anybody.
24 There's problems on both sides of this "us" and
25 "them" conversation. There is room for all of us

1 to grow. But the fact of the matter is, we don't
2 talk about the disease, we only treat the symptom.
3 This is the symptom. And one of the reasons that
4 it still doesn't work is because of the disease
5 itself. You cannot change the internal culture of
6 the organization you are sending people into. So
7 when they get there, if those people inside that
8 organization, any significant part of them suffers
9 from any aspect of this disease, it affects those
10 coming into it and they get out, because it
11 doesn't suit them. It doesn't fit their needs.

12 So if we are going to really do this, we
13 have to be open to the concept of talking about
14 baseline issues of race in this country and trying
15 to look at those more objectively. Because if we
16 don't do that, it doesn't matter how well you
17 recruit. You will always recruit. But 50
18 percent, 60 percent of the people you recruit walk
19 out the door within five years because they are
20 being recruited into a system that is not ready or
21 willing to accept them. So that has to change.

22 Sheriff, I agree with you, funding is
23 always a problem, but funding is not the problem
24 here. Attitude is the problem here. You could
25 get twice the budget, that's not going to increase

1 your hiring and retention of minority officers by
2 two times by any stretch of the imagination.

3 Sorry I talked too long. I'll let Alvin tell us
4 some stories.

5 ALVIN BROOKS: General, thank you so
6 very much for convening this session. I do have a
7 complaint. Dr. Novak and I were talking here that
8 when it comes to us, there is nothing else left to
9 be said. Let me suggest, General, that next time
10 you convene this, do it alphabetically. That
11 leaves you out.

12 As I heard Ms. Grant make some comments
13 in relation to police and the black community, I
14 had to reflect back upon the fall of 1953. Do the
15 math. I was 21 years old, I had passed the exam
16 to join the police department. My wife had and I
17 had a lot of discussion about that. I went out
18 and said to my dad, I said, "I'm thinking about
19 joining the police force." I didn't tell him I
20 had passed the test and all that. And my dad said
21 -- and this is pretty much a quote, "Boy, why do
22 you want to get into that mess? You know how they
23 treat us." That was 1953, what 64 years or so
24 ago.

25 And what Ms. Grant said and what many of

1 us know and I am saying, is that to some degree
2 there is the same attitude in the African American
3 community, particularly as relates to the police
4 department. "Why do you want to get into that
5 mess? You know how they treat us." And I think
6 there has to be some systemic changes, because
7 racism and bigotry and homophobia and sexism is
8 still very much a part of the American landscape,
9 but also it finds itself into all of our
10 institutions.

11 If any institution ought to bring about
12 those changes, those that are public institutions.
13 I hold the private sector responsible also, but
14 the public institutions ought to be in the
15 forefront leading the way, for not necessarily
16 diversity but inclusion. I don't like the word
17 "tolerance", that means you tolerate me. When I'm
18 gone you talk about me and you really don't
19 respect me. I think respect is a better word than
20 to tolerate me. Because if I respect you and you
21 respect me, then there is a consensus that we are
22 all in this together.

23 The Kansas City Missouri Police
24 Department has had a history of not having more
25 than 150 African American officers in any given

1 time, over a sustained period of time.

2 By the way, I intended to mention this
3 to the Chief. I think yesterday was the Chief's
4 third anniversary as chief of police. I think it
5 was the 13th of October three years ago.

6 In those three years a lot of changes
7 have taken place because of his leadership, and I
8 have to give some credit to the Board, because
9 they have supported him and even brought issues
10 up. The Mayor constantly brings those items up
11 about racism and about change within the culture
12 of the police department. It is difficult, but I
13 think it starts at the top. And regardless of
14 what one's race, ethnicity or gender might be at
15 the top of the helm of any organization, like a
16 family, the mother and the father. The way those
17 kids go out are reflective of what happens in that
18 home.

19 So what our officers, regardless of the
20 age, who go out on the street of any city, that is
21 reflective of what takes place within that
22 department.

23 I think our smaller police departments
24 around us, and many of them are landlocked in, for
25 whatever reasons. As I read the General's report

1 on profiling, those communities have less African
2 American and Latino members in their community,
3 but the traffic stops in terms of their size and
4 the city size are greater than those in Kansas
5 City. Which means that there's lots to be done
6 because we are all in this together. If you go to
7 Kansas City, Grandview, you are in Kansas City.
8 If you go to Independence, you are in Independence
9 Kansas City. If you go to Kansas City Gladstone,
10 Kansas City. If you go to North Kansas City,
11 Kansas City.

