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FERGUSON COMMISSION

RECORD OF PROCEEDINGS

AUGUST 24, 2015

CREVE COEUR GOVERNMENT CENTER
300 N. New Ballas Road
St. Louis, MO 63141

Reported by: Suzanne Benoist, RPR, CSR

1 APPEARANCES

2

3 CO-CHAIRS:

4 Reverend Starsky Wilson

5 Mr. Rich McClure

6

7 MANAGING DIRECTOR:

8 Ms. Bethany Johnson-Javois

9

10 COMMISSION MEMBERS:

11 Ms. Felicia Pulliam

12 Ms. Becky James-Hatter

13 Mr. T.R. Carr

14 Ms. Brittany Packnett

15 Mr. Byron Watson

16 Mr. Rasheen Aldridge

17 Ms. Rose Windmiller

18 Mr. Scott Negwer

19 Mr. Gabe Gore

20 Mr. Kevin Ahlbrand

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(Whereupon, the meeting began at 5:38 p.m.)

MANAGING DIRECTOR JOHNSON-JAVOIS:

Good evening. Welcome to the Sixteenth Meeting of
the Ferguson Commission.

We'll begin by taking roll.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Reverend Starsky Wilson.

CHAIRMAN WILSON: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Chairman Rich McClure.

CHAIRMAN MCCLURE: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Kevin Ahlbrand.

COMMISSIONER AHLBRAND: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Scott Negwer.

COMMISSIONER NEGWER: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Byron Watson.

COMMISSIONER WATSON: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

Rasheen Aldridge is on his way.

COMMISSIONER ALDRIDGE: Present.

MANAGING DIRECTOR JOHNSON-JAVOIS:

1 Right on time. All right Rasheen, perfect.

2 Pastor Traci Blackmon has an excused
3 absence.

4 T.R. Carr.

5 COMMISSIONER CARR: Present.

6 MANAGING DIRECTOR JOHNSON-JAVOIS:

7 Gabe Gore.

8 COMMISSIONER GORE: Present.

9 MANAGING DIRECTOR JOHNSON-JAVOIS:

10 Becky James-Hatter.

11 COMMISSIONER JAMES-HATTER: Present.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:

13 Dan Isom has an excused absence.

14 Brittany Packnett.

15 COMMISSIONER PACKNETT: Present.

16 MANAGING DIRECTOR JOHNSON-JAVOIS:

17 Felicia Pulliam.

18 COMMISSIONER PULLIAM: Present.

19 MANAGING DIRECTOR JOHNSON-JAVOIS:

20 Pat Sly.

21 COMMISSIONER SLY: Present.

22 MANAGING DIRECTOR JOHNSON-JAVOIS:

23 Rose Windmiller?

24 COMMISSIONER WINDMILLER: Here.

25 MANAGING DIRECTOR JOHNSON-JAVOIS:

1 Thank you very much.

2 At this time I'm going to ask
3 Reverend Starsky Wilson to introduce the individual
4 who will be giving invocation followed by the
5 welcome.

6 Thank you.

7 CHAIRMAN WILSON: Good evening. It
8 is indeed a pleasure to come and to be able to
9 share and to have our friends to come and provide
10 an invocation on tonight. It has been our
11 intention and our practice throughout the
12 Commission's life that we'd have someone to provide
13 some centering whether that be through art, through
14 a call to faith and centering and prayer or some
15 expression. We even had a beautiful little
16 children's choir to begin to center us. We're
17 pleased today as we have continued to journey
18 through this time together to have our friend Leah
19 Gunning Francis to come and share with us. Leah is
20 the author of this work, Ferguson & Faith, Sparking
21 Leadership and Awakening Community which was
22 recently released by Chalice Press, also based here
23 in St. Louis, through a partnership with the Fund
24 for Theological Education. We have been I think
25 blessed and I even heard about one tonight with

1 various expressions of faith that have been
2 awakened and engaged to help the community through
3 healing to find its way towards reconciliation and
4 Dr. Gunning Francis has captured much of that, many
5 of the voices of young activists and faith leaders
6 as they have been sparked in relationship with one
7 another and calling the community into action in
8 this work. So before she comes I'd thought I'd do
9 a little bit of commercial and encourage you to
10 find your way to Amazon or to your local book store
11 and get a copy of Ferguson & Faith to acquaint
12 yourself with these narratives of people who have
13 been doing this great work for our community. So
14 we're pleased to have and we invite to come now to
15 lead us in our devotion Dr. Leah Gunning Francis,
16 the professor of Christian Education of Eden
17 Theological Seminary and Associate Dean for
18 Contextual Education there as well.

