



# CALLS TO ACTION

Proposed for Commissioner Approval  
July 13, 2015

DRAFT

# RACIAL EQUITY & RECONCILIATION

## 16 CALLS TO ACTION PROPOSED



# RACIAL EQUITY AND RECONCILIATION: PROCESS FOR ID-ING CALLS TO ACTION

Gathered input to design calls to action from experts and practitioners

Socialized business case and draft calls to action with racial equity practitioners in the St. Louis region and those identified as a potential accountable body

Present to Commission for approval on 7/13

## CONTRIBUTORS

- William Buster, W.K. Kellogg Foundation
- Dr. Kira Banks, Saint Louis University
- Rudy Nickens, MODOT
- Tabari Coleman, Anti-Defamation League, Missouri/Southern Illinois
- Reena Hajat Carroll, Diversity Awareness Partnership
- Amy Hunter, YWCA
- David Martineau, National Conference on Community Justice, St. Louis
- Khatib Waheed, North City/County Resilience Coalition
- Scott Negwer, Commissioner
- Tony Neal, Billie Mayo, Racial Equity Consultants
- David Nehrt-Flores, MO Immigrant & Refugee Advocates (MIRA)
- Nicole Cortes, Migrant & Immigrant Community Action (MICA) Project

# RACIAL EQUITY & RECONCILIATION: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: BUILD RACIAL EQUITY INFRASTRUCTURE

1.	<p>Intentionally apply a racial equity framework to existing and new regional policies, initiatives, programs and projects in order to address and eliminate existing disparities for racial and ethnic populations. The following lenses to be included at a minimum:</p> <ul style="list-style-type: none"> <li>• Who does this recommendation benefit?</li> <li>• Does this recommendation differentially impact racial and ethnic groups?</li> <li>• What is missing from the recommendation that will decrease or eliminate racial disparities?</li> </ul>	<p><i>Corporations, nonprofits, government organizations and collective impact initiatives</i></p>
2.	<p>Create a 25-year managed fund to solely support regional racial equity infrastructure for all sectors. Funding for racial equity capacity, needs and training assessment, analysis, implementation, impact, sustained strategies and accountability.</p>	<p><i>City of St. Louis, St. Louis County, Health Departments, SLEDP, Civic Progress, Community Foundation, United Way, Regional Arts Commission, Arts &amp; Education Council, Missouri Humanities Council, Gateway Center for Giving, Missouri Department of Education, Missouri Department of Secondary Education (DESE)</i></p>
3.	<p>Utilize a shared set of guidelines, language and benchmarks for philanthropic organizations addressing key causes of systemic inequality.</p>	<p><i>Philanthropic Community</i></p>

# RACIAL EQUITY & RECONCILIATION: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: ENSURE LANGUAGE ACCESS FOR ALL

4.

Ensure language access for non-English speakers through enforcement and expansion of Missouri Revised Statute 476.803.1 for courts-related services and addition of statute to include all emergency services, including law-enforcement departments and ambulance services. Revise statute to ensure children have a non-familial first option translator in court.

*Missouri Legislature/Governor  
Municipal, City and County  
Courts*



# RACIAL EQUITY & RECONCILIATION: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### **PRIORITY AREA: DEVELOP AN ANALYSIS OF NOT ONLY INDIVIDUAL LEVEL, BUT ALSO CULTURAL, INSTITUTIONAL, STRUCTURAL, AND INTERNALIZED RACISM**

5.	Complete a collective regional benchmarking process designed to publicly acknowledge challenges focused on awareness, accountability and healing. (Suggested model: Jackson/Hardiman Social Identity Development.)	<i>City of St. Louis, St. Louis County, RCGA, RBC, SLEDP, Regional Diversity, Equity and Inclusion Practitioners</i>
6.	Establish a regional baseline on attitudes, experiences and perception regarding diversity and inclusion for use in consistently measuring regional progress at regular intervals. (e.g. Social Science Research Center at Mississippi State.)	<i>Research Institution(s)</i>
7.	Require data coming from public institutions to be disaggregated by race, gender, and ethnicity when reporting regional, local, public statistics to identify trends in disparities.	<i>Regional and Statewide Granting Entities, Public Institutions, Public Entities</i>
8.	Create a Better Business Bureau-like consumer facing rating system as a regional benchmark for diversity. The purpose is to provide public accountability, consumer knowledge and goal-setting for regional institutions, organizations and corporations.	<i>St. Louis Regional Chamber of Commerce, Regional Business Council, Mosaic Project and ethnic-group focused Chambers of Commerce (e.g. Hispanic Chamber of Commerce of Greater Metropolitan St. Louis and Bosnian Chamber of Commerce STL)</i>

# RACIAL EQUITY & RECONCILIATION: CALLS TO ACTION

	CALL TO ACTION	ACCOUNTABLE BODIES
<p><b>PRIORITY AREA: CREATE AND SUPPORT SPACES WHERE INDIVIDUALS CAN PRACTICE, LEARN, CONNECT, OR ENGAGE IN DIALOGUE, DISMANTLE RACISM AND DECONSTRUCT UNCONSCIOUS BIAS</b></p>		
9.	<p>Create a clearinghouse for professionally facilitated opportunities at various levels (school, inter/intra-race, private, etc.).</p>	<p><i>Diversity, Equity and Inclusion Practitioners funded by Philanthropic Community</i></p>
10.	<p>Support and encourage spaces with established community presence that think creatively about use-of-space and community relationships to welcome and support casual and professional learning, connecting and dialogue (e.g. City Garden Montessori and other places who are not primarily spaces for this work but will become an important partner in this dialogue).</p>	<p><i>Diversity, Equity and Inclusion Practitioners funded by Philanthropic Community</i></p>
11.	<p>Create incentive program for corporations, organizations, institutions, media, and governmental agencies to participate in accredited diversity and inclusion programming and initiatives that support learning and dialogue.</p>	<p><i>Diversity, Equity and Inclusion Practitioners funded by Philanthropic Community</i></p>
12.	<p>Design an accreditation system in partnership with national organizations (e.g. Winter Institute, Race Forward, Danforth Project for Education Equity).</p>	<p><i>Diversity, Equity and Inclusion Practitioners funded by Philanthropic Community</i></p>
13.	<p>Create dedicated physical space that is considered neutral, for the primary purpose of learning, interaction and training, equipped with state-of-the-art technology and facilities.</p>	<p><i>Corporate, Philanthropic, Innovation and/or Entrepreneur Communities with Diversity, Equity and Inclusion expertise</i></p>



# RACIAL EQUITY & RECONCILIATION: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: CHANGE THE REGIONAL NARRATIVE ON RACE AND ETHNICITY

14.	In Development	<i>Faith Congregations</i>
15.	Develop statewide training, best practices and accountability measures for broadcasters, print and digital media outlets in the areas of Trauma-Informed Newsrooms (Dart Center for Journalism and Trauma), bias and systemic context with specific focus on impoverished communities, people of color, and boys and men of color (Maynard Institute, Race Forward #MediaOnFerguson brief).	<i>Missouri Press Association, Missouri Broadcasters Association, Association of National Advertisers, American Society of News Editors of News Editors (ASNE), Radio Television Digital News Association (RTDNA), the Association for Education in Journalism and Mass Communication (AEJMC), Federal Communications Commission (FCC)</i>
16.	FCC licensees with online comments sections must employ trained moderators or close comments.	<i>Missouri Broadcaster's Association, Maynard Institute, the Association for Education in Journalism and Mass Communication, Federal Communications Commission (FCC)</i>

# CITIZEN-LAW ENFORCEMENT RELATIONS

## 46 CALLS TO ACTION PROPOSED



# CITIZEN-LAW ENFORCEMENT RELATIONS: WORKING GROUP MEMBERS

- Dr. Daniel Isom, Ferguson Commission (Co-Chair)
- Brittany Packnett, Ferguson Commission– St. Louis (Co-Chair)
- Dr. T.R. Carr Jr., Ferguson Commission
- Kevin Ahlbrand, Ferguson Commission
- Karen Aroesty, MO/IL at Anti-Defamation League
- Jamel Santa Cruze Bell, Eureka College
- David Klinger, University of Missouri-St. Louis
- Richard Rosenfeld, University of Missouri-St. Louis
- Norm White, Saint Louis University
- Romona F. Taylor Williams, Metro St. Louis Coalition for Inclusion & Equity
- Marius Johnson Malone, Better Together



# CITIZEN-LAW ENFORCEMENT RELATIONS: PRIORITY AREAS

In honor of the operating principle, “looking beyond *what is* to create a model for *what can be*,” the Citizen-Law Enforcement Relations Working Group is developing prospective models that address the following focus areas:

- Use of Force Statute and Adequate Documentation
- Accreditation, Accountability and Policing Standards
- Civilian Oversight
- Anti-Bias Learning and Cultural Competency
- Use of Technology
- Community Policing
- Approach to Mass Demonstration
- Prosecution in Officer-Involved Shootings
- Officer Wellness



# CITIZEN-LAW ENFORCEMENT RELATIONS: APPROVED CALLS TO ACTION

The Commission previously approved calls to action in the following areas:

- Use of force
- Civilian oversight
- Anti-bias
- Police training



# CITIZEN-LAW ENFORCEMENT RELATIONS: PROCESS FOR ID-ING CALLS TO ACTION

Consensus-based decision-making

Working group experts and staff submitted recommendations grounded in preliminary research that were then approved

Public input with real-time community polling

Convened small group of members to finalize language of existing calls to action and address missing topics

Finalized proposed calls via anonymous survey tool based on simple majority vote

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: ANTI-BIAS AND CULTURAL COMPETENCY</b>	
1. Police departments across the state shall revise their training policies to emphasize experience-based self-awareness through continually different personal interactions with community representatives, leaders, and youth.	<i>POST, Department executives, All statewide police associations, IACP, CALEA</i>
2. Police departments across the state shall revise their anti-bias training protocols by applying new learning approaches to understand bias and its influence on community service.	<i>POST, Department executives, All statewide police associations, IACP, CALEA</i>
3. POST shall ensure that basic police officer training includes lessons to improve social interaction as well as tactical skills. Topics shall include critical thinking, social intelligence, implicit bias, fair and impartial policing, historical trauma, and other topics that address capacity to build trust and legitimacy in diverse communities and offer better skills for gaining compliance without the use of physical force. <small>(Adapted from Recommendation 5.7 of Presidential Task Force on 21st Century Policing report)</small>	<i>POST, Department Executives, All law enforcement associations statewide, law enforcement agencies statewide, IACP, CALEA</i>
4. Law enforcement agencies statewide shall adopt policies requiring officers to identify themselves by their Department Serial Number (DSN) and provide that information in writing to individuals they have stopped. <small>(Adapted from Action Item 2.11.1 and Recommendation 2.11 from the Presidential Task Force on 21st Century Policing final report)</small>	<i>Law enforcement agencies statewide</i>
5. Law enforcement agencies shall adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity / expression, sexual orientation, immigrant status, disability, housing status, occupation, or language fluency. <small>(Adapted from Recommendation 2.11 and Action Item 2.11.1 of Presidential Task Force on 21st Century Policing report)</small>	<i>POST, Department Executives, All law enforcement associations statewide, law enforcement agencies statewide, IACP, CALEA</i>