12 So there has to be a coming together of
13 those chiefs, and I hope this is occurring, where
14 they together are doing some things to make a
15 difference in those respective police departments.
16 And you may not have in your city the proportion
17 that the Congressman mentioned, but there still
18 ought to be an honest effort to recruit, retain,
19 train and promote fairly. And we need to watch
20 our testing, we need to look at our testing, we
21 need to look at our recruiting efforts and we need
22 to look at our retention efforts and it can be
23 done. But the commitment, General, is number one.
24 You have to have a commitment to this. And I
25 appreciate this forum. But if those present who

1 have the control of hiring and firing and all
2 that, unless they are committed to doing it, it
3 will never happen.

4 I'm going to end with a point. African
5 American poet Langston Hughes I think is fitting
6 at this moment. Langston Hughes says, "There's a
7 dream in the land with its back against the wall."
8 He said that, "To save the dream for one" I am
9 paraphrasing, "is to save it for all." There is
10 something in between, but it's a little long and I
11 see the red flag is up. But that's important.
12 "There's a dream in the land with its back against
13 the wall, but to save the dream for one, it must
14 be saved for all."

15 ATTY GENERAL CHRIS KOSTER: Dr. Novak.

16 DR. KEN NOVAK: Thank you very much.
17 And thank you for letting me go last and following
18 Mr. Brooks. I don't want to reiterate what has
19 already been said here, but I do want to try to
20 make two different points. One of them big
21 picture type of point, and one being maybe an
22 action item to consider.

23 Representation of minorities within
24 police departments is of course important. It
25 goes back to the foundation of when the first

1 police department was created, is that the police
2 are the public and the public are the police. We
3 recognize that policing is doing something with
4 the public community and not something to the
5 community. So of course representation is
6 important for forwarding legitimacy. It is an
7 important way for the community to provide a sense
8 of ownership over its police department. And
9 there's a certain level of faith that it will
10 improve policing overall.

11 Not to be a wet blanket completely, but
12 the research literature on this is extremely
13 mixed, in terms of whether black officers, white
14 officers, Hispanic officers police differently
15 than each other, as well as whether more diverse
16 police departments produce different types of
17 outcomes than less diverse police departments.
18 That's in terms of use of force against citizens,
19 use of weapons, arrests, traffic stops, as well as
20 complaints by the community.

21 So while representation is of course
22 important within American policing, because it is
23 a core principal of American policing, I think it
24 is important to recognize that public safety and
25 race are incredibly complex situations that have

1 no easy fixes. This is an important first step,
2 representation within policing, but it is merely a
3 first step. And I look forward to conversations
4 about how it is a first of many steps in
5 increasing legitimacy of the police within the
6 community.

7 The other thing that I will mention as a
8 possible action item here, is perhaps
9 reconsidering exactly the value of officer
10 residency requirements as it relates to public
11 safety as well as diversity. Currently 15 of the
12 75 largest police departments in the United States
13 have strict residency requirements where their
14 officers must live within city limits. It is
15 probably not much of a coincidence that of the
16 least representative police departments in
17 America, four of the top five have these residency
18 requirements. And in fact eight of the top 20
19 least representative police departments in America
20 have residency requirements. These residency
21 requirements make Dan Haley's job incredibly
22 difficult. It makes it very difficult to recruit
23 and retain people, regardless of their color,
24 within their police organization.

25 Further I will point out that there is

1 no research that demonstrates that residency
2 requirements have anything to do with forwarding
3 public safety. And in fact, the best research
4 suggests that citizens in cities that have officer
5 residency requirements report less competence in
6 their police. So because of these reasons, as
7 well as a challenge to promote diversity within
8 the police department, it is these types of
9 policies that may be more action-oriented that I
10 would encourage police departments to think about
11 as we move forward.

12 ATTY GENERAL CHRIS KOSTER: Thank you.
13 Before we start the general discussion, I would
14 like to indulge me on a brief digression, kind of
15 for historical purposes. Captain Johnson, have
16 you ever met Alvin Brooks before today?

17 CAPTAIN RON JOHNSON: Yes, I have.

18 ATTY GENERAL CHRIS KOSTER: It just
19 struck me two of my favorite people that I have
20 met in 20 years of public service, you recently
21 and Alvin for a long time, to see the two of you
22 sitting close to one another and to recognize that
23 you have perhaps the most difficult job in the
24 State of Missouri right now, but are standing in a
25 pair of shoes -- and we all know that there's just

1 nobody in Missouri who is -- there are probably
2 moments when you say to yourself, "There's nobody
3 who knows what it's like to be me these days."