19 DR. GUNNING FRANCIS: Good evening
20 everyone. Thank you to the Commission for this
21 gracious invitation.

22 I just come this evening with a very
23 brief prayer, will you pray with me?

24 For the beauty of this day oh God we
25 give you thanks. We thank you for the investment

1 of time and energy and spirit this Commission has
2 made. For everyone though they were formed
3 together out of the crucible of death we remain
4 hopeful that their work can yield life more
5 abundant for all of our region's inhabitants. As
6 their work quickly draws to a close we pray for the
7 wisdom and courage needed to enliven their report
8 and their efforts so that the fruit of its labor
9 can be feasted upon by all. For it is in your name
10 we pray. Amen.

11 CHAIRMAN MCCLURE: Good evening. My
12 name is Rich McClure, I'm one of the co-chairs of
13 the Commission and we are fortunate to be here in
14 the Creve Coeur Government Center and we have had
15 the hospitality of a number of organizations and
16 municipalities around the region. Here at our 16th
17 meeting we're pleased to be here in Creve Coeur and
18 the mayor of Creve Coeur, Mayor Barry Glantz, is
19 here to offer a word of greeting.

20 Mayor Glantz.

21 MAYOR GLANTZ: It's always tough to
22 be after an invocation that nice.

23 Good evening ladies and gentlemen.
24 It's my pleasure to to welcome the Ferguson
25 Commission to the City of Creve Coeur this evening.

1 As the mayor of Creve Coeur I have
2 witnessed firsthand the profound impact that a
3 group of educated and engaged citizens can have on
4 a community. I am grateful to the Ferguson
5 Commission and so many citizens throughout the
6 greater St. Louis area who have dedicated
7 themselves to improving our region.

8 I've lived in St. Louis almost my
9 entire life and recognize that we have inherited a
10 great community. As inheritors though we owe it to
11 the generations that will follow us a St. Louis
12 that is even greater than the one that we were
13 given. We must always look for opportunities to
14 strengthen our community and make our region a
15 better place for everyone to live, work and play.

16 As history has shown the St. Louis
17 region is not nor ever will be a finished product.
18 We have been given a work in progress that we can
19 change for the better or for the worse. We are
20 writing future history today and I am optimistic
21 that through meaningful dialogue and respectful and
22 purposeful action that we can build an even
23 stronger community that is receptive of our values
24 of fairness and equality.

25 Thank you all again for your service

1 and once again welcome to the City of Creve
2 Coeur.

3 CHAIRMAN MCCLURE: Thank you Mayor
4 Glantz and thank you for your hospitality.

5 I understand, you have a city council
6 meeting I believe, we're very grateful.

7 Well just very briefly Starsky and I
8 would just like to set the context for this
9 evening, we appreciate you all being here, thank
10 you for your attendance. We see a number of folks
11 who have been with us through many of our 16
12 meetings and others perhaps for this is your first
13 meeting and everyone in between.

14 Tonight we're going to begin to shift
15 our focus to the question of what happens after we
16 issue our report. We've listened carefully, we've
17 been very thoughtful, we've had extensive
18 engagement, we think before we are through we will
19 have over 20,000 volunteer hours, engaged activity
20 of folks contributing and talking and being
21 thoughtful to yield our results and our calls to
22 action. We've worked hard to listen carefully to
23 make this a very responsive report and as we now
24 sprint toward the finish line of completing the
25 report for issuance in mid September it's important

1 that we realize that this is a commission report
2 that just can not sit on a shelf, in fact it will
3 be a digital first report as many of you have heard
4 so literally it can't sit on the shelf because
5 there won't be an easy printed document to sit on
6 the shelf although we will certainly make sure it's
7 available and accessible by print and we're
8 committed to make sure that report and the
9 principles and the calls to action that it has
10 lives and it has collective impact and so you're
11 going to hear that phrase tonight, you're going to
12 hear a lot about collective impact and as a
13 commission we're going to wrestle with and think
14 about what that really means for our region so that
15 our report has impact going forward. To use Dr.
16 Gunning Francis' phrase, how do we have a report
17 that leads to more abundant life for those in our
18 region? How can we enliven what we have learned
19 over these past months? We know that we can't have
20 1,000 great projects that are out there on their
21 own doing wonderful things individually but not
22 collectively. I heard a speaker this morning who
23 said we have a tendency in this region to have
24 great flowers that bloom and we water those and
25 those that bloom and keep blooming we tend to say

1 let's have more flowers like that but maybe they're
2 doing just their own thing and not working together
3 and not creating a collectively beautiful picture.
4 So we have to have a common vision, mutually
5 reenforcing actions, continuing communication and a
6 backbone organization and we're going to talk a lot
7 about those principles tonight and we invite your
8 engagement in those efforts so that we have efforts
9 that are truthful, effective and really address,
10 not just window dress but really address the
11 long-term issues that we have all known are here
12 and now we must act. So we plan on calling for
13 collective action and collective impact and we
14 welcome your engagement and input, I think you'll
15 find this evening the Commission's agenda to be one
16 in which hopefully you will learn and find ways to
17 engage moving forward.