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: ANTI-BIAS AND CULTURAL COMPETENCY

6. Peace Officers Standards and Training (POST) shall ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.
- This shall occur with the assistance of advocacy groups that represent the viewpoints of communities that have adversarial relationships with law enforcement.
  - Law enforcement agencies statewide shall implement training for officers that cover policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.
- (Adapted from Recommendation 5.9 and Action Item 5.9.2 of Presidential Task Force on 21st Century Policing report)

*POST, Department Executives, all law enforcement associations statewide, law enforcement agencies statewide, IACP, CALEA*

7. Law enforcement agencies statewide shall establish search and seizure procedures related to LGBTQ and transgender populations.
- (Adapted from Recommendation 2.12 of Presidential Task Force on 21st Century Policing report)

*POST, Department Executives, all law enforcement associations statewide, law enforcement agencies statewide, IACP, CALEA*



# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: APPROACH TO DEMONSTRATION

Direct County and City Governments across the state to differentiate emergency and demonstration approaches by consulting with community members, community organizers and law enforcement officials to design a publicly available Demonstration Response Plan that:

- a. First prioritizes the preservation of human life and adheres to the principles of community policing, guardianship, and the protection of human and constitutional rights (Adapted from Rules of Engagement);
- b. Designates traditionally credentialed media as press only and not demonstrators, allowed to perform their constitutional duties freely without threat of arrest;
- c. Recognizes the incendiary nature of the arrest of new media and clearly designated legal observers, and will refrain from arrest unless they interfere with police activities;
8. d. Modifies the code 1000/2000 protocol in the case of demonstration activity such that, when a demonstration exceeds the capacity of a municipal police department to respond, the Saint Louis County Police Department shall serve as the primary line of command and, through mutual aid agreements, will determine how municipalities will assist in non-demonstration functions. It should be noted that Saint Louis County Police Department shall fulfill this role in accordance with the preservation of human life and the principles of community policing, guardianship, and the protection of human and constitutional rights;
- e. Directs police departments across the state to revise their policies and training on use of force to authorize only the minimal amount of force that is proportional to the incident, brings an unlawful situation safely and effectively under control, and preserves the constitutional and human rights of the citizen.

*St. Louis City and St. Louis County leadership, County Board of Police Commissioners, St. Louis Municipal Police Departments, State Highway Patrol, County Council, Statewide Police Department Subdivisions*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: APPROACH TO DEMONSTRATION

In the instance of spontaneous demonstration:

- Initial law enforcement response shall be as minimal as safety permits, to assess the situation, attempt to identify a “leader” and to initiate communication (if safety permits.)
- Law enforcement shall designate a liaison and/or tactical command person to communicate with the leader or demonstrators’ designated points of contact and ensure lines of communication are open, especially in the event the situation escalates.
- Law enforcement shall make every effort possible to keep the lines of communication open throughout the duration of the event.

In the instance of planned demonstration:

- Law enforcement shall make every effort possible to communicate with demonstration leadership prior to the event with the intent to open a dialogue and identify the purpose of the event and the actions that are planned.
- Law enforcement shall designate a liaison and/or tactical command person to communicate with the leader or demonstrators’ designated points of contact and ensure lines of communication are open, especially in the event the situation escalates.
- Law enforcement shall make every effort possible to keep the lines of communication open throughout the duration of the event.

The State of Missouri shall institute a limit on the number of consecutive hours an officer can be on duty in these specified demonstration circumstances, in accordance with the U.S. Department of Justice’s research on the efficacy of limiting the total number of hours an officer should work within a 24-48 hour period, including the maximum number of hours an officer should work in a high risk or high stress environment.

*St. Louis City and St. Louis County leadership, County Board of Police Commissioners, Municipal Police Departments, state highway patrol, County Council, Statewide Police Department 18 Subdivisions*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: CIVILIAN OVERSIGHT

10. Municipalities (community organizations, municipal governments) shall establish independent civilian oversight boards designed to meet the unique needs of each municipality. In addition, independent civilian oversight boards shall have the power to review non-confidential police data and engage in regular meetings with police upper management to advise them on policies and practices. The purpose of the board shall be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed in light of incidents or events that may occur.

*MO General Assembly, Governor, Saint Louis County Executive, Governor, Municipal governments, Community Organizations*

11. Counties across the state should establish independent civilian oversight boards designed to manage municipal oversight boards and civilian investigations particularly when local efforts cannot sufficiently address incidents under review. In addition, these independent investigative boards shall align with the following characteristics for effectiveness:

- Able and authorized to investigate potential criminal wrongdoing by officers and to make recommendations for prosecutions that are then evaluated by special prosecutors;
- Provided with a sufficient budget;
- Able and authorized to issue subpoenas and search warrants; and
- Provided with a well-defined jurisdiction and mandate

(Adapted from Harvard Law Review “Enhancing Accountability and Trust with Independent Investigations of Police Lethal Force”)

*MO General Assembly, Governor, St. Louis County Executive*

12. When serious incidents occur, including those involving alleged police misconduct, agencies shall communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality. Policies should state what types of information will be released, when, and in what situation, to maintain transparency.

(Adapted from Action Items 1.3.2 and 2.2.5 from the Presidential Task Force on 21st Century Policing final report)

*Statewide police departments and state highway patrol*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COMMUNITY POLICING

13.	Police departments across the state shall revise policies directing internal administration to facilitate more positive police-community interactions, social service experience for officers and required community-building field time.	<i>Department executives</i>
14.	Police departments across the state shall integrate independent civilian evaluation into routine departmental operations, including input on individual officer-citizen interactions and policing strategic plans.	<i>Department executives</i>
15.	Law enforcement agencies statewide shall create opportunities in schools and communities for positive non-enforcement interactions with police. (1.5.3 Action item of Presidential Task Force on 21st Century Policing’s Final Report)	<i>Law enforcement agencies statewide, school districts</i>
16.	Law enforcement agencies statewide shall schedule regular forums and meetings where all community members can interact with police and help influence programs and policy. (Adapted from Action Item 4.5.1 from the Presidential Task Force on 21st Century Policing final report)	<i>Law enforcement agencies statewide, municipal legislature</i>
17.	Law enforcement agencies across the state shall engage youth and communities in joint training with law enforcement. (Adapted from Action Item 4.5.2 from the Presidential Task Force on 21st Century Policing final report)	<i>Law enforcement agencies statewide</i>

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COMMUNITY POLICING

18.	<p>Communities shall adopt policies and programs that address the needs of children and youth most at risk for crime or violence and eliminate aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.</p> <p>(Adapted from Recommendation 4.6 from the Presidential Task Force on 21st Century Policing final report)</p>	<p><i>Law enforcement agencies statewide, municipal legislature, community-based organizations, school districts</i></p>
19.	<p>Law enforcement agencies shall work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.</p> <p>(Adapted from Action Item 4.6.3 from the Presidential Task Force on 21st Century Policing final report)</p>	<p><i>Law enforcement agencies statewide, municipal legislature, community-based organizations, school districts</i></p>
20.	<p>Communities shall affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth / police collaboration and interactions.</p> <p>(Adapted from Recommendation 4.7 from the Presidential Task Force on 21st Century Policing final report)</p>	<p><i>Law enforcement agencies statewide, municipal legislature, community-based organizations, school districts</i></p>
21.	<p>Communities and law enforcement agencies shall work to build trust between youth and police by creating programs and projects for positive, consistent, and sustained interaction between youth and police.</p> <p>(Adapted from Action Item 4.7.1 from the Presidential Task Force on 21st Century Policing final report)</p>	<p><i>Law enforcement agencies statewide, municipal legislature, community-based organizations, school districts</i></p>



# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: OFFICER WELLNESS

- |     |   |   |
|-----|---|---|
| 22. | <p>Law enforcement agencies across the state shall implement a non-punitive peer review of critical incidents separate from criminal and administrative investigations that are intended to be education-based resources for officers. These reviews must be equipped with adequate legal protections for officers, including immunity, privacy, confidentiality, and nondisclosure.<br/>(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)</p>   | <p><i>MO Legislature, St. Louis City and County Police Departments</i></p>  |
| 23. | <p>The State of Missouri shall support law enforcement agencies with research and funding to offer tailored mental health treatments to officers, including a toll-free mental health hotline specifically for officers, anonymously connecting callers to officers who are not in the same agency and who could refer the caller to professional help if needed.<br/>(Adapted from Action Item 6.1.2 of Presidential Task Force on 21st Century Policing report)</p>   | <p><i>MO Legislature, POST, Governor of MO, St. Louis County and Municipal Leadership, State Dept. of Mental Health</i></p> |
| 24. | <p>The State of Missouri's respective departments shall implement annual mental health and physical fitness checks and nutritional support for officers.<br/>(Adapted from Action Item 6.1.2 of Presidential Task Force on 21st Century Policing report)</p>  | <p><i>MO Legislature, POST, Governor of MO, St. Louis County and Municipal Leadership, State Dept. of Mental Health</i></p> |
| 25. | <p>All officers hired by a municipal or County police department shall undergo a full psychological screening, in conjunction with a bias screening, by a County-approved psychiatrist or psychologist. New hires shall also receive a full background investigation. All police departments shall contact Missouri POST to review the license status and any known disciplinary history of potential hires before making an offer of employment.<br/>(Adapted from Action Item 6.1.4 of Presidential Task Force on 21st Century Policing report)</p> | <p><i>MO Legislature, POST, Governor of MO, St. Louis County and Municipal Leadership, State Dept. of Mental Health</i></p> |

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: STRUCTURAL CHANGE

26.	<p>Law enforcement agencies across the St. Louis region shall consolidate contiguous jurisdictions. For the purpose of the consolidation process, the agencies shall designate anchor departments through an evaluation process which determines the department that best fits standards corresponding to the “Vision for Policing in the St. Louis Region” set forth by the Commission. Consolidation clusters may include those enumerated in the Police Executive Research Forum report “Overcoming the Challenges and Creating a Regional Approach to Policing in St. Louis City and County” (PERF Report)</p>	<p><i>County Council, SLCPD, Affected Political Subdivisions, MO Legislature, Missouri Police Chiefs Charitable Foundation, POST</i></p>
27.	<p>Newly consolidated departments shall be assessed periodically through independent civilian evaluation, as well as assessment from all levels of the agency, from line officer to leadership, to ensure accordance with the “Vision for Policing in the St. Louis Region”.</p>	<p><i>Missouri Legislature, Governor, Department of Public Safety, POST, Missouri Police Chiefs Charitable Foundation</i></p>
28.	<p>The State of Missouri shall require non-consolidated agencies to follow the standards set forth by the “Vision for Policing in the St. Louis Region”. Non-consolidated agencies shall integrate independent civilian evaluation, as well as assessment from all levels of the agency, from line officer to leadership, to ensure accordance with the Vision.</p> <p>(Adapted from PERF Report’s Recommendation #13)</p>	<p><i>Missouri Legislature, Governor, Department of Public Safety</i></p>