4 CAPTAIN RON JOHNSON: I do.

5 ATTY GENERAL CHRIS KOSTER: But the
6 individual who probably may come the closest in
7 terms of my historical knowledge of this State, is
8 the role that Alvin Brooks played in this city in
9 1968 when, more than any other person alive, I
10 think, he is identified as the person who stood in
11 the shoes --

12 ALVIN BROOKS: Buck O'Neil said, "I
13 don't have any interviews, I have outlived all of
14 them."

15 ATTY GENERAL CHRIS KOSTER: But 46 years
16 ago he was in an analogous position after the
17 assassination of Dr. King, for which Alvin's
18 renown in this city will last for a long time in
19 the future.

20 Before we open up to general discussion,
21 Captain, I want to ask you a question, because I
22 don't know, this may be the first time -- probably
23 is the first time that you have been to Kansas
24 City since the shooting of Michael Brown. Because
25 your perspective is so unique, I want to come back

1 and offer you a chance at the microphone to talk a
2 little bit more generally, again briefly, about
3 what do Kansas City -- what would you like to tell
4 Kansas Citians about what is going on in Ferguson
5 that they/we are not learning on CNN, MSNBC, Fox.
6 What should they know that they are not seeing on
7 the national news, that you are seeing there at
8 the corner of West Florissant.

9 CAPTAIN RON JOHNSON: I can tell you
10 that the young people of our community I believe
11 are the driving force and the voice. The strong
12 voice. I think that we talk about what leader
13 could stand up and maybe have some control of
14 this. We talk about that and no name seems to
15 come up. We are actually looking at those
16 emerging leaders. When I talk about the days of
17 the 60's, when a lot of our leaders emerged, and
18 that's kind of what I am seeing now. But I do
19 know we are seeing a difference, and that
20 difference is really starting in our emerging
21 leaders, are our clergy. Our clergy started out
22 kind of weak in this movement. Their voice really
23 wasn't being listened to, but they have stood the
24 course and they have kept coming out. And I can
25 tell you, that voice is getting stronger. I saw

1 that this weekend, when things were tending to get
2 out of hand. It was those clergy that they
3 stopped and listened to. So we are making some
4 gains there.

5 But there's this big divide. And I
6 think there is an opportunity to go out and meet
7 with different groups. A lot of groups are
8 saying, "Meet with us." I do believe that law
9 enforcement has to change. We have to be
10 transparent in that change.

11 A couple months ago I gave a speech and
12 I said I was sorry to Mike Brown's family. I also
13 said that I was sorry about the way that we have
14 not connected. I think that has gone a long way.
15 I think that a lot of people in our community and
16 communities around the nation just want to hear
17 that we're sorry, that we're going to do better.

18 We continue to meet in Ferguson this
19 weekend with a lot of symbolic things happening
20 this weekend, just to say that we are hurting.
21 Saying that the wound is really deep. And like
22 you talked about, Attorney General, it is going to
23 take a while for it to close. It is going to take
24 a while for it to close. Some feelings are going
25 to have to be hurt on that. And I've hurt some

1 feelings. I am going to tell you that there were
2 some people who wear this uniform that called me
3 "Ron". And now when I see them they call me,
4 "Captain, what can I do for you." So that tells
5 me that things have been said that hit a nerve.

6 We're going to have to change, and I
7 think we're seeing it, but it is going to be slow.
8 I think it is going to impact this nation. It is
9 going to impact this region here. My daughter
10 lives here in Overland Park, Kansas. She sends me
11 information she gets from over here. As a matter
12 of fact, she attends school here working on her
13 Master's. So it is having a great impact. I
14 think it is going to take all of us standing
15 together.

16 I think that when you look around the
17 room, the leaders that are talking about this
18 issue, how it affects them in their homes. I met
19 with a group of troopers last week, and they said,
20 "You know, you've been our captain here in St.
21 Louis for 12 years. And a group of us got
22 together and said, we found it kind of odd that
23 you have this passion about racism. You have
24 these stories that have occurred in your own home.
25 Why haven't you told us?" And I said, "Look how

1 difficult it is." So I think that has been a
2 plus, that minority leaders have come out and
3 said, "You know what, it happens in my home. I
4 have these conversations. I had the same
5 involvement when I was a child, a teenager growing
6 up." I talked about that I have had those
7 encounters today as I am a policeman.

8 Someone talked about -- I think it may
9 have been the Senator that talked about African
10 American males being large in stature and that
11 fear. About a year ago I had an officer come to
12 my home. I had a party for my wife and it was
13 outside. I blame this on my wife. I said,
14 "Honey, we need to shut the music down now." But
15 it was her birthday. An officer comes up and
16 says, "Hey, you guys are making too much noise.
17 I've gotten some calls." And when she drove up, I
18 walked out on my driveway and I told my friend, I
19 said, "We're going to end the party and I will go
20 tell the officer."