18 And at this stage I'd like to call
19 back to the podium my co-chair Reverend Starsky
20 Wilson.

21 CHAIRMAN WILSON: Again as we talk
22 about where we transition to tonight we've been
23 intention penly to say that the calls to action
24 that we have made for, the more than 200 that have
25 been made so far are publicly available at

1 stlpositivechange.org, some of you were with us at
2 our August 7th meeting where we had the opportunity
3 to both bundle those prioritized actions into a
4 bundle of about 30 and so all of that information
5 and those calls are public currently. Where we
6 transition as Rich noted on tonight is towards
7 follow through. If I was at church I'd say let the
8 church say follow through so I'm not at church so I
9 won't do that. Follow through is critically
10 important and so we'll use terms like
11 implementation and translation but we are reminded
12 over the course of the last couple of weeks that
13 there are calls to action that we have already made
14 that without the follow through we have not seen
15 the difference. We made a call to action coming
16 through our community law enforcement relations
17 working group led by Chief Isom and Brittany
18 Packnett for rules of engagement around mass
19 protests that called on police to be accountable
20 for how they engaged to give warning to people and
21 to provide space and we recognized because we have
22 not yet seen the follow through that the incidents
23 of last week with the shooting of Mansur Ball-Bey
24 with the community that gathered grieving, if they
25 had follow through on that recommendation perhaps

1 they would not have been tear gassed.

2 Recognize that we have not yet gotten
3 to the point that we desire and we know that that
4 will take some time but we also understand that
5 there should be greater urgency about these matters
6 in the community and among our elected officials
7 and so on that day when we recognize the disparate
8 treatment of this 18 year old boy in north St.
9 Louis we also recognize that there was also a stand
10 down with someone who was not 18 years old, someone
11 who was not black who was in St. Charles and they
12 were arrested and they yet lived to see a day in
13 court. This kind of disparate treatment reminds us
14 that this is still about follow through, it is
15 still about race and racial inequities, it is still
16 about police accountability, these are the things
17 that brought us to this conversation on August 9th,
18 2014 and these are the things that must remain the
19 center of our conversation and we must follow
20 through.

21 We're thankful that since the last
22 time we gathered some things we should point to in
23 the community where there's been some follow
24 through, we are appreciative of the work of the
25 municipal court judge in Ferguson, Judge McCullin,

1 who today followed through with the setting aside
2 of warrants of people as an act of reconciliation,
3 perhaps getting us the healing and we recognize
4 that there must be some acts by those in authority
5 of reconciliation to allow people to be in better
6 relationship with their courts and with their
7 police and so we're pleased for that follow
8 through. We shine a light, if you have not seen
9 the campaign called Campaign Zero the follow
10 through of young activists who have gotten together
11 to make public and now national their desires for
12 police accountability in 10 wide windows that we
13 could go through so I invite if you have not seen
14 to go to Join Campaign Zero on the Internet or to
15 search the hash tag in order to see what follow
16 through looks like. And this is what we're all
17 being called to so collective impact is a method
18 and a methodology we will talk about tonight,
19 implementation and translation will be the language
20 we will use tonight but what it's really ultimately
21 about is getting our region and our respective
22 areas to follow through. And so we'll talk about a
23 budget, what we plan on doing once the report is
24 released in mid September, how we plan on following
25 through to get to implementation and how we will

1 invite you into that work on tonight. We'll talk
2 about some other recommendations, some work that is
3 not yet done in the area of child wellbeing and
4 some in racial equity and reconciliation where we
5 will need to do some follow through and we'll
6 invite the community to do that with us as well and
7 we'll invite all of us to recognize that this is
8 all of our responsibility but ultimately this will
9 only get done if we commit to follow through.

10 We're now in the hands of Monique
11 Thomas who is our assistant director of the
12 Ferguson Commission of the staff team and she would
13 provide us guidance as we do our audience polling
14 at this time.

15 MS. THOMAS: Thank you Commissioner.

16 Good evening everyone. So this is
17 the part where you participate, we have a couple of
18 sections for you to participate and this is the
19 first one and it's audience polling so if you
20 haven't already, see a show of hands, has everyone
21 received a keypad? Raise your hand if you haven't.
22 All right, let's take care of the folks in the
23 back.