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: STRUCTURAL CHANGE

29.	<p>St. Louis City and County shall combine their resources to create a single regional police training center that will offer basic, in-service, and advanced training for all police officers in the City and County, in line with Ferguson Commission proposed and approved training standards</p> <p>Adapted from PERF Report’s Recommendation #1</p>	<p><i>County Council, SLCPD, Affected Political Subdivisions, MO Legislature, Missouri Police Chiefs Charitable Foundation, POST</i></p>
30.	<p>The State of Missouri shall provide additional resources that support Peace Officer Standards and Training (POST) monitoring, oversight, and investigative roles.</p>	<p><i>Missouri Legislature, Governor, Department of Public Safety</i></p>
31.	<p>Reduce the number of dispatch centers in the County to reduce confusion among residents and promote efficiency.</p> <p>(Adapted from PERF Report’s Recommendation #5)</p>	<p><i>St. Louis County, Municipalities, and Fire Districts</i></p>





# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

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## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF FORCE

32.	<p>Direct police departments across the state to revise their policies and training on use of force to authorize only the minimal amount of force necessary:</p> <ul style="list-style-type: none"> <li>• To protect citizen and officer safety,</li> <li>• That is proportional to the incident,</li> <li>• That brings an unlawful situation safely and effectively under control, and</li> <li>• That preserves the Constitutional and human rights of the citizen.</li> </ul>	<p><i>Department executives, MO General Assembly, MO Department of Public Safety, CALEA and MPCA Foundation</i></p>
33.	<p>Direct police departments across the state to revise use of force policies and training to prioritize de-escalation and to clarify the instances when officers should engage in tactical withdrawal. Policies and training should orient officers toward least harmful decisions possible.</p>	<p><i>Department executives, MO General Assembly, MO Department of Public Safety, CALEA and MPCA Foundation</i></p>



# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF FORCE

34. Direct the state of Missouri to establish a statewide database on critical use of force statistics in order to improve department operations, state policy, and the public at large. The database must be publicly available, and in keeping with current sunshine laws, ensure a degree of anonymity that would not identify specific officers' involved. All police departments across the state shall be compelled to provide requested information. Proposed information would include:
- [The following language is based on IACP model policy]:
- A complaint log;
  - A central file for complaints in a secured area and in conformity with records retention requirements of state law;
  - A regular audit of complaints to ascertain the need for changes in training or policy;
  - Use of force metrics identified in consultation with law enforcement officials and researchers
  - Statistical or related information to identify trends involving all complaints of excessive force and abusive authority;

[The following language is based on the PERF report]:  
Prospective models for consolidated databases include the City of Ballwin in its operation of a "Document Center" locally and the Indiana Gateway for Government Unit's online collection platform.

*Department executives, MO  
General Assembly, MO  
Department of Public Safety,  
CALEA and MPCA Foundation*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF FORCE INVESTIGATIONS

35. The Attorney General shall serve as the special prosecutor in all cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

*County prosecutors and  
Office of Attorney General*

In the interim (until #35 above is adopted) Missouri courts having criminal jurisdiction over prosecutions shall interpret the Missouri statute that governs the appointment of special prosecutors as requiring the appointment of a special prosecutor where the court believes that there is even an appearance that the prosecuting attorney is “interested.”<sup>1</sup>

36. <sup>1</sup> Missouri Revised Statute § 56.110 provides, in relevant part, that:  
If the prosecuting attorney and assistant prosecuting attorney be interested or shall have been employed as counsel in any case where such employment is inconsistent with the duties of his or her office, or shall be related to the defendant in any criminal prosecution, either by blood or by marriage, the court having criminal jurisdiction may appoint some other attorney to prosecute or defend the cause. (emphasis added)

*Missouri Supreme Court,  
Circuit Courts*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF FORCE INVESTIGATIONS

37. The Missouri Highway Patrol shall be the default agency to create a task force with the requisite training and expertise that would be responsible for leading the criminal investigation in all cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.<sup>1</sup> In cases where the Missouri Highway Patrol is the agency involved in a case of police use of force resulting in death, an appearance of a conflict of interest, an officer-involved shooting resulting in injury or death, or an in-custody death, the Attorney General shall be permitted to exercise his or her discretion to select members of non-involved law enforcement agencies to lead the investigation.

<sup>1</sup> The St. Louis City Police Department’s Force Investigative Unit is an existing model for what these task forces could look like.

*local governments, municipal police departments, municipal legislature, state highway patrol*

38. In the interim (until #37 above is adopted), each major police force shall create a task force of diverse and experienced investigators to investigate all cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.<sup>1</sup> These law enforcement agencies should then enter into agreements to have their task force lead investigations of other law enforcement agencies in all cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

<sup>1</sup> The St. Louis City Police Department’s Force Investigative Unit is an existing model for what these task forces could look like.

*local governments, municipal police departments, state highway patrol, municipal legislature*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF TECHNOLOGY

39. Law enforcement agencies across the state shall engage and collaborate with the community members, using community advisory bodies, when they develop a policy for use of technology; exceptions shall be made for proprietary technology the public knowledge of which would impede law enforcement’s capabilities. Applicant screening practices and confidentiality policies endorsed by Citizen Review Boards shall be applied to use of technology community advisory boards.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*Local and state governmental entities that oversee law enforcement agencies.*

40. Law enforcement agencies statewide shall include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community. Exceptions shall be made for proprietary technology the public knowledge of which would impede law enforcement’s capabilities. Applicant screening practices and confidentiality policies endorsed by Citizen Review Boards shall be applied to participating citizens.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*Local and state governmental entities that oversee law enforcement agencies.*

41. Law enforcement agencies shall develop policies for the use of new technologies that will help them better serve people with special needs or disabilities.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*Local and state governmental entities that oversee law enforcement agencies.*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF TECHNOLOGY

42. Law enforcement agencies statewide shall establish and continuously update a regional one-stop clearinghouse of information and resources about the constitutional use of multiple forms of innovative technology, in collaboration with a national model set by the U.S. Department of Justice.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*Local and state governmental entities that oversee law enforcement agencies.*

43. Legislative bodies within the State of Missouri shall update public record laws, such that the relationship between public access and privacy of individuals is clarified. Policies and practices should at a minimum increase transparency and accessibility, provide access to information (e.g. crime statistics, characteristics of use of force incidents, current calls for service, department organizational information), allow for public posting of policy and procedures, and enable access and usage for persons with special needs or disabilities.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*MO Legislature, Governor*

44. The State of Missouri shall promote technology that utilizes the least amount of force necessary to reduce the number of fatal police interventions; new technologies will be subject to the appropriate use of force continuum restrictions.

Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*MO Department of Public Safety*

# CITIZEN-LAW ENFORCEMENT RELATIONS: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: USE OF TECHNOLOGY

45. Law enforcement agencies within the State of Missouri shall apply FirstNet or comparable services to provide sufficient bandwidth for the exclusive use of law enforcement that would allow for instantaneous communication, video transmission from body-worn cameras (BWCs), and other technology applications.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*MO Department of Public Safety*

46. Law enforcement agencies statewide shall receive additional resources to support technology storage fees.

(Adapted from Recommendation 2.3 of Presidential Task Force on 21st Century Policing report)

*MO Legislature, Governor*



# MUNICIPAL COURTS & GOVERNANCE

## 33 CALLS TO ACTION PROPOSED





# MUNICIPAL COURTS & GOVERNANCE: WORKING GROUP MEMBERS

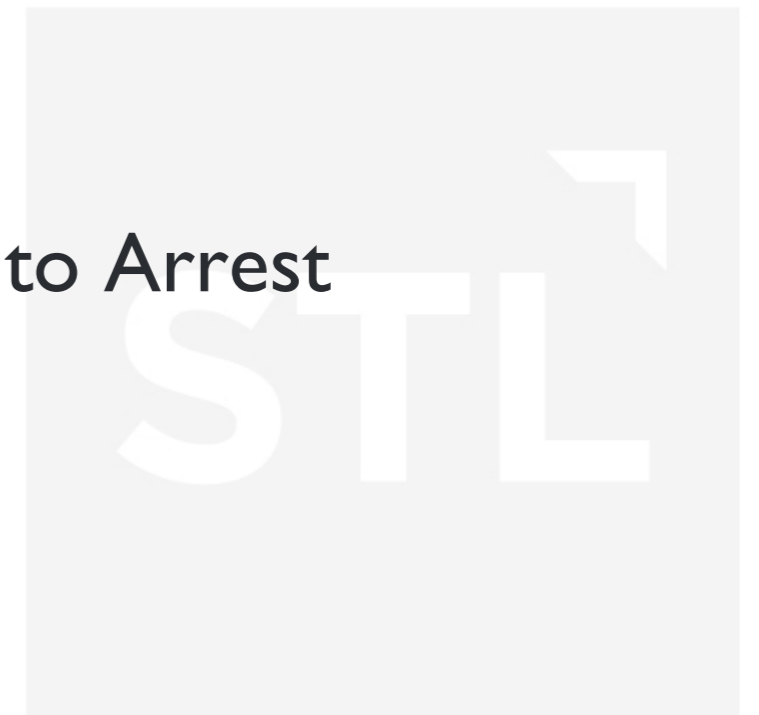
- Rev. Traci Blackmon, Ferguson Commission (Co-Chair)
- Dr. T.R. Carr Jr., Ferguson Commission (Co-Chair)
- Gabriel Gore, Ferguson Commission
- Bryon Watson, Ferguson Commission
- Thomas Harvey, Arch City Defenders
- Monica Huddleston, City of Greendale
- Dave Leipholtz, Better Together
- Deborah Aston, City of Clayton
- Paul Ward, City of Kirkwood
- Mattie Moore, Saint Louis County
- Kevin O’Keefe, Curtis, Oetting, Heinz, Garrett & O’Keefe
- Brendan Roediger, Saint Louis University Law Clinic
- Marvin Teer, Missouri Office of Community Engagement
- Karen Tokarz, Washington University in St. Louis
- Judge Frank Vatterott, City of Overland
- Matt Zimmerman, City of Hazelwood
- Pamela Westbrook-Hodge, Community Member



# MUNICIPAL COURTS & GOVERNANCE: PRIORITY AREAS

In honor of the operating principle, “looking beyond *what is* to create a model for *what can be*,” the Municipal Courts and Governance Working Group can confirm the focus areas. The following are prospective issues:

- Judicial Independence and Conflict of Interest
- Number and Nature of Municipal Courts
- Selection of Judges
- Bench Warrants and Bond Issue
- Municipal Incentives for Law Enforcement
- Community Service Models and Alternatives to Arrest
- Revenue Generation
- Oversight for Enforcement



# MUNICIPAL COURTS & GOVERNANCE: APPROVED CALLS TO ACTION

The Commission previously approved calls to action in the following areas:

- Community Service Models and Alternatives to Arrest
- Revenue Generation
- Municipal Incentives for Law Enforcement