21 So I get out to tell the officer that I
22 said, "The party was supposed to be over at
23 12:00." My next comment was going to be, "We're
24 going to cut it off now." When I said what time
25 it was supposed to be over, she started to cuss

1 me.

2 So after the party was over, the next
3 day I went to her department and I just
4 complained. I said, "I want you to write it up.
5 I want to tell you what happened." Her comment to
6 her commander was, "His voice was deep and he was
7 big and I was trying to bring him down to size."
8 And that was merely that. So we know those issues
9 occur and we need to talk about those issues. But
10 Ferguson is going to be okay, because 99 percent
11 of that community want policemen there. They tell
12 you they want policemen there. But they also are
13 telling you that they want a better police force.

14 We've been there two months. And
15 getting out there, knowing the community. Now I
16 will go places that people will say, "There is
17 Captain Ron." Little kids will say, "There's
18 Captain Ron." They will recognize me before their
19 parents. They are recognizing those troopers and
20 St. Louis County police. There are about 24 in
21 their detail right now. They know them, because
22 they are getting out of their cars.

23 I sent a memo out and I told my troopers
24 I wanted them to eat in restaurants in West
25 Florissant. And all of us who have policemen,

1 when you tell them something, they always have
2 something to say back. They said, "You can't tell
3 us where to spend our money. You can't tell us
4 how we spend our money and where we eat." So our
5 Colonel said, "We're going to pay for your meals.
6 So now you can eat in Ferguson. You can eat on
7 Florrisant." I can tell you, they have gone out
8 and gotten to know the community.

9 When you work in a community for 30
10 years and nobody knows your name. You've got to
11 be community policemen. And that's why I wanted
12 to be a policeman, because the police in my
13 neighborhood stopped by and talked to me. Even
14 when you did something wrong, he didn't
15 necessarily do anything to you. He just talked to
16 you.

17 There was a policeman who worked in St.
18 Louis County who patrolled my neighborhood. When
19 I was a kid, we would get out there and when it
20 would snow in the wintertime we would get these
21 snowballs and we would throw them at cars when
22 they passed by and then we would run and hide.
23 Well, one day he circled the block and caught us
24 before we could throw the snowballs. So he
25 stopped and we had the snowballs behind our back.

1 And he said, "Hey, I got a call of some kids
2 throwing snowballs. Have you seen them?" And so
3 we all said, "No." How much respect did we have
4 for him? And I have told him that story, and he
5 says, "Well, I've gotten too old to remember it."
6 But those are the kind of things that we've got to
7 do. We've got to get out and be policemen and
8 talk and do those things. And so when people see
9 us --

10 Recruiting to me is about being a role
11 model. It is not about the words that we say, it
12 is about what people see in us. We see athletes
13 on T.V., so we want to be an athlete. We see
14 actors on T.V., we want to be an actor. We see
15 firemen saving lives. Everyone loves a firemen,
16 because you don't have that negative encounter.
17 It is positive. When my kid was small, I told my
18 wife I was so hurt that all he wanted was a fire
19 truck for Christmas. And then he had to have a
20 firemen's outfit and he wore it all the time.
21 That's because of that image. We need to get that
22 image back. We had it, we got to get it back.

23 ATTY GENERAL CHRIS KOSTER: Captain, I
24 know I speak for everybody at the table. I think
25 I speak -- I think you would find agreement among

1 six million Missourians, that the gratitude that
2 -- we understand how difficult your job must be.
3 We imagine how difficult it must be, and we are
4 grateful for the leadership that you are bringing
5 all Missourians through this process. So God's
6 speed and thank you.

7 Back to the conversation. Let me kind
8 of tee it up this way to Captain Haley. So you
9 have several State Senators, Mayor, Sheriff, U.S.
10 Congressmen. How can we help you in your mission?
11 That's exactly what brings us here today. Tee us
12 up through this. How can we help you as
13 policymakers achieve your goal?

14 CAPTAIN HALEY: One of the things that I
15 know we are looking at, at the KCPD, is the cadet
16 program. We would like to go into the schools and
17 catch kids a lot younger and mentor these kids and
18 try to develop them to at least consider a career
19 in policing. As Sheriff Sharp said, it requires
20 money. We have to have someone at some level
21 willing to fund this project. There are a lot of
22 police departments around the country that look at
23 cadet programs, but depending on maybe who is the
24 sheriff and who is the chief, that program may
25 only go for so many years. We would like to have

1 something that would be sustainable. That
2 requires a serious significant investment, and is
3 going to take years to develop these kids from
4 middle school, from junior high and high school.
5 And so looking at funding and being serious about
6 it, I think that's one of the biggest things that
7 we can do.