24 So essentially how this works is it's
25 our tradition that we like to get a sense of who's

1 in the room, we've been doing this since our first
2 meeting and this is meeting 16 and so generally
3 what we do is we ask certain questions, typical
4 questions, standards, so it's demographics, you
5 know, things like age, where you're from, where you
6 work if that's applicable and then we also go into
7 more topical consideration, consistently we've been
8 talking around the issue of trauma and toxic stress
9 and so we're collecting data on that so we're going
10 to ask you to express your views on that and then
11 the last set of questions we have are on
12 engagement, your experience here with the
13 Commission and you have to pay attention to the
14 questions I'm asking because there are specific
15 instruction for the last one especially so I can
16 make sure you get the last answer in.

17 All right? So who has never used the
18 keypad before? It's all right, raise them high.
19 That's good. That's fine, I'll just walk you
20 through.

21 So eventually you'll see, I'll ask a
22 question and then there'll be answer choices and if
23 you look on the keypad there are numbers slash
24 letters and those will correspond with the answer
25 choices so you select the best answer choice for

1 you, okay, it's really low pressure, you'll have a
2 time window, usually about, what, 30 seconds, 20
3 seconds, but if you change your mind within that 20
4 seconds it will keep the last answer choice you
5 added, that you pressed. Okay? So to decrease
6 your stress we're going to have a test question to
7 get you warmed up. All right?

8 So really starting with the
9 hard-hitting one, what is your favorite color?
10 You'll observe that that bar that was just moved to
11 the top or right-hand corner has the number of
12 responses and indicates that polling is now closed
13 in the red box to the right, when polling is open
14 it will say polling is open so don't be answering
15 yet, don't enter your answer choice if it's closed
16 because it won't keep. All right? You got that?
17 All right. So what is your favorite color, polling
18 is now open, you have 30 second for this.

19 What is your favorite color? A is
20 black; B, brown; C, blue; D, green; E orange; F
21 purple, G, red; H, yellow; I, white and J other,
22 it's not an answer that your color's on there. You
23 have about 10 seconds left.

24 Okay. And so we have the answer
25 choices displayed. And once again blue is the

1 favorite color. So we've been doing this for a
2 while and it's always blue but this is the first
3 time that red has come really, really close at 21
4 percent. Interesting. Well, good for you guys.

5 Also last thing I'll note there are
6 going to be some questions that ask you to pick
7 multiple, you just press each one that's
8 applicable, all right? So now is the real deal.
9 Okay. Are you ready?

10 In what geographic area is your
11 primary home or residence located? A, St. Louis
12 City; B, St. Louis County; C, St. Charles County;
13 D, Jefferson County; E, Franklin County; F, St.
14 Clair County; G, Madison County; H, Monroe County,
15 and I, Other. Polling is now open. About 10
16 seconds left.

17 All right. 66 percent St. Louis
18 County followed by 30 St. Louis City, a little
19 representation from St. Charles, four percent.

20 Next. In what geographic area is
21 your primary work and/or school? If you're retired
22 you can check Other, it's just not applicable. A,
23 St. Louis City; B, the County, St. Louis County
24 specifically; C, St. Charles County; D, Jefferson
25 County; E, Franklin County; F, St. Clair County; G,

1 Madison County; H, Monroe County; I, Other.

2 Polling is open. 10 seconds left.

3 Okay. Most again consistently are
4 either in St. Louis County, St. Louis City and we
5 have a number who applied other. 20 percent,
6 significant number.

7 Those who just joined do you have
8 keypads?

9 With which gender do you identify?
10 Here we're asking you to select one. A, female; B,
11 male; C, Other; D, decline. Polling is open. 20
12 seconds.

13 Okay. Hey, seven out of 10 of you
14 are female, have identified as female and the men
15 are following along with 31 percent. Okay.

16 Now this is the sensitive question
17 where we get a little real. I'd like you to know
18 that it's all anonymous, okay? In what age group
19 do you belong? Tell the truth. A, 21 and under;
20 B, 22 to 34; C, 35 to 44; D, 45 to 54; E, 55 to 64;
21 F, 65 and over; G, decline. Polling is open. 20
22 seconds.

23 Okay. Yeah, 35 percent 65 and over,
24 actually a significant majority is 55 and over.
25 Have a couple under 21, five percent.

1 Next. How would you describe your
2 ethnicity or race? A, white; B, black, African
3 American; C, Hispanic, Latino or Spanish origin; D,
4 Asian; E, American Indian or Alaskan native; F,
5 native Hawaiian or Pacific Islander; G, Other; H
6 you choose to decline. Okay, we're open. Less
7 than 10 seconds.