## SPECIAL NOTE ABOUT PROCESS

*The proposed calls to action from the Municipal Courts & Governance working group were based on a simple majority vote and does not reflect a consensus or agreement among participating working group members. In fact, there was disagreement on a number of major calls to action as well as notable objections to the request from the Commission that the working group re-convene to develop additional calls to action. Despite the contention, all working group members have agreed to align with the decisions made in the process and, in the course of discussion, have noted their disagreement as applicable.*

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: CITIZEN-CENTERED COURT REFORMS

1.	Residents shall be informed of their rights and of municipal court procedures via a written "bill of rights" that is drafted, established, and approved by the applicable Missouri circuit court and delivered with every ticket and via signage posted at each location where municipal court meetings are held.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
2.	Municipal judges, clerks, and attorneys shall inform residents of municipal court procedures and their constitutional or other procedural rights as defendants at all court appearances and prior to adjudication of their cases.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
3.	Municipal courts shall provide all defendants with written notice of the time, date, and location of any court hearing they must attend. If a municipal court must change the time, date, or location of any court session, notice must be provided in writing at least 14 days prior to the original court date.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
4.	Municipal court sessions shall be open and accessible to the public, including children.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
5.	Municipal courts shall inform all defendants of their right to counsel and must obtain an informed waiver if defendants choose to proceed pro se. If a defendant requests counsel but cannot afford representation, the court shall appoint an attorney when constitutionally or statutorily required. Municipal courts shall provide attorneys for all minors and in additional instances where doing so is consistent with their policies.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: CITIZEN-CENTERED COURT REFORMS</b>	
6. Minors charged with a criminal offense with jail as a potential sentence shall be assigned a public defender.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
7. Municipal courts shall not incarcerate individuals for minor, nonviolent offenses, nor issue failure to appear warrants on such charges.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
8. All municipal convictions of non-repeat offenders shall be expunged after a defined period of time, predetermined by the Missouri Supreme Court.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
9. All failure to appear warrants shall be withdrawn and cancelled. A municipality shall not hold a defendant for another municipality for longer than four hours for a non-violent offense.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
10. The Supreme Court shall authorize a process for more effective review and cancellation of outstanding arrest warrants. When directing such a process, the Supreme Court shall consider providing a county-wide electronic system for identifying outstanding arrest warrants, proactively scheduling defendants' new court dates, inquiring about defendants' ability to pay in subsequent hearings, and allowing for consolidation of debts owed across municipal courts.	<i>Missouri Supreme Court</i>

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: CITIZEN-CENTERED COURT REFORMS</b>	
11. Municipalities shall repeat warrant review and recall programs periodically to address instances where outstanding arrest warrants have become especially numerous.	<i>Municipal Courts, Missouri Supreme Court</i>
12. Municipalities shall treat minor nonviolent offenses as civil violations rather than criminal cases. Municipal courts shall collect debts in a manner consistent with other civil debts.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
13. All municipalities shall develop and implement an operating plan to provide necessary medical services, including mental health services, for all persons in custody.	<i>Missouri Supreme Court, 21st Judicial Circuit, Municipal Courts</i>
14. Municipal judges shall be prohibited from engaging in municipal court practice in the county in which they serve as a municipal judge.	<i>Missouri Supreme Court, Missouri Legislature, Presiding Judge of the 21st, Judicial Circuit, Municipal Courts, the Missouri Bar</i>
15. Municipal prosecutors shall be prohibited from representing criminal defendants in the county in which they serve as a prosecutor.	<i>Missouri Supreme Court, Missouri Legislature, Presiding Judge of the 21st, Judicial Circuit, Municipal Courts, the Missouri Bar</i>
16. The Missouri Supreme Court shall not exempt municipal court personnel from its conflicts of interest rules.	<i>Missouri Supreme Court, Missouri Legislature, Presiding Judge of the 21st, Judicial Circuit, Municipal Courts, the Missouri Bar</i>



# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
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**PRIORITY AREA: STRUCTURAL & ADMINISTRATIVE MUNICIPAL COURT REFORM**

<p>17. The Missouri Supreme Court shall take direct jurisdiction of municipal court functions through the associate circuit court and consolidate into an appropriate number the municipal courts for the purpose of the efficient administration of justice.</p>	<p><i>Municipalities, Municipal organizations (e.g., 24:1), Presiding judge of 21st Judicial Circuit, Missouri Supreme Court), Missouri Legislature, Federal Government</i></p>
<p>18. All municipal courts shall explicitly establish formal and uniform systems of documentation and record keeping at every stage of defendants' court involvement. Whenever possible and appropriate, such documents and records shall be available to defendants.</p>	<p><i>Municipal courts, Presiding judge of 21st Judicial Circuit, Office of State Court Administration, Missouri Supreme Court</i></p>
<p>19. All operating procedures of municipal courts shall be clearly defined and followed, and all staff shall be trained in those procedures.</p>	<p><i>Municipal courts, Presiding judge of 21st Judicial Circuit, Office of State Court Administration, Missouri Supreme Court</i></p>
<p>20. To limit inappropriate sharing of information, all municipal courts and municipal prosecutors shall maintain separate files.</p>	<p><i>Municipal courts, Presiding judge of 21st Judicial Circuit, Office of State Court Administration, Missouri Supreme Court</i></p>
<p>21. Annual audits of municipal courts shall be implemented and municipal courts shall be required to deliver copies of case records and documents to the Office of State Courts Administrator in compliance with audit requests.</p>	<p><i>Municipal courts, Presiding judge of 21st Judicial Circuit, Office of State Court Administration, Missouri Supreme Court</i></p>
<p>22. The Supreme Court shall consider temporarily assigning additional judges or administrative personnel to assist with the annual audit of municipal courts.</p>	<p><i>Missouri Supreme Court</i></p>



# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: STRUCTURAL & ADMINISTRATIVE MUNICIPAL COURT REFORM

All municipal court, jail, and city government employees shall receive annual cultural bias training and training on how to protect the constitutional rights of residents and defendants, and how to effectively administer courts. Each employee must sign a written acknowledgement upon completion of training. This training shall ensure that court personnel adequately understand that the following apply to their activities and duties:

- All relevant administrative rules of the Missouri Supreme Court, the applicable judicial circuit court, and the municipal court.
- All constitutional and statutory procedural rights afforded to citizens.
- All other constitutional protections for citizens, including the requirements that:
  - Consistent with the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution, municipal courts shall not hold a person in custody after an arrest because the person is too poor to post a monetary bond or bail payment.
  - Municipal courts shall not hold a person in jail for nonpayment at proceedings initiated by the municipality without a meaningful inquiry into the person’s ability to pay (including notice and an opportunity to present evidence) and without the assistance of counsel or an informed waiver of assistance.
  - Municipal courts shall provide all inmates held in any municipal jail with a toothbrush, toothpaste, hand soap, shower access, reasonably sanitary surroundings, exercise, reading materials, adequate medical care, and nutritious meals. Feminine hygiene products shall be provided to inmates upon request. No person shall be charged any money for any time spent in jail or for the provision of basic needs while in jail.

23.

*Principal actors in the system of municipal governance (e.g., municipal officials, police officers, prosecutors, municipal court judges), municipal courts, 21st Judicial Circuit Court, Office of State Court Administration, Missouri Supreme Court*

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: STRUCTURAL &amp; ADMINISTRATIVE MUNICIPAL COURT REFORM</b>	
24.	<p>The Legislature and the Supreme Court shall create rules to require the principal actors in the entire system of municipal governance (Municipal Officials, Police Officers, Prosecutors, Municipal Court Judges) to sign an annual code of ethics that prohibits targeting or collusion.</p> <p><i>Missouri Legislature, Missouri Supreme Court</i></p>
25.	<p>The State Legislature or Supreme Court shall provide adequate funding for enforcement of existing and new laws relating to municipal courts and governance.</p> <p><i>Missouri Legislature, Missouri Supreme Court</i></p>



# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

	CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: COMMUNITY JUSTICE REFORM</b>		
26.	Municipal courts shall determine defendants’ ability to pay fines and fees at the earliest court hearing.	<i>Missouri Department of Revenue, Missouri Supreme Court, 21st Judicial Circuit, Missouri Legislature</i>
27.	Municipal courts shall inquire about defendants’ ability to pay in any subsequent hearing regarding nonpayment.	<i>Municipal Courts, Missouri Supreme Court</i>
28.	The Supreme Court shall provide policies to interpret Missouri rules and statutes that require courts to consider payment plans or fine revocation where defendants’ nonpayment of fines was not the result of intentional refusal to obey the court’s orders or a failure to make a good faith effort towards payment broadly, especially when administering warrant recall programs.	<i>Missouri Supreme Court</i>
29.	Municipal courts shall establish effective alternatives to jail time, fines, and fees for violations of municipal ordinances, including payment plans and community service.	<i>Missouri Department of Revenue, Missouri Supreme Court, 21st Judicial Circuit, Missouri Legislature</i>

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COMMUNITY JUSTICE REFORM

30.	Municipal courts shall retain services of dedicated personnel (e.g., social workers, community service coordinators, through community justice centers or otherwise) for provision of social services, diversion options, and other alternatives to traditional sentencing to all municipal defendants who choose or are determined to require such services.	<i>Missouri Department of Revenue, Missouri Supreme Court, 21st Judicial Circuit, Missouri Legislature</i>
31.	We strongly recommend that municipalities institute some form of community justice center that operates in conjunction with the municipal court for individuals charged with traffic violations and other types of violations, who are unable to pay or otherwise in need. This community-based, municipal justice approach could include case management and social work services, providing judges and prosecutors with a broad range of alternative sentencing options (such as community service, community restitution, community mediation, and access to social services) and could help coordinate and cultivate new community service alternatives, as now required by law.	<i>Missouri Department of Revenue, Missouri Supreme Court, 21st Judicial Circuit, Missouri Legislature, Circuit Courts</i>
32.	All non-violent offenses by minors shall be treated as closed juvenile records.	<i>Missouri Department of Revenue, Missouri Supreme Court, 21st Judicial Circuit, Missouri Legislature</i>

# MUNICIPAL COURTS & GOVERNANCE: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COMMUNITY JUSTICE REFORM

33.

In the event of arrest, municipal courts shall allow owners of legally compliant vehicles a reasonable number of hours to have their vehicle moved by a licensed and capable driver in lieu of impounding the vehicle as a punitive measure. Penalties associated with immediate impoundment are disproportionately burdensome on poor and impoverished residents and are not essential to municipalities' public safety or justice interest.