8 The first one that I mentioned earlier
9 really didn't require any funding. That was
10 something that we all should and could do, just
11 start a conversation with our kids, with our
12 families and our churches. That doesn't cost
13 anything. But some of the other programs,
14 thinking about, "Hey, let's have this
15 representative policing department, we want to do
16 some type of training with officers in the academy
17 that Senator Curls mentioned."

18 Once again, where is that money going to
19 come from? We are going to need some funding,
20 some additional funding. When you look at the
21 budget of Kansas City, every year in the last
22 couple years we have talked about the budget being
23 cut, even in terms of the police department.
24 Where does the money come from? We have to come
25 up with some type of funding sources if we are

1 serious. If we are serious about having
2 representative policing, we are going to have to
3 do some things that we haven't done and make those
4 type of commitments financially. But the easiest
5 thing, like I said, that for all of us to start
6 that conversation. "Hey, would you like to --
7 have you ever thought about being a police
8 officer?"

9 ATTY GENERAL CHRIS KOSTER: As you
10 mentioned, there's some areas that do require
11 funding, but I think that there are some areas
12 that do not. They can be done through the
13 existing resources. Let me propose one. As we
14 look at the age of young people as they get closer
15 to achieving an Associate's Degree, some type of
16 higher education, beginning with a reanalysis of
17 DARE for young children, and that may require
18 funding. But in a reanalysis of DARE, looking at
19 it in terms of the old Officer Friendly concept,
20 as opposed to simply looking at it as a tool for
21 stopping drug usage.

22 Moving forward, as young people go
23 toward the middle school/high school years, I
24 think there is an opportunity for law enforcement
25 to team together without the need for additional

1 funding. What I imagine is in the eastern part of
2 the State and in the western part of the State,
3 networks of speakers that are willing -- that are
4 good communicators, racially diverse, who will go
5 into the schools on a real regular basis and talk
6 about our profession, and talk about the salaries
7 and the pensions, the benefits and the effect that
8 we can have on the communities, and that these are
9 a mentorship, big brother-big sister, it is not
10 one-on-one it seems to me, it is talking to school
11 assemblies. And that can be done without funding.

12 And then the final step of what I am
13 asking the policymakers to consider is plugging
14 them back into Joe Seabrooks' community college
15 world. We have 20 community colleges in the
16 State. They are geographically dispersed in a
17 terrific map. It costs about \$6,000 to bring
18 someone through their law enforcement certificate
19 program to get them ready to apply to a law
20 enforcement agency in this State. For \$2 million
21 a year we could be bringing 300 individuals
22 through a type of scholarship and expansion of the
23 A-Plus Program. Then if they take their Law
24 Enforcement Associate's Degree, their certificate,
25 and they go to a police agency in the State of

1 Missouri, get a job, then the A-Plus Program or
2 the State could forgive and pay for year one and
3 two. Over a ten-year period we could see as many
4 as 3,000 young people come through this program.

5 Last statistic, and then I want to open
6 it back up to perhaps I think Congressman Cleaver.
7 We have 14,500 police officers in the State of
8 Missouri, between sheriffs, deputies and municipal
9 officers. We do not know how many of these
10 individuals are minorities, because we don't keep
11 those statistics over at the Department of Public
12 Safety, and perhaps we should go back and think
13 about that. But through a community college
14 aggressive outreach program, over a ten-year
15 period we could make a real impact on minority
16 participation in these districts. Congressman,
17 thoughts?

18 CONGRESSMAN CLEAVER: I agree that money
19 is an issue. And one of the things that -- I
20 mean, what I hear people talking about quite often
21 is the need for community policing. I supported
22 it when I was in city government and I support it
23 today. The problem, of course, is when those
24 grants are given, they are generally given for
25 three years, and after three years the community

1 has to take up the payment of those salaries. And
2 most police departments, at least in Missouri,
3 don't have that kind of guarantee. So it is
4 difficult to do community policing like we all
5 would prefer. But I think the problems can be
6 dealt with -- some of the problems can be dealt
7 with with leadership. And that is, I think we all
8 have the responsibility of trying to convince
9 people, the community, that diversity is
10 wholesome. Somebody states that diversity, it
11 empowers us.

12 We have the opportunity in the United
13 States to teach the world what it's like for
14 different people to come together and function as
15 the most powerful nation on the planet. We are
16 the only nation with that possibility. I think we
17 need to understand that when we create diversity,
18 it reduces group think. People have an
19 opportunity to put in a whole new system of
20 thinking that would not be involved. So it's
21 leadership, I think, in many ways. I think it's
22 very difficult to steer a parked car. Likewise,
23 it's difficult to steer someone who is frozen in
24 1958. I think we have to be careful in getting --
25 we cannot afford to risk adverse leadership.