8 Okay. 63 percent are white followed
9 by 30 percent African American with some
10 representation in Other and those choosing to
11 decline. American Alaskan Native represented at
12 four percent.

13 Okay. So actually this is the 16th
14 meeting of the Ferguson Commission so we're asking
15 you how many previous meetings have you attended?
16 So please note that we're not including working
17 group meetings, so thank you, I see some familiar
18 faces so if you went to working group meetings
19 we're not counting those, we're counting all
20 meetings where we have all the commissioners
21 present, at least a quorum. So this is the 16th,
22 how many previous ones have you attended? A, none,
23 that would be true if this is your first one; B,
24 one to two; C, three to four; D, five to six; E,
25 seven to eight; F, nine to 10; G, 11 to 12; H, 13

1 to 14, I would say to 15. If you've attended all
2 of them nearly. Okay? Pooling is open. 20
3 seconds left.

4 All right. Okay. Welcome. Most of
5 you this is your first time, welcome, 36 percent.
6 29 have hung in a couple of times, no one has
7 committed to every single meeting, I'm a little
8 disappointed but that's fine, thank you for
9 representing that.

10 I think we're ready to do the next
11 question. So how did you learn about today's
12 meeting, check all that apply. So this is where
13 you actually can note different answers, not just
14 one, okay? So A, Facebook; B, Twitter; C, e-mail;
15 D, newspaper; E, radio; F, word of mouth, that's a
16 friend, a co-worker, relative, et cetera; G,
17 Ferguson Commission website which is
18 stlpositivechange and then H is Other, some other
19 way. Okay? So don't enter yet -- okay. Polling
20 is open now. About 20 seconds left, you can
21 capture all the answers that are applicable. Five
22 seconds.

23 Okay. So many of you found out via
24 e-mail followed by word of mouth, have a good
25 friend or other co-worker, you've been to the

1 website and others have found out in other ways.

2 All right.

3 So now we're going to content related
4 so bear with me, this is interesting, it's content
5 related, finished with demographics. So I am
6 confident the St. Louis region will see improvement
7 in race and ethnic relations. So here is a
8 statement and you get to choose whether you A,
9 strongly disagree; B, disagree; C, unsure, if
10 you're unsure; D, you agree and E, you strongly
11 agree that you're confident that we'll see change
12 in race and ethnic relations. Choose one. Polling
13 is open. About 10 seconds left.

14 Okay. Most of you are unsure
15 followed by 36 percent of you who agree.

16 Now we're moving into the topic of
17 trauma or toxic stress. Before I ask let me just
18 note the definition if you can't see it from here.
19 Trauma or toxic stress will be defined here as one
20 time or ongoing deeply disturbing experiences often
21 brought on by physical, economic, cultural,
22 emotional or environmental assault.

23 Would anyone like me to repeat that
24 again before we go on?

25 Okay. So that's the definition that

1 we're using here. Have you experienced trauma,
2 you, experienced trauma or toxic stress? A, yes;
3 B, no; C, you're not sure, I don't know; D, you
4 decline to respond. Polling is open.

5 More than half of you indicated yes,
6 36 no, 36 percent no rather, 10 percent don't know.

7 Do you think the community you live
8 in has experienced trauma? A, yes; B, no; C, I
9 don't know; D, decline to respond. Polling is open
10 now.

11 Okay. Seven out of 10 of you nearly
12 think that your community has experienced trauma.

13 Next question. Do you believe
14 someone can be traumatized by racism? A, yes; B,
15 no; C, I don't know; D, decline to respond.
16 Polling is open. Less than three seconds left.

17 Nearly all of you in the room very
18 strongly believe that yes, you can be traumatized
19 by racism.

20 Now just a few more questions left.
21 Have you experienced any trauma due to racism, you
22 specifically? A, yes; B, no; C, I don't know; D,
23 decline to respond. Polling is open.

24 You can choose decline to respond or
25 you don't know.

1 Okay. 51 percent say yes, 42 percent
2 say no, then a few are not sure.

3 From your experience how many people
4 in your community are coping with past trauma or
5 toxic stress? This is just obviously approximate
6 but A, very few; B, some; C, in your estimation a
7 lot. Polling is open. 10 seconds left.

8 Over 50 percent of you say a lot
9 followed by some.

10 Please select the most applicable
11 ending to this statement: So here we're asking you
12 to choose one, okay? So the statement is trauma
13 and toxic stress are, A, just a part of life in my
14 part of town. We deal with it; B, not that big of
15 a deal. People need to deal with their own
16 problems; C, keeping our community from thriving;
17 D, keeping me from thriving. Polling is open.
18 Five seconds left.

19 Okay. Almost 80 percent describe or
20 finish the sentence trauma and toxic stress are
21 keeping our community from thriving.