*Missouri Department of Revenue,  
Missouri Supreme Court, 21st  
Judicial Circuit, Missouri  
Legislature*



# CHILD WELL-BEING AND EDUCATION EQUITY

22 CALLS TO ACTION PROPOSED



# CHILD WELL-BEING & EDUCATION EQUITY: WORKING GROUP MEMBERS

- Becky James-Hatter, Ferguson Commission (Co-Chair)
- Dr. Grayling Tobias, Ferguson Commission Member (Co-Chair)
- Rasheen Aldridge, Ferguson Commission
- Dr. Carol Basile, UMSL, Dean of Education
- Koran Bolden, Entrepreneur, Street Dreamz
- Dr. Crystal Gale, Principal, Roosevelt High School, SLPS
- Dr. Sharonica Hardin, Asst. Superintendent, Ritenour School District
- Katie Kaufmann, Ready by 21
- Dr. Katie Plax, The Spot
- Dr. Ramesh Raghavan, Washington University
- Dr. Scott Spurgeon, Superintendent, Riverview Gardens School District



# CHILD WELL-BEING & EDUCATION EQUITY: PRIORITY AREAS

- Fairness, Opportunity, and Achievement
- Thriving Youth
- Coordination and Innovation



# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED

The Commission previously approved calls to action in the following areas:

- Fairness, Opportunity, and Achievement
- Thriving Youth
- Coordination and Innovation



# CHILD WELL-BEING & EDUCATION EQUITY: PROCESS FOR ID-ING CALLS TO ACTION

Gathered input from experts and practitioners

Used consensus-based decision-making

Polled working group members to confirm calls to action

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: FAIRNESS, OPPORTUNITY, AND ACHIEVEMENT

1.	<p>Create a public reporting system for discipline data and alternative education placements. Ensure that data can be disaggregated by misbehavior type, age, gender, race/ethnicity, date of incident and response. For each student referred to alternative education, data collection should also include alternative service provider name, attendance, actual services provided, and graduation.</p> <p>All data should be carefully reviewed for disproportionality with special attention given to (1) high schools where suspension and expulsion rates and consequences can be high (2) disparities in suspensions and services for African American students, especially boys (3) prevention and de-escalation of conflict, especially between students and teachers</p>	<p><i>DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts</i></p>
2.	<p>Juvenile court, municipal court, and related staff and service providers should be trained on educational rights issues and ensure court-involved, court-supervised, and/or state-placed youth are provided with appropriate educational services and supports, including change-of-placement reviews, special education services, and other supports.</p> <p>To ensure accountability and enforcement, create the Missouri Youth Justice Ombudsman Office.</p>	<p><i>DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts</i></p>
3.	<p>Ensure all high school students have access to rigorous courses with quality instruction. Students need to be exposed to high-level courses in high school to garner the academic skills necessary to enter and succeed in college</p>	<p><i>Missouri Governor Missouri Legislature Local School Districts EdPlus</i></p>

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

	CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: FAIRNESS, OPPORTUNITY, AND ACHIEVEMENT</b>		
4.	Ensure all high school students have quality college counseling. Not every high school in Missouri has a dedicated college counselor; many times caseload size prohibits meaningful guidance; guidance counseling certification should be reviewed	<i>Missouri Governor Missouri Legislature Local School Districts EdPlus</i>
5.	Ensure all efforts and models designed to align K-12, higher education and workforce development support the social and emotional development of children, youth and young adults and broadly build life-long skills and a love of learning	<i>Missouri Governor Missouri Legislature Local School Districts EdPlus</i>
6.	Review the current Missouri accreditation system and specifically address the assessment process and point allocation system: Recommendations should create a model that allows for content mastery in a lieu of a "one point in time testing model" as well an equitable, systematic approach to monitoring and ensuring quality and excellence for all students	<i>Missouri Governor Missouri Legislature DESE</i>
7.	Create a school leader and teacher cohort model that promotes well-being by building connectivity and support among peers, facilitates lifelong learning and idea exchange and a ensures a personal experience within an environment of trust, respect and confidentiality. Model: Young Presidents Organization (YPO)	<i>DESE, EdPlus, Local School Districts, Colleges and Universities, Business and Philanthropic Community</i>
8.	Create a youth discounted metro pass (through age 25) to get to services and jobs, regardless of whether or not the youth is in school or employed	<i>Unavailable</i>

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: FAIRNESS, OPPORTUNITY, AND ACHIEVEMENT

Ensure sufficient early childhood development and education programs to meet the demand and align all efforts around a high-quality model that produces measurable child outcomes:

9.
  - Birth to 3 years:
    - Scale-up and integrate, for the region’s most needy children and families, evidence-based early childhood programs for a continuum of care, including but not limited to, home visitation programs
    - Combine education/job training programs for adults with childcare and pre-school for kids (equal eligibility requirements, same site and hours availability, common transportation options, etc.)
    - Increase state funding for childcare subsidies or pilot regional strategies to fund such services
  - 3-4 Years of Age:
    - Create universal, Pre-K for children ages 3-4
  - 5+ Years of Age:
    - Change Missouri compulsory school attendance age from 7 years old to 5 years old
    - Create an effective and efficient collaborative model between school district’s early childhood programs and community based programs

Models: Parents As Teachers, Oklahoma Universal Pre-K; North Carolina work in licensing centers and professional support for providers through a regional system known as TEACH; Missouri Coordinating Board for Early Childhood’s Pre-K Panel

*Missouri Governor  
Missouri Legislature  
Local School Districts  
Early Childhood Providers  
Philanthropic Community  
Non-profits*

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: THRIVING YOUTH

End hunger for children and families:

- 10.
- Support and advocate for the expansion of SNAP (Supplemental Nutrition Assistance Program) and WIC (Women, Infant and Children) programs.
  - Ensure the ease of SNAP/WIC enrollment by increasing positions in Family Services Division and creating an online enrollment system and implement “presumptive eligibility” into SNAP for all children on free and reduced lunch.
  - Identify students, before the end of the school year, who need summer feeding programs and link families to available food resources.
  - Coordinate region wide, summer food programs and dinner food programs including a regional volunteer recruitment effort to staff summer and dinner programs.
  - Broadly examine food insecurity in the region with a goal to end hunger in the region.
  - Encourage institutions and non-profit organizations serving youth and families to incorporate a two question, food screening tool to determine if a child/family are at high risk of hunger.
  - Educate schools with 40%+ students determined eligible for free and reduced lunch that they are eligible to participate in the Community Eligibility Provision Program (CEP).

*EdPlus  
Missouri Congressional  
Delegation  
Local School Districts  
Non-Profits*



# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: THRIVING YOUTH

Improve childhood physical and mental health:

- 11.
- Establish School Based Health Centers: The creation of comprehensive school based health centers in the REGION should include access to mental health, case management and reproductive health. These centers keep kids in school (both by preventing illness and addressing behavioral health issues that lead to suspension and expulsion), in sports, in activities and help kids and families get their needs met. Lastly these centers in schools could be resources to help impact broader school health including health literacy, healthy eating and promotion of healthy activity for children and youth.
  - Create trauma informed schools and districts: Ensure evidenced based trauma informed training and support is offered to families, teachers and students. Build on and partner with the Alive and Well Campaign and include multiple other youth serving partners in the schools. This work could also help to improve rates of out of school suspensions and expulsions.

Model: <http://traumasensitiveschools.org>

*Local School Districts  
Child Serving Systems  
Philanthropic Community  
Missouri Congressional  
Delegation*

- 12.
- Increase insurance coverage and access for everyone:
  - Enroll more people in the Affordable Care Act marketplace
  - Expand Medicaid

*Local School Districts  
Child Serving Systems  
Philanthropic Community  
Missouri Congressional  
Delegation*

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

	CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: THRIVING YOUTH</b>		
13.	Ensure the Children’s Health Insurance Program (CHIP) is reauthorized so school based health centers can use this as one source of funding care.	<i>Local School Districts Child Serving Systems Philanthropic Community Missouri Congressional Delegation</i>
14.	To ease enrollment into CHIP, implement “presumptive eligibility” into the school based health center settings for all children on free and reduced lunch.	<i>Local School Districts Child Serving Systems Philanthropic Community Missouri Congressional Delegation</i>
15.	Design hospital community partnerships to help heal young people impacted by violence with case management, mentorship and evidenced based trauma interventions.  Model: Healing Hurt People	<i>Missouri Governor Missouri Legislature DESE</i>



# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: THRIVING YOUTH

16.

Support sustained, citizen led, efforts to develop safe neighborhoods, particularly the efforts of parents and families impacted by violence, and clergy working to build community and keep watch. Support should include, but not be limited to, planning, coaching, funding and service provider coordination

*Missouri Governor  
Missouri Legislature  
Local Government  
Churches  
Business and Philanthropic Community  
Child/Family Serving Systems  
Local School Districts  
Colleges and Universities  
Non-Profit Organizations*

17.

Integrate a “self-sufficiency model”, into existing services, systems and organizations that are serving the most needy children and families. A two–generational approach is essential for ensuring change and sequencing services and supports is fundamental to building a platform capable of supporting a stable family and thriving youth

Model: [www.liveworkthrive.org](http://www.liveworkthrive.org)

*Child/Family Service System  
Ready by 21*

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COORDINATION AND INNOVATION

18.

Create a data driven and annual reporting process capable of accounting for how regional services are provided and how dollars are spent to meet the needs of children and youth

Model: Children’s Agenda, Rochester, New York

*Local Governments  
Child Serving Systems  
Local School Districts  
Colleges and Universities  
Ready by 21*

19.

Create the Spirit of Missouri Fund:

- Invest in a range of innovations that have a strong potential to impact at a large scale our state’s most vexing challenges.
- Broadly define innovation as any solution that has the potential to address an important issue, including new business problems, technology, new delivery systems, public policy and/or behavioral insights.
- Support a tiered funding system; from start-up to testing to scale-up
- Provide various financing models (i.e. grants, loans)
- Ensure that the “Missouri model” educates and allocates a percentage of funds to individuals/institutions, typically excluded from the investment of financial capital

Model: Global Innovation Fund

*Missouri Governor  
Missouri Legislature  
Philanthropic and Business  
Community*

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COORDINATION AND INNOVATION

20. Create an “innovative education center/hub” capable of building an inclusive, collaborative, and multi-disciplined environment focused on leading our region into the 21st Century from early childhood to post-secondary. All efforts should be coordinated and represented by a broad and diverse constituency including but not limited to school district leaders representing low income districts, engaged citizens, innovators/entrepreneurs, youth, low income parents with school aged youth; colleges and universities, non-profits, business and philanthropic community.