1 I am thankful that we don't have it in
2 Kansas City, but I have seen it elsewhere in this
3 State. So a lot of it is, we can deal with -- I
4 think we have to demand certain things. And with
5 the Federal Government, the Federal Government is
6 manic depressive.

7 MAYOR SLY JAMES: That's all?

8 CONGRESSMAN EMANUEL CLEAVER: That's one
9 of the symptoms. At a time when we need to be
10 trying to funnel resources to communities, the
11 Federal Government is saying, "No, we don't give
12 anything. Let's cut, bring everything back and
13 cut taxes." So police departments -- with all
14 this going on you would think that somebody in
15 Washington, somebody -- at least one somebody or a
16 half of somebody would step up and say, "Okay,
17 it's time for to us reevaluate the Federal
18 Government's involvement, the Justice Department's
19 involvement, Homeland Security's involvement in
20 trying to reduce tension around the country." As
21 of today nobody is doing it, except the Attorney
22 General.

23 ATTY GENERAL CHRIS KOSTER: Mayor?

24 MAYOR SLY JAMES: I agree with a lot of
25 what has been said. I hearken back to 2002 when I

1 was president of the Bar Association and of the
2 K.C. Metropolitan Bar Association, and there was a
3 there was a serious lack of diversity in the bar.
4 And I created the diversity initiative at that
5 time, and it was run by the managing partners of
6 the largest firms in the City. That diversity
7 initiative still exists today. It is sustainable
8 and they sustain it. And the reason that it was
9 sustained, was because there was accountability
10 built in, and there was a very extensive action
11 plan that was reviewed at the end of the five
12 years. That action plan called for very
13 measurable steps and very doable actions in order
14 to change the Bar in a fundamental way. And it
15 has had some impact. It has not had the broad
16 impact, because again, we were dealing with a
17 symptom, not a disease.

18 The other thing, though, is that one of
19 the things that we found, especially with regards
20 to retention, is that those firms that made
21 retention the real focal point had less trouble
22 recruiting, because the people that were already
23 there that they retained went out and recruited
24 for them. Because they would get asked, "I've got
25 this offer, I've got that offer, where do you

1 think I ought to go?" "You ought to come with us
2 because we're doing things right." And they made
3 it the responsibility of every person in that firm
4 to do it. People who were evaluated, were
5 evaluated on whether or not they had actively
6 actionably done something to further the goal of
7 the firm's retention. In some instances it was
8 tied to money and compensation. You didn't get
9 that bonus. If you did, you did.

10 Here's one thing about it. Money is
11 always at the root of it. Because if we were
12 doing the right thing, we would already have done
13 it by now. It is always about money. I happen to
14 disagree a little bit with the whole budgetary
15 issue, not because I want to be insensitive to the
16 needs, but because of the very basic fact that the
17 budget was never the issue in creating the
18 lopsided situation that exists, why should it be
19 the issue in changing it? You know, it is really
20 about attitude and approaches to things. And if
21 you are sincere and dedicated to the idea of being
22 more inclusive, you can find the way to do that
23 without more money. And there are a lot of things
24 that can be done. But the bottom line is, is that
25 everything gets tied to money, and unless I've got

1 the money I'm not going to make the effort. Well,
2 that's one of the problems that we have.

3 I look at our budget right now, public
4 safety is 70 percent of our general fund. 70
5 percent. It grows every year. It is not a matter
6 of giving more money, it is a matter of trying to
7 bring things into some sort of balance. We have a
8 lot more services that need to be offered in this
9 City than just one, but we do what we have to in
10 order to keep public safety going. Money is not
11 that easy to come by. To simply start using money
12 as a way to fix the problem, I think we should
13 have learned that's not going to work well when we
14 tried to do that with schools. It didn't work
15 there.

16 We have to fix our attitude. This has
17 to become a priority. It has to be actionable.
18 There has to be a plan to do this, and that plan
19 has to start with internally, how do we accept
20 people who are different than us? Whether that
21 person is a woman, and Lord knows women have had
22 their struggles in police departments and fire
23 departments, they still do. Whether it is a black
24 man or a black woman or a Latino or whatever the
25 case, there has to be a recognition that you don't

1 just walk into a room of people that look totally
2 different than you, and all of a sudden everybody
3 comes up and puts their arms around you and
4 welcomes you. It doesn't happen that way.
5 Especially when you are fighting for promotions
6 and recognition and upward mobility. Then things
7 get contentious.

8 So if we are going to do something about
9 this, we should study those things that actually
10 work in keeping people in the force, and in
11 addition to that, how do you recruit? Because you
12 can recruit all you want, if they don't want to
13 stay, it doesn't matter. You are just recruiting
14 internally.