22 All right, this is the last question,
23 we almost made it. Okay? This is going to set us
24 up for our next meeting so just, you know, get your
25 appetite wet for the next meeting 9/9 where we'll

1 be engaging with larger policy discussions with you
2 at the center. But do you see a role for yourself
3 in acting on the Ferguson Commission calls for
4 action? How would you define that? Do you see a
5 role for yourself in acting on the Ferguson
6 Commission calls to action? A, yes; B, no; C,
7 unsure; D, this one, before we open polling note
8 that this is a mistake, D is not actually a choice
9 so we're really asking to you look at A, B, C.
10 Remember in the beginning I said pay attention to
11 me, this is where it kicks in, just here, so your
12 answer choices really are A, B, C only. Don't
13 choose D. So do you see a role for yourself in
14 acting on the Ferguson Commission calls to action?
15 A, yes; B, no; C, unsure. All right? Polling is
16 open. Give it about five seconds.

17 All right. 70 percent say yes, 26
18 are unsure, four percent no and no one picked D
19 which is I think a perfect way to end.

20 Applaud for yourself, go ahead.

21 So now we have our public open mic,
22 those of you who have had a chance to sign up -- so
23 now we have Emily Johnson who joins us from the
24 Institute of Public Policy at Truman School and she
25 will give us a recap and then we have public open

1 mic.

2 MS. JOHNSON: Thank you very much.
3 We just wanted to take a few minutes and review
4 some of the polling data that we have to date just
5 to kind of give you an idea of what some of the
6 trends are saying so just very quickly I'd like to
7 go through some of those questions that we thought
8 were interesting. And just a couple of things to
9 keep in mind, this includes 14 meetings worth of
10 data, meeting 15 we did not do any polling and
11 obviously we don't have this evening's numbers
12 factored in yet and at meeting two there was also
13 no public polling so that's information for you to
14 have. So in terms of attendance, and I'd also like
15 to mention that these numbers reflect the people
16 that were in the room and chose to participate in
17 polling, so if someone chose not to participate
18 then those numbers aren't reflected here.

19 So first of all total attendance in
20 terms of polling information about 1,100 people
21 have participated in polling, the highest
22 attendance was 165 at the December 15th meeting,
23 lowest attendance was 39 in April and our average
24 attendance is about 85 people.

25 Next attendance by race. On average

1 attendees were 45 percent black or African
2 American, 44 percent white, one percent Hispanic
3 and seven percent representing other categories.
4 So a lot of time information has been combined
5 together here to give you a sense of the overall
6 picture.

7 Next is attendance by age. On
8 average attendees were in about the 22 to 35 which
9 is a fairly large age range but youth attendance
10 spiked in January and more recently in July at the
11 presentations from the Youth Arts Speak.

12 Okay. And you answered questions
13 this evening about where you live and where you
14 work, 86 percent of attendees live in St. Louis
15 City or County, 81 percent work in the City or
16 County and then others, smaller representation from
17 some of the other areas.

18 Next is frequency of attendance. 70
19 percent of the attendees attended infrequently
20 which would be the zero to two meetings, this is
21 specifically Ferguson Commission meetings. 24
22 percent attending regularly, three to eight
23 meetings and five percent attended what we
24 considered frequently and that's nine to 12
25 meetings.

1 Okay. So some of the questions we've
2 asked at different meetings and different times so
3 the ones that we've compiled here you can see at
4 the bottom what meetings those questions were
5 actually asked so one of the things we wanted to
6 know is how does everybody find out about the
7 meetings so we know what kind of media or word of
8 mouth or what is being used actually to get the
9 word out and as you can see this is one where you
10 can select every one that applies so overwhelmingly
11 to this point it's been word of mouth, e-mail and
12 the website that have given the people information
13 about how to find and attend the meetings.

14 Next is about perspectives on race.
15 This is in response to the question I tend to avoid
16 conversation about race and a majority of attendees
17 indicated that they do not avoid conversations
18 about race.

19 The next one is the question that had
20 probably some of the most division in terms of
21 responses and the question was the goal of our work
22 should be achieving a color blind society and as
23 you can see on average 64 percent were in
24 disagreement so that includes everything that's
25 strongly disagree and disagree. 10 percent were

1 unsure and 25 percent were in agreement that the
2 goal should be a color blind society. So an
3 interesting slide there.

4 Next the question was the achievement
5 of the civil rights era successfully eliminated
6 racial barriers and created an even playing field.
7 A vast majority indicate there is more work to be
8 done to eliminate racial barriers.