Model: d:school at Stanford

*Missouri Governor  
DESE  
Colleges and Universities  
Local School District  
Philanthropic and Business  
Community  
EdPlus*

The center’s/hub’s charge should be focused on creatively solving our region’s most entrenched educational issues including by but not limited to:

- 21.
- Attract, develop and retain the most effective district/school leadership and teacher workforce in America. Ensure that as a fundamental part of preparing leaders and teachers, they must participate in authentic development experiences and must have training in urban issues;
  - Develop school board models of the future; ensure the existence of a transparent accountability system that monitors best practices and overall board effectiveness
  - Create and support great school climates and cultures capable of developing engaged parents and high achieving students:
  - Ensure that school buildings/spaces are inspiring, open to family and community and equipped with relevant technology
  - Create staffing structures, job descriptions and compensation and benefit models that reflect the needs and challenges of educators, especially those serving the poorest and most needy youth

*Missouri Governor  
DESE  
Colleges and Universities  
Local School District  
Philanthropic and Business  
Community  
EdPlus*

# CHILD WELL-BEING & EDUCATION EQUITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: COORDINATION AND INNOVATION

22.	Fund Organizational Capacity and Client Outcomes: Encourage the funding community to invest in the attainment of outcomes and in capacity building versus payment for individual transactions (i.e. number of youth interviewed). Our current and future regional issues are complex and require innovation, coordination, and collaboration.	<i>Philanthropic Community State of Missouri Local Governments</i>
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# ECONOMIC INEQUITY AND OPPORTUNITY

## 31 CALLS TO ACTION PROPOSED





# ECONOMIC INEQUITY AND OPPORTUNITY: WORKING GROUP MEMBERS

- Felicia Pulliam, Ferguson Commission (Co-Chair)
- Pat Sly, Ferguson Commission (Co-Chair)
- Scott Negwer, Ferguson Commission
- Denny Coleman, St. Louis Partnership
- David Desai-Ramirez, IFF
- Debbie Irwin, United Way of St. Louis
- Doug Black, BJC West County
- Lara Granich, Jobs with Justice
- Sallie Hemenway, Department of Economic Development
- Harvey Fields, Washington University in St. Louis
- Dwayne James, City of Ferguson
- Karlos Ramirez, Hispanic Chamber of Commerce of St. Louis
- Lisa Lyle, MICDS
- Mike McMillian, Urban League of St. Louis
- Nathan Nickolaus, Department of Economic Development
- Patrick Adams, St. Louis Community Credit Union
- Pradeep Ramakrishnan, Enterprise Holdings/MOSAIC
- Rodney Crim, St. Louis Partnership
- Tim Keane, Saint Louis University
- Jack Schreiber, Commerce Bank
- Ginger Imster, Arch Grants
- Valerie Patton, St. Louis Regional Chamber
- Ed Bryant, St. Louis Minority Business Council
- Paul Woodruff, Prosperity Connection

# ECONOMIC INEQUITY AND OPPORTUNITY: PRIORITY AREAS

- Asset Building and Income
- Job Creation and Training
- Access to Opportunity via Housing and Transportation



# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

The Commission previously approved calls to action in the following areas:

- Asset Building and Income
- Job Creation & Training



# ECONOMIC INEQUITY & OPPORTUNITY: PROCESS FOR ID-ING CALLS TO ACTION

Gathered input from experts and practitioners

Used consensus-based decision-making

Polled working group members to confirm calls to action

Developed over-arching framework to categorize work into three high-level buckets

- Asset Building and Income
- Job Creation and Training
- Access to Opportunity via Housing and Transportation

Working in concert with research and policy analysts to confirm the direction of calls to action (reflected in pending calls to action)

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: ASSET BUILDING & INCOME

- |    |   |   |
|----|---|---|
| 1. | Expand eligibility for Medicaid to 138% of the federal poverty level (or an annual income of \$32,913 for a family of four) so that Missouri can take full advantage of federal funds available to meet the health needs of Missourians.  | <i>Missouri Legislature</i>   |
| 2. | Until Medicaid is expanded, preserve and enhance funding for outpatient care and medications for individuals in the coverage gap (e.g. Gateway to Better Health Demonstration Project)  | <i>Regional Health Commission</i>   |
| 3. | Increase insurance coverage and access for everyone by enrolling more people in the ACA marketplace   | <i>Enrollment assistance providers (e.g., navigators), funders of enrollment assistance providers</i> |
| 4. | Raise the minimum wage to \$15 (over a phase-in period determined by the appropriate legislative body though not to exceed 7 years) with an annual metric evaluation of economic impact that determines whether, for the subsequent year, the minimum wage is maintained or raised. Additionally, have in place a plan that anticipates the economic impact of raising the minimum wage by developing incremental unemployment and workforce development programs and providing tax incentives for businesses during the transition period. | <i>City of St. Louis Board Bill; St. Louis County Council; Statewide voters; State Legislature</i>    |

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: HOUSING AND TRANSPORTATION

5. Create a state complement to the federal Section 3 hiring program, which requires developers to make employment available to low and very-low income residents of the community in which the development is located.

*Missouri Housing Development Commission, General Assembly, Board of Missouri Housing Development Commission, other agencies that help finance affordable housing, state Affordable Housing Trust Fund*

6. Enact inclusionary zoning ordinances.

*All units of government in the region with land use (zoning) powers*

7. St. Louis County shall create a land bank with a dedicated source of revenue and authority to engage in strategic land reutilization including asset-based community development, transit-oriented development, and stakeholder engagement. That source of revenue could be a use tax such as that proposed in the Community Comeback proposal of 2001.

*St. Louis County and City of St. Louis*

8. Develop a regional strategy that actively attempts to stabilize middle-market neighborhoods and that emphasizes the health and well being of existing residents (e.g., Baltimore’s Healthy Neighborhoods program).

*Foundations, financial institutions, CDFIs, CDCs, and local governments*

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: HOUSING AND TRANSPORTATION

Support the Missouri Housing Development Commission's 2015-16 Qualified Allocation Plan (QAP) as it references unit sizes, investment of LIHTC, and workforce housing namely with respect to:

9.
  - Limiting applications to fifty (50) affordable units (with exceptions mentioned in the QAP)
  - Prohibiting new construction and conversion in locations where the total publically subsidized housing units (as defined in the Market Study Guidelines) equal more than 20% of all units in the census tract where the development will be located
  - Prohibiting (with exceptions listed in the QAP) proposed development in the Kansas City or St. Louis region within one mile of any development that has been approved for State Low Income Housing Tax Credit (LIHTC), Federal LIHTC, Home Investment Partnership Program (HOME) or Fund Balance funding through the Missouri Housing Development Commission (MHDC) within the previous two fiscal-year funding cycles and is less than 90% leased-up at the time of application submission.
  - Requiring that developments address the affordable housing needs of the state, region, and locality where they will be located and with the considerations listed in the QAP.
  - Prioritizing the development of service-enriched housing

*Missouri Housing Development Commission, Housing Authorities in the region*

10. St. Louis County shall partner with the Department of Housing and Urban Development (HUD) to develop an approach that directs Community Development Block Grants (CDBGs) to be more impactful. Specific consideration should be given to local partnerships that use funds for more transformational community development projects that invest in low-income communities.

*St. Louis County and City, HUD*

11. Provide Section 8 housing beneficiaries with technical assistance in asset-building so that they can become permanent homeowners.

*Housing Authorities, HUD, continuum of care groups*

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
<b>PRIORITY AREA: HOUSING AND TRANSPORTATION</b>	
12. Expand the statewide Missouri housing trust fund (HTF) program by doubling the current real estate transaction filing fee (from \$3 to \$6) in order to provide additional and effective funding to house working families in the region.	<i>Missouri Legislature, municipalities</i>
13. The City of St. Louis should lift the \$5 million cap on its Housing Trust Fund.	<i>City of St. Louis</i>
14. Create fair housing protections by source of income for the entire State of Missouri.	<i>Missouri Legislature</i>
15. Prioritize mixed-use, right sized development near rail transit through changes in zoning, financial incentives for developers, and transit benefits for residents of developments. Prioritize developments for the underserved in the North and South St. Louis region.	<i>Municipal governments with light rail stops, St. Louis County, Metro, East-West Gateway Council of Governments</i>
16. Develop a State supported funding plan for public transit in order to fill a significant funding deficit when seeking federal dollars for transit capital projects requiring matching funds.	<i>Governor, Missouri General Assembly</i>
17. Identify agreed upon priority transportation project(s) for the St. Louis region (e.g., extending MetroLink on the proposed North-South corridor, implementing Bus Rapid Transit) in order to elevate the importance of key projects for the region and make tangible the need and potential benefits of transit.	<i>East-West Gateway Board of Directors, St. Louis City, St. Louis County, Transit Alliance</i>



# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
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## PRIORITY AREA: HOUSING AND TRANSPORTATION

<p>18. Incentivize residents of St. Louis City and County to try transit by:</p> <ul style="list-style-type: none"> <li>• Implementing a ridership program that educates individuals on how to use the system for work or education trips and demonstrates the possibilities for job access and educational trips and potential personal cost savings;</li> <li>• Improving bus tracking to enhance the ease with which bus transit can fit into one’s schedule; and</li> <li>• Creating a reloadable transit card that obviates the need for exact change for each ride.</li> <li>• Enhancing the public transit amenities among current and future bus routes (e.g., bus shelters and benches)</li> </ul>	<p><i>St. Louis City, St. Louis County, Employers, Academic Institutions, Metro, Citizens for Modern Transit</i></p>
<p>19. In order to improve their professional skills and capacities, community-based nonprofits shall collaborate or, when possible, merge.</p>	<p><i>Community-based nonprofits, community development funders, especially St. Louis City and St. Louis County</i></p>
<p>20. Engage area funders, non-profits, financial institutions, and private sector entities to align resources and provide financial support to encourage collaboration between CDCs and build their capacity.</p>	<p><i>Area funders, non-profits, financial institutions, and private sector entities</i></p>

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
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**PRIORITY AREA: JOB CREATION & TRAINING**

<p>21. Expand and incentivize transitional job programs containing confirmed critical attributes to be identified by a designated task force appointed by the Department of Economic Development's Workforce Development Division to serve a greater number of employment-ready individuals including those who are TANF recipients, long-term unemployed, and at-risk youth.</p>	<p><i>Governor's Office, Missouri General Assembly, WIBs, St. Louis City, St. Louis County</i></p>
<p>22. Modify incentive programs for employers to prioritize those that have internal career ladders creating clear pathways to higher skilled jobs for lower skill employees.</p>	<p><i>General Assembly, Capacity-building organizations (philanthropic and technical-service providing)</i></p>
<p>23. Amend the existing state and local contract procurement scoring systems to create a preference for employers offering new employment for targeted employees (e.g., the hard-to-employ).</p>	<p><i>MO DSS, MO Office of Administration</i></p>
<p>24. Missouri youth-serving organizations shall advocate for the development of a model that empowers low-income young adults to go from poverty to professional careers in an accelerated timeframe.</p>	<p><i>Capacity-building organizations</i></p>

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: JOB CREATION & TRAINING

Enhance and expand collaboration between educational institutions and employers statewide by:

- Establishing a regional intermediary to ensure greater public-private collaboration in assessing workforce needs and communicating those needs with K-12 institutions, job training programs, and post-secondary education institutions;
- Developing a regional strategy for aligning educational programs to workforce needs that has clearly established indicators to measure progress in creating stronger regional talent development initiatives;
- 25. • Encouraging schools, especially community colleges, to utilize industry professionals as trainers to develop joint programs that educate and train area students for jobs that are available or coming in a diversity of industries (e.g., the partnership between Florissant Valley and Boeing);
- Requiring public schools, both K-12 and post-secondary, to align instruction to college and career readiness standards that are more comprehensive; and
- Investing in public schools (including in North County), both K-12 and post-secondary, to integrate high quality career and technical education (CTE) into the curriculum in part through work-based learning through internships and other opportunities borne of strong relationships with the business community (e.g., Clyde C. Miller Academy).