15 ATTY GENERAL CHRIS KOSTER: Picking up
16 on a theme. If I could go to the senators from
17 Jefferson City, or who work in Jefferson City who
18 are here, and ask for their comments. The
19 question is, in my opinion -- and I think people
20 who really delve into political science in this
21 State, for any discussion that really is going to
22 move the entire State of Missouri has to go
23 through the Missouri Senate. For 75 years that
24 has been Grand Central Station on major state-wide
25 discussions.

1 So to the members of the Senate, let me
2 ask the question, to what degree has the Senate
3 plugged in to Ferguson so far as a jumping off
4 point for a State dialogue, and what do you think
5 are the prospects for making progress within that
6 34 individual body? Senator Holsman, if you would
7 begin and then Senator Justus and then Senator
8 Curls.

9 SENATOR JASON HOLSMAN: Well, I think
10 that it's pretty clear that we have two colleagues
11 on the eastern side of the State that have been
12 intimately involved with the Ferguson
13 circumstances, Senator Chappelle-Nadal and Senator
14 Jamilah Nasheed have been in the center of the
15 issues that we face. One of the things that we
16 talked about, and I mentioned before, is this idea
17 that municipalities generate revenue off of these
18 stops. When we talk about racial profiling, when
19 you have a disproportionate number of individuals
20 who are being stopped that are seeking out this
21 sort of quota that they are trying to hit, that is
22 going to cause this animosity and this resentment.
23 So we have discussed looking at a percentage of
24 revenue that a municipality can earn from traffic
25 ticket stops to address that particular point.

1 In the Senate we talk about the good
2 intended laws, such as the cannabis law having
3 unintended consequences of the disproportionate
4 number of minorities who are stopped and arrested
5 for possession of cannabis, now they are in the
6 criminal justice system, they are denied access to
7 Pell Grants, they do not have access to Stafford
8 Loans, it reduces their ability to attend college.
9 And that then gets them into a system where they
10 are looked at as criminal, for a law that in other
11 states is treated differently. That is something
12 else that I think will be discussed.

13 I think the Senate is a place where
14 these ideas will be deliberated intentionally.
15 The militarization of police, the use of tear gas
16 in these circumstances for riot control, these
17 will be discussed and it is just a matter if we
18 can find some sort of consensus that is taken away
19 from the political, and look at it from a social
20 science standpoint, of what are our actions and
21 the unintended consequences happening in these
22 communities and how can we better help them serve
23 themselves.

24 ATTY GENERAL CHRIS KOSTER: Senator
25 Justus.

1 SENATOR JOLIE JUSTUS: Based on the
2 legislative cycle, we meet from January through
3 mid-May of every year, and then we have a veto
4 session in the fall. Because of when our
5 legislative session hits, we have not had
6 substantive ongoing sustained conversations post
7 Ferguson yet. I will say that being in the Senate
8 for the last eight years, the substantive
9 conversations that surround criminal justice and
10 being not just tough on crime, but smart on crime,
11 have always seemed to kind of come from the
12 Senate, as you suggested, General.

13 We have, over the last few years, had
14 very high level conversations about our criminal
15 code and what works and what doesn't. We've had
16 conversations about criminal sentencing reform and
17 we are looking at issues now around expungement
18 and other issues that will help our communities I
19 think be better prepared to address these issues
20 going forward.

21 So I do think moving forward, starting
22 January 1, you are going to see a more substantive
23 conversation about what has happened post
24 Ferguson. And I am sad that I will not personally
25 be there, as I am turned out, but I know that my

1 colleagues will be able to have those
2 conversations at that high level. And I think
3 that to the extent that the State Government can
4 or should be involved, that conversation will take
5 place. But what I am hearing at this table today
6 is that a lot of what is going to be happening is
7 going to be happening on the local level. And I
8 am a firm believer that if you do not have a seat
9 at the table you are probably on the menu. And
10 what we have is a situation right now where our
11 communities are not represented. So I think that
12 there is going to be a lot of evaluation that is
13 done on a local level that frankly will not touch
14 us in the Senate. But to the extent that there is
15 something that comes from these conversations that
16 needs to be addressed, I suspect you are going to
17 see a very good sustained deliberative
18 conversation in the Missouri Senate.