9 And then trauma and toxic stress as
10 we just answered some of those questions but I
11 wanted to give you sort of an overview of what has
12 come out at other meetings so similar to the
13 question have you experienced trauma or toxic
14 stress a majority of attendees before and this
15 evening have experienced trauma or toxic stress.
16 Has the community in which you live experienced
17 trauma and once again overwhelmingly a majority of
18 attendees also believe their community has
19 experienced trauma or toxic stress, and then the
20 next one do you believe someone can be traumatized
21 by racism and that has been 100 percent of
22 responses have said yes. More than 60 percent have
23 experienced trauma due to racism as you can see in
24 this slide, and then finally I call this slide
25 moving forward so it kind of gives you a

1 perspective. We asked this question again this
2 evening but it is the I'm confident the St. Louis
3 region will see improvement in race and ethnic
4 relations and this one kind of has sort of a
5 different curve if you look at it. 40 percent
6 believe the region will see improvement, 27 do not
7 and 34 are unsure. So there's definitely room for
8 people to have their minds changed or to get more
9 information in order to get moving forward.

10 So thank you very much.

11 MS. FRANKS: And as we are getting
12 the podium ready right now we're going to take
13 about 10, 15 minutes for the public open mic
14 session, this is an opportunity for the audience to
15 give their input, as you know if you've been to a
16 meeting we start off with these and we definitely
17 take your input and your commentary, suggestions,
18 questions very seriously so this is a time to
19 address the commissioners. I do have a couple who
20 have signed up and we will start with the first
21 one. Please forgive me if I pronounce this
22 incorrectly, Jerac Burks.

23 Went to the bathroom, okay. We'll
24 hold off on that one. We always seem to find the
25 one that sneaks off to the restroom.

1 Welcome. So you'll have about two
2 minutes to address the commissioners. You'll have
3 two minutes, I'm timing so don't go over. I'll
4 have a timer for you and you have an opportunity to
5 address the commissioners.

6 MR. BURKS: Hi everybody. My name is
7 Jerac, my family is from, well from here in St.
8 Louis, Berkeley mostly, Ferguson area and then my
9 parents divorced when I was about six so I moved to
10 Massachusetts and I lived in Arizona also,
11 graduated high school and then I've come back here.
12 I've been in Massachusetts a lot of my adult life,
13 South Carolina as well and these aren't just
14 problems that are going on here, so you know, that
15 gives me like some hope, you know, that change can
16 happen. I mean there's so much that I could talk
17 about but really right now what I'm facing is
18 strong employment and, you know, I don't come from
19 a very fortune family that was able to afford
20 college, you know, I've worked hard, many jobs but
21 my dad and mom and stepmom both, or all three
22 wanted to be, you know, they serviced social
23 services, human services and volunteer work and so
24 I kind of saw that at a young age and I knew that
25 giving back and feeding the poor and things like

1 that is what I wanted to do, you know, as I got
2 older and so now, you know, my passion is social
3 work and I can't get in and I know I can help and,
4 you know, everybody wants to get paid but money
5 isn't color blind but there isn't opportunity for
6 everybody to have an equal chance to make money and
7 there's not good chances for people who have been
8 incarcerated whether it was a misdemeanor or a
9 felony and this is nationwide but I'm so frustrated
10 that, you know, I got into a little fight and I
11 wasn't able to get a job helping kids back in 2003
12 that came from rougher situations than me but I
13 knew how to talk to them, you know, and I've done
14 volunteer work for many different organizations and
15 I just want to help but that's where I'm facing a
16 lot of frustration, but, you know, there's a lot.

17 Thanks.

18 CHAIRMAN WILSON: Thank you Jerac.

19 MR. BURKS: Thank you Jerac.

20 MS. FRANKS: Now we are going to hear
21 from Reverend Dr. Dietra Wise Baker, and after
22 Reverend Baker we will have Mae Quinn.

23 Again two minutes.

24 REVEREND BAKER: Greetings

25 Commission. My name is Dietra Wise Baker, I'm a

1 pastor and I also have served juveniles for the
2 last 12 years in the City of St. Louis, City and
3 County and also residential treatment facilities in
4 St. Louis County. I am here to ask the Child
5 Wellbeing and Education Equity Committee to amend
6 its digital call to action to specifically call for
7 the elimination of laws, policies and cultures that
8 bolster the school to prison pipeline in St. Louis
9 and encourage the Missouri juvenile justice system
10 to innovate and create once again and earn the
11 right to become a model of juvenile justice.
12 Ironically the kid's story that I wanted to tell
13 you, his name is Jarod, that's a made-up name but
14 how ironic is that?