*Office of the Governor, Legislature, local governments, chambers of commerce, STL Economic Development Partnership, RBC, DESE, district superintendents and administrative bodies, school districts, high schools, college, universities, trade schools, funding bodies, private sector*

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: JOB CREATION & TRAINING

26. A designated task force appointed by the Department of Economic Development's Workforce Development Division shall identify critical attributes of job training programs that shall be used as:
- Criteria for guiding current job training organizations;
  - Standards to evaluate the success of those programs; and
  - Criteria for awarding priority grant funding from local foundations and other bodies.

*MO General Assembly, MO DED- Division of Workforce Development, Workforce Investment Boards, STLCC, Area schools and job training programs*

27. Support federal regulation of for-profit colleges via the U.S Department of Education final rules focusing on “gainful employment” that prevent students from being buried in debt, sets more rigorous accountability, provides transparency about student outcomes and encourages income-based repayment plans.

*Higher Education Consortium, National Alliance of Black School Educators, NAHS, DESE, Teachers Unions, college access organizations (e.g., St. Louis Graduates), regional Congressional delegation on both sides of the river*

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

## CALL TO ACTION

## ACCOUNTABLE BODIES

### PRIORITY AREA: JOB CREATION & TRAINING

28. Establish a funding pool in the form of a competitive grant program to encourage public 2- and 4-year colleges to develop disadvantaged students that are well prepared for and matched to labor market demand in key sectors, as defined through partnership with the area business community, by providing more resources based on academic and employment outcomes for 2- and 4-year colleges to:
- Expand high-quality CTE programs;
  - Offer career guidance, especially guidance based on local or state labor market data;
  - Expand instructional capacity in high-demand areas, based on labor market data;
  - Integrate development or remedial education with occupational training;
  - Provide better student supports and services (e.g., child care, better counseling or academic “coaching” and reforms in developmental education)

*Public 2- and 4-year colleges, Missouri legislature, St. Louis Community College Board of Trustees*

29. Establish a statewide program for Minority/Women's Business Enterprises with outcomes measures that incorporate capacity building, mentoring, and education with respect to the state and local procurement system.

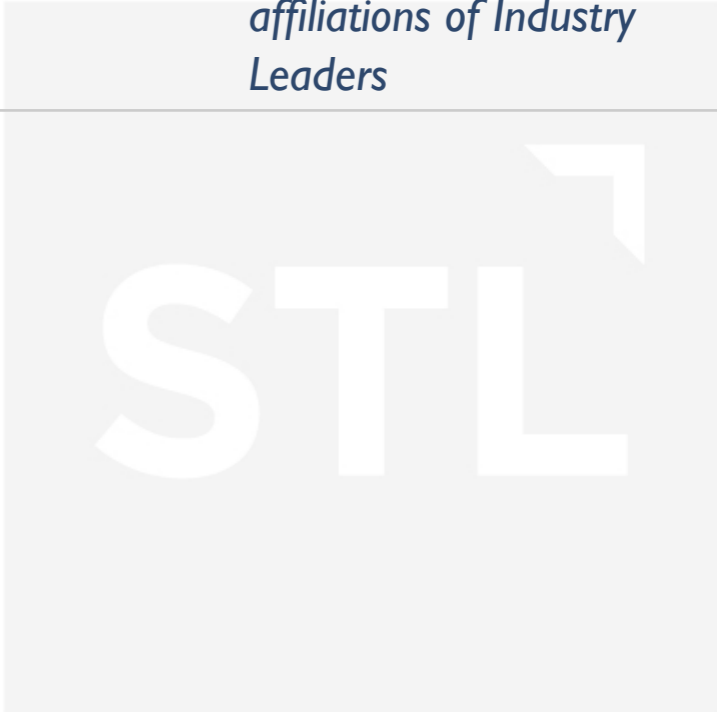
*Office of Administration, St. Louis Minority business owners council, Women's Council, Mid-States Minority Suppliers Development Council, Missouri Department of Transportation, State University System*

# ECONOMIC INEQUITY & OPPORTUNITY: CALLS TO ACTION

CALL TO ACTION	ACCOUNTABLE BODIES
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**PRIORITY AREA: JOB CREATION & TRAINING**

<p>30. Endorse the Better Business Bureau-like consumer-facing rating system proposed by the Commission in the area of Racial Equity and Reconciliation and add to it economic mobility factors that should be monitored (e.g., employability, opportunity for promotion, promotability, presence of a career path, income)</p>	<p><i>St. Louis Regional Chamber of Commerce, Regional Business Council, Mosaic Project, and ethnic-group focused chambers of commerce</i></p>
<p>31. Create and implement an economic inclusion infrastructure in industries that supports businesses' growth strategies and aids them in attaining their profit goals by promoting workforce inclusion (e.g. Construction, Manufacturing, and others).</p>	<p><i>Trade Unions, Trade Organizations, Industry Associations, Ad hoc affiliations of Industry Leaders</i></p>



# APPENDIX

## APPROVED CALLS TO ACTION



# CITIZEN-LAW ENFORCEMENT RELATIONS: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
1.	Update use of force statute and consider adequate documentation	Update use of force statute to reflect the Tennessee v. Garner; Establish statewide database that would document Use of Force incidences	Missouri Legislature/ Governor  3/2
2.	Create legal mechanism for empowered civilian oversight that emphasizes civil rights enforcement	Use Missouri Statute 590.653.1 to ensure civilian oversight is in place	Municipalities with police departments in the St. Louis Metropolitan Area  3/2
3.	Implement measures and standards for anti-bias training and core cultural competencies	Update Missouri Statute 590.650 so its consistent with principles of impartial policing	Missouri Legislature/ Governor Municipalities with Police Departments Police Officer Standards Training Board (POST)  3/2



# CITIZEN-LAW ENFORCEMENT RELATIONS: APPROVED CALLS TO ACTION

	Priority Area	Call to Action	Accountable Bodies	Date Approved
4.	Increase rigor of law enforcement preparation through new certification standards or training opportunities	Support legislation that encourages certification for police departments; Each municipality should evaluate its police department to see how it may be improved; Encourage capacity building opportunities for law enforcement	Missouri Legislature/ Governor Municipalities with Police Departments Civic Organizations POST	3/2
5.	Ensure police agencies have access to prior records of prospective hires	Legislate to provide access to prior records of prospective hires	Missouri Legislature/ Governor POST	3/2
6.	Training	St. Louis area police departments should develop and mandate tactical, wellness, and anti-bias training each year consisting of an additional 24 hours per year for a total of 72 hours in a three-year reporting period.	St. Louis Area Police Departments, POST Missouri Legislature	4/27

# MUNICIPAL COURTS & GOVERNANCE: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
1. Enforce the state-established cap on municipal traffic fine revenue and clarify reporting requirements, enforcement responsibility and definition of traffic revenue	Strengthen SB 5 to include unintended consequences and other Calls to Action noted	Missouri Legislature/ Governor	3/25
2. Develop alternatives to imprisonment and fines for Failure to Appear and other issues	No jail for minor traffic violations and other (non-traffic-related) minor infractions; Address Failure to Appear charges and suspensions	Missouri Legislature/ Governor Missouri Circuit Courts Municipalities	3/25
3. Provide for an “ability to pay” hearing before any individual can be detained or otherwise penalized for failure to do so	Uniform fine schedule with an analysis of ability to pay in advance	Missouri Legislature/ Governor Missouri Circuit Court	3/25
4. Create uniform list of rights and procedural options and consequences across municipalities	Consolidate violations per stop; Re-evaluate the point system	Missouri Legislature/ Governor Missouri Circuit Court	3/25

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
1. Asset building and income	Expand the current scope of the MOST 529 Matching Grant Program so it is used as a platform for progressive universal Child Development Accounts that are: statewide and automatic (opt-out)	MO State Treasurer Capacity-building organization for public-private partnerships Missouri General Assembly Missouri Officer of the Governor	5/11
2. Asset building and income	End predatory lending: Consider changing repayment terms, underwriting standards, collection practices and maximum APR at the rate of 36% (Note: the CFPB is in an active process of addressing these concerns as of this date)	Missouri legislature, the Consumer Financial Protection Bureau	6/22
3. Asset building and income	Invest in high functioning Community Development Fund Institutions (CDFIs) to support community-based investments, financial literacy, increased banking, and access to financial tools designed to promote economic mobility. Fund financial education initiatives through: <ul style="list-style-type: none"> <li>Public: Neighborhood Assistance Program (NAP), Community Development Block Grants (CDBGs), municipal grants, etc.</li> <li>Private: Corporate grants, tech space, volunteers, etc.</li> <li>Philanthropic: Foundation grants, individual giving, volunteers, etc.</li> </ul>	Funding bodies, capacity building organizations	6/22

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
4. Asset building and income	Identify empowerment sites throughout the St. Louis region to concentrate financial services that provide community development banking and multigenerational financial education (e.g., Prosperity Connection)	<i>Non-profit organizations, funding bodies</i>	6/22
5. Asset building and income	<p>Incorporate the critical attributes embedded in public banking models into Community Development Fund Institutions (CDFIs) to advance a more equitable economy by namely:</p> <ul style="list-style-type: none"> <li>• Lending to banks with better practices of equitable investing; and</li> <li>• Subsidizing interest rates for small businesses, students, and homebuyers</li> <li>• Providing local business with greater access to credit</li> <li>• Augmenting the lending capacity of private banks</li> </ul>	<i>Missouri Legislature</i>	6/22

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
<p>6. Asset building and income</p>	<p>Regulators shall strengthen the Community Reinvestment Act, which was designed to help financial institutions meet the credit needs of their community, by:</p> <ul style="list-style-type: none"> <li>• Vigorously enforcing Equal Credit Opportunity Act (ECOA) and fair housing laws in instances where lending discrimination is believed to exist;</li> <li>• Enforcing anti-trust laws especially with respect to mergers that could lead to bank branch closures in LMI communities in order to keep competition;</li> <li>• Allowing other banking companies to enter the retail banking sector and allowing said companies to apply for FDIC insurance;</li> <li>• By extending CRA credit (equally weighted) for service &amp; investment tests to Community Development Fund Institutions (CDFIs) and Community Develop Banks (CDBs) to reach market;</li> <li>• Increasing government funding through US Treasury for CDFIs;</li> <li>• Explicitly quantifying measurements needs to determine benchmarks (including a community investment benchmark) and eliminate subjectivity associated with local regulatory interpretation; and</li> <li>• Creating centralized control to ensure consistency and uniformity vs having multiple agencies in charge.</li> </ul>	<p><i>Federal legislature, Federal Reserve, FDIC, OCC, OTS, Office of the Governor, EHOC, SLERCA</i></p>	<p>6/22</p>