19 ATTY GENERAL CHRIS KOSTER: Senator
20 Curls.

21 SENATOR KIKI CURLS: I agree greatly
22 with Senator Justus. We've had a lot of these
23 conversations of course individually but not
24 collectively yet, because our legislative session,
25 as she said, starts in January. But clearly there

1 will be significant discussion on this issue this
2 year. It is something that was extremely
3 important to many of us, not just those of us that
4 happen to be from the St. Louis area, because many
5 of us recognize, and certainly those from the
6 minority community, that what happened in Ferguson
7 could have happened anywhere. It could have
8 happened in Kansas City, Lee's Summit, Blue
9 Springs. It could have happened really anywhere
10 in the State.

11 So there will be significant discussion.
12 I will tell you that there will be much discussion
13 of course, with the new director of public safety
14 here, as well as with our local police departments
15 on what we may be able to do to clearly make the
16 situation better. There will be discussion on
17 potential budgetary items, the budget community,
18 to try to figure out ways in which we might be
19 able to begin taking a bite at this apple. I
20 think all of us recognize it is a very large
21 issue. But we need to begin the small steps and
22 getting, of course, to where we need to be.

23 There needs to be other discussion too
24 within the police department about changing the
25 culture of the police department. Not just -- I

1 talked about the sensitivity training earlier,
2 many of us did. But also changing the culture of
3 the police department within, as they relate to
4 other officers. The protection of fellow police
5 officers, in instances where you see that there
6 are things that are going on that may not be
7 right. We know that the bond among the
8 departments, many of the officers, happens to be
9 very strong. We know there is a culture that
10 doesn't really promote other officers telling on
11 other officers. But there clearly needs to be
12 programs or things set in place that I think all
13 of us need to discuss and figure out how we might
14 be able to help in alleviating some of this.

15 I know that Captain Johnson, as he said
16 earlier, has experienced this certainly from many
17 municipalities around the St. Louis area, but it
18 is something that I think all of us know exists.
19 And so those are some of the discussions, of
20 course, we'll be having locally, as well as in the
21 legislature to figure out how we may be able to
22 mitigate some of this.

23 MAYOR SLY JAMES: General, a quick
24 response. Again, I appreciate the work that our
25 legislators do, but what they talked about is

1 reacting to situations that already exist. We are
2 treating the symptoms again. If we want to really
3 have an impact, how about if we do some things
4 that really impact people's lives and rise them
5 out of poverty and helps reduce racism. Like
6 expand Medicaid, so that people can get medical
7 care. Early childhood education, so that urban
8 kids can be educated at the same level, quality
9 and consistency as suburban kids. How about
10 taking some guns off the street, so people aren't
11 getting slaughtered that way all the time. And
12 how about a minimum wage increase, so that people
13 who are working 40 hours a week aren't forced to
14 raise their kids in poverty.

15 Those are some things that would impact
16 the disease, and then we can start doing some
17 things that will further enhance those things.
18 But until we start looking at the way that people
19 are living in this country, how they are being
20 segregated by poverty and race, and trying to fix
21 those types of things, again, we are attacking
22 symptoms not the disease.

23 ATTY GENERAL CHRIS KOSTER: Those are
24 important points. I agree, those discussions need
25 to be had. I had promised people that their days

1 could go on after the 11:00 o'clock hour and we
2 have reached that. Both in St. Louis and in
3 Kansas City, important ideas came forward as a
4 result of these discussions, and I appreciate
5 people's time and effort to come and attend this
6 and to have this dialogue out loud in front of the
7 community.

8 You may have noticed the court reporter
9 in the front. We have taken extensive notes and
10 what the Attorney General's Office is going to do
11 is review, combine all of these thoughts and
12 probably hopefully in the next 10 days, two weeks,
13 prepare a draft memo about all of the good ideas
14 that have come forward in the Kansas City and St.
15 Louis meeting and other ideas that have come
16 through from other discussions, and circulate them
17 to everyone at this table and try and focus this
18 in. The document will be public as well. But to
19 focus these in, so that when the legislature, when
20 the Governor goes back to work in January, if not
21 sooner, that they will have a coherent set of
22 policy opportunities that have gone through a
23 public dialogue to begin working with.

24 I will end with this thought, and that
25 is that there are 100 important lessons that are

1 going to come out of the Ferguson experience, but
2 I think that one of them, which dovetails with
3 something that Mr. Tate said earlier and that the
4 Mayor focused on in his initial comments on the
5 nature of racism, is that discussions about race
6 are inherently challenging for everyone involved
7 and that they can be messy, but that it is better
8 to have these conversations than to not have them.
9 And I hope that the meeting in St. Louis and the
10 meeting in Kansas City will foreshadow a
11 willingness to not shy away from these issues as
12 we all go forward together.

13 With that I will conclude. There are
14 media in the room that may want to talk with
15 individuals at the close of this, but I thank you
16 for your involvement and attention and attendance.
17 We will be back in touch as soon as the draft is
18 prepared. Thank you, everyone.

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