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
7. Asset building and income	Banks shall strengthen and secure additional funding to build the capacity of CDFIs to remove barriers keeping many from engaging with traditional banking infrastructure (e.g., no credit check or lowered credit check standards for account openings; 2 <sup>nd</sup> chance checking; credit-builder products; lower minimum balance requirements, etc.).	Banking institutions themselves, regional CDFI coalition	6/22
8. Asset building and income	Protect local government’s ability to innovate above the minimum policy standards maintained by the federal or state government to meet the special needs of their community.	Missouri legislature, Governor	6/22
9. Asset building and income	Develop a rigorous plan, drawing on best practices, that leverages schools, social services systems, and other well-positioned partners in order to encourage the multigenerational impact of development accounts	Missouri Legislature, direct social service providers, Universities, and school districts.	6/22

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
10. Asset building and income	<p>Provide progressive Individual Development Accounts and Family Development Accounts offered statewide by means of a dedicated funding stream from the state. Additional potential funding sources include:</p> <ul style="list-style-type: none"> <li>• Using the Community Reinvestment Act to provide banks with credit for funding development accounts;</li> <li>• Offering corporate tax breaks for contributions to development accounts;</li> <li>• Redirecting unclaimed savings account funds turned over to the state [assuming this is possible—pending staff research]; or</li> <li>• Restoring the state-funded matching program to its original \$4 million</li> </ul>	<i>Bank/Credit Union regulators, Missouri Legislature, and Banks/Credit Union</i>	6/22
11. Asset building and income	Implement a refundable state earned income tax credit (EITC) and child tax credit (CTC), set at a proportion of the federal credit.	<i>Missouri Legislature</i>	6/22
12. Asset building and income	Protect the right of workers to organize and collectively bargain.	<i>Missouri Legislature, Governor</i>	6/22



# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
13. Asset building and income	Institute a match of taxpayers' savings deposits made during tax time. Directly deposit matching funds into taxpayers' savings vehicles.	Missouri Legislature	6/22
14. Job Creation & Training	State and local incentives shall be analyzed to ensure that they are ultimately serving the intended target population. The recommendations of the the <a href="#">Tax Credit Accountability Review Commission</a> (a body of private citizens selected to make recommendations to the legislature) shall be reviewed and given consideration.	General Assembly	6/22
15. Job Creation & Training	Expand transitional job programs containing confirmed critical attributes [to be identified by the Truman Center and included here] to serve a greater number of employment-ready individuals including those who are TANF recipients, long-term unemployed, and at-risk youth. .	Governor's Office, Missouri General Assembly, WIBs, St. Louis City, St. Louis County	6/22



# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
16. Job Creation & Training	Expand funding for and access to job training and wage support programs for new hires (e.g., St. Louis Agency of Training and Employment (SLATE's) program using Department of Labor (DOL) funds).	<i>State funding entities</i>	6/22
17. Job Creation & Training	Funding for job training programs throughout the state should be prioritized for those programs that successfully serve, place, and retain job seekers as measured by dedicated performance metrics.	<i>Capacity-building organizations</i>	6/22
18. Job Creation & Training	Modify existing tax credit contribution programs to prioritize paid stipend programs aimed at connecting at-risk, disconnected youth (those under the age of 25 who are neither employed nor in school but who are ready for employment) with internships, apprenticeships, or mentoring programs with private business.	<i>Local governments, local corporations, and private organizations</i>	6/22
19. Job Creation & Training	Industry organizations (e.g., employers, unions) should consider more work-based learning and apprenticeship opportunities as a workforce training approach. (e.g., LaunchCode and Building Union Diversity (BUD)).	<i>Employers, unions, Regional Chamber, STL Economic Development Partnership</i>	6/22

# ECONOMIC INEQUITY AND OPPORTUNITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
20.	<p>Job Creation &amp; Training</p> <p>Incorporate the number of disconnected youth enrolled and graduated from job training programs with significant success in job placement and earnings as a metric in the performance evaluations of youth-serving organizations receiving public dollars and grant funds from local foundations in the St. Louis metropolitan region.</p>	<p><i>Capacity-building organizations</i></p>	<p>6/22</p>
21.	<p>Job Creation &amp; Training</p> <p>A designated task force appointed by the Department of Economic Development's Workforce Development Division shall identify critical attributes of job training programs that shall be used:</p> <ul style="list-style-type: none"> <li>• As criteria for guiding current job training organizations;</li> <li>• As standards to evaluate the success of those programs; and</li> <li>• As criteria for awarding priority grant funding from local foundations and other bodies.</li> </ul>	<p><i>Missouri Legislature, MO DED- Division of Workforce Development, WIBs, STLCC, Area schools and job training programs</i></p>	<p>6/22</p>

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
<p>1. Fairness, Opportunity, and Achievement</p>	<p>Prioritize accredited schools in same district when transferring students from unaccredited schools;</p> <p>Adopt the Voluntary Inter-District Choice Corporation (VICC) calculation of \$7,200 as the maximum rate;</p> <p>No denial of transfer based on criteria that does not exclude him/her from attending a school in their resident district (exception: Safe Schools Act violation);</p> <p>Districts accepting students and funds held accountable.</p>	<p>Missouri Legislature/ Governor</p>	<p>3/25</p>
<p>2. Fairness, Opportunity, and Achievement</p>	<p>Ensure members of assistance teams are qualified, based on their past performance in failing districts with similar circumstances and omit or change language to “may” consider the recommendations of the assistance teams</p>	<p>Missouri Legislature/ Governor</p>	<p>3/25</p>

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
3. Fairness, Opportunity, and Achievement	Veto HB42	Governor Local School Districts	6/8
4. Fairness, Opportunity, and Achievement	Negotiate, in good faith, a reasonable transfer rate that serves the best interest of ALL students - those transferring to new districts and those remaining in their home district.	Governor Local School Districts	6/8
5. Fairness, Opportunity, and Achievement	Reform rules pertaining to school disproportionality of behavior referrals, suspensions, expulsions, special education, advanced courses, etc. and ensure that multi-tiered levels of support are in place to prevent disproportionality and systems are created to monitor and create accountability.	DESE Missouri Legislature Missouri Courts Governor Local School Districts	6/8
6. Fairness, Opportunity, and Achievement	Expand Access Missouri (compliments the earlier call to action - Child Development Accounts)	Missouri Legislature Governor	6/8
7. Fairness, Opportunity, and Achievement	Conduct a thorough and inclusive review of the current operating model and outcomes of Missouri Family Support Division	Missouri Governor Missouri Legislature	6/8

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
8. Fairness, Opportunity, and Achievement	Eliminate the option for out- of-school suspensions and expulsions for students in kindergarten through 3 <sup>rd</sup> grade.	DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts	6/22
9. Fairness, Opportunity, and Achievement	Update school discipline policies to align with a restorative justice framework.	DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts	6/22
10. Fairness, Opportunity, and Achievement	Partner with parents, students, and community organizations to develop alternative interventions for different types of behavior	DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts	6/22
11. Fairness, Opportunity, and Achievement	Mandate cultural competency and anti-racism professional development training for teachers and staff	DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts	6/22
12. Fairness, Opportunity, and Achievement	Ensure that any school-based law enforcement officers' roles focus on improving school safety and reducing inappropriate referrals to law enforcement.	DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts	6/22

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
13.	<p>Fairness, Opportunity, and Achievement</p> <p>Give special attention to three key areas – (1) High Schools where suspension and expulsion rates and consequences can be high (2) Disparities in suspensions for African American students, especially boys (3) Prevention and de-escalation of conflict, especially between students and teachers</p>	<p><i>DESE, Missouri Legislature, Missouri Courts, Governor, Local School Districts</i></p>	<p>6/22</p>
14.	<p>Fairness, Opportunity, and Achievement</p> <p>Increase total budget for Missouri’s need-based scholarship program to at least the FY2009 budget amount of \$92 million. Since 2009, Missouri has decreased its investment in Access Missouri, resulting in student aid awards that barely meet statute minimums. Individual awards fall far short of meeting student financial need.</p>	<p><i>Missouri Governor, Missouri Legislature</i></p>	<p>6/22</p>
15.	<p>Fairness, Opportunity, and Achievement</p> <p>Review state scholarship programs: Engage students, community collaborations, businesses and colleges/universities across Missouri to review all current and proposed state supported scholarship programs (Access Missouri, Bright Flight, A+ and Missouri Promise) and make recommendations to ensure a comprehensive, meaningful, and equitable approach.</p>	<p><i>Missouri Governor, Missouri Legislature</i></p>	<p>6/22</p>

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
16. Fairness, Opportunity, and Achievement	Support postsecondary access and affordability for residents who are approved under DACA (Deferred Action for Childhood Arrivals): Allow state-supported higher education institutions to charge DACA students resident tuition rates vs. non-resident or international tuition rates	Missouri Governor Missouri Legislature	6/22
17. Fairness, Opportunity, and Achievement	Support postsecondary access and affordability for residents who are approved under DACA (Deferred Action for Childhood Arrivals): Ensure DACA students are eligible for all public financial aid and public benefits afforded to all lawfully present citizens	Missouri Governor Missouri Legislature	6/22
18. Fairness, Opportunity, and Achievement	Ensure sufficient early childhood development and education programs to meet the demand and align all efforts around a high-quality model that produces measurable child outcomes.	Missouri Governor Missouri Legislature Local School Districts Early Childhood Providers	6/22



# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
19. Thriving Youth	Expand parent supports and education and engagement training	Missouri Governor Missouri Legislature City and County Government College and Universities Business Community Ready By 21	6/8
20. Thriving Youth	Expand internships and apprentice opportunities for eligible high school and college students	Missouri Governor Missouri Legislature City and County Government College and Universities Business Community Ready By 21	6/8
21. Thriving Youth	Promote “volunteer paid time off” for employees, including but not limited to expert giving, mentoring and tutoring	Missouri Governor Missouri Legislature City and County Government College and Universities Business Community Ready By 21	6/8



# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

Priority Area	Call to Action	Accountable Bodies	Date Approved
22. Thriving Youth	End hunger for children and families: Create an online SNAP application (Supplemental Nutrition Assistance Program, aka Food Stamps)	Missouri Governor Missouri Legislature Food Banks and Pantries	6/22
23. Thriving Youth	End hunger for children and families: Create policies and procedures that are client-centric. (i.e. Individuals employed in shift work jobs cannot easily answer telephone calls. Failure to answer call forces individual to go to the “back of the line” )	Missouri Governor Missouri Legislature Food Banks and Pantries	6/22
24. Coordination and Innovation	Develop a shared vision, community scorecard and system for coordinating important but fragmented efforts while valuing diversity, inclusion and transparency. Recommended model: Read by 21.	Local Governments Philanthropic and Business Community	6/8
25. Coordination and Innovation	Advance science around measuring child well-being; adopt new coordinated, scalable models for collecting data, in particular subjective well-being	Child Serving Systems DESE Local School Districts Colleges and Universities Ready by 21	6/8

# CHILD WELL-BEING & EDUCATION EQUITY: APPROVED CALLS TO ACTION

	Priority Area	Call to Action	Accountable Bodies	Date Approved
26.	Coordination and Innovation	Invest, at the school level, in an quarterly, early warning and coordinated community response system capable of tracking and responding to all students' successes and challenges	DESE Local School Districts Missouri Legislature Governor Ready by 21	6/8