15 Jarod was upstairs in the County
16 courtroom for a gun charge, what he didn't know was
17 that downstairs there was a school meeting and when
18 he got out of County court he was going to be
19 expelled out of school, not for a conviction but
20 for charges, and so what we have to do is reform
21 Safe Schools Act so that children are not expelled
22 from school when they haven't even been convicted
23 yet. The MCU Students For Change have asked for a
24 moratorium on school suspensions, we also have
25 heard from the DOJ that there needs to be

1 aggressive reform of juvenile courts in Missouri
2 particularly focused at St. Louis Family Court
3 given its lack of representation for juveniles,
4 legal representation of youth during their entire
5 time in court and I'll just tell you my first
6 experience of being in the court of seeing a deputy
7 juvenile officer being with the kid, having lots of
8 access to the kid and the family and then going and
9 sitting in court and then the deputy juvenile
10 officer sits on the prosecuting side. To someone
11 who's not a legal person that was very startling
12 and very clear that that was a conflict of
13 interest.

14 These are the kinds of issue that
15 have to be addressed.

16 Thank you.

17 CHAIRMAN WILSON: Thank you Dr.
18 Baker.

19 MS. FRANKS: Thank you Reverend.

20 Mae Quinn and after Mae Quinn we will
21 have Jowan Ross and after Jowan Ross we will have
22 Bob Miller.

23 MS. QUINN: Hello again. Thanks so
24 much for giving me the opportunity to speak with
25 you yet again and briefly the same point that I

1 believe I did touch upon in January of 2014 when I
 2 spoke to the full Commission, I believe I did touch
 3 upon in a memo that I provided to the working group
 4 of the Municipal Courts Working Group. I believe I
 5 touched upon it in dealing with the child welfare
 6 working group that juvenile courts need to be
 7 looked at by the commission along with municipal
 8 courts given the overlapping jurisdiction and the
 9 overlapping issues and now that we've heard from
 10 the Department of Justice it seems more appropriate
 11 for this unflinching body to take on that issue as
 12 well. The Department of Justice in its report
 13 echoed many of the things that my students and I
 14 have experienced, that Reverend Wise has pointed
 15 out that, I've written about in an article that I
 16 provided to a number of members of the Commission
 17 and the staff and I would just break them down into
 18 five different matters worthy of the Commission's
 19 attention and that is the right of and provision of
 20 counsel for minors who are in conflict with the law
 21 in our courts. Second, that that right of counsel
 22 be respected, that there be a culture created
 23 within our court systems whether it's municipal or
 24 juvenile that just doing your job for a younger
 25 person does not get met with resistance or

1 retaliation, that three, this issue that was just
2 raised of DJOs or deputy juvenile officers get
3 looked at or addressed, we are an outlier in this
4 country, one of I think it's perhaps only two
5 states who have a role similar to this where
6 there's actually an individual who works for the
7 court that is the party who is the opposition for
8 the child and so this idea of the deputy juvenile
9 officer is outdated, presents a conflict of
10 interest and there's separation of power issues
11 around that role and the role needs to be right
12 sized in terms of the power that they wield.
13 Four, this due process for young people in these
14 courts and fifth, just dignity and racial justice,
15 respect for those sort of fundamental concerns and
16 I'll let the DOJ report speak for itself on those
17 issues.

18 Thanks.

19 MR. ROSS: Good evening. My name is
20 Jowan Ross and I'm here on behalf of the Purity
21 program, it's a nonprofit organization that I'm
22 starting for youth and adult families and I'm from
23 Berkeley and Kinloch area, raised in the streets
24 and whatnot and I've done my time and done things
25 in the streets growing up as a teen myself so I

1 have teenagers myself now and I'm trying to
2 basically give back to the community from me
3 growing up being a teen and doing things that was
4 negative and give back some positivity and kind of
5 be a spokesperson for those young teens and role
6 model, you know, and basically coming from the
7 streets a lot of those guys really don't, are not
8 susceptible to hearing leadership from guys that's,
9 you know, I'm not trying to be funny, with suits
10 and everything and no disrespect but it's like I've
11 noticed they take more to me for me just me looking
12 like who I am and so I'm willing to take that
13 energy and try to guide them in a better direction
14 plus I have teens of my own. So they would need to
15 be a part of this program also and I'm basically
16 just trying to get some type of background, info on
17 how to start this company because it's fresh, it's
18 been maybe two months since I got it and anybody
19 that's willing to volunteer or donations or
20 anything for the company and I know Ferguson, I
21 spoke with Ferguson City Hall earlier this week and
22 I'm working with Chief Anderson trying to get a
23 program out there actually in the Ferguson area so
24 if anyone has questions I have a little literature
25 and I could pass it out for everybody to check it

1 out if anybody is interested in it.

2 Thank you.

3 MS. FRANKS: And last but not least
4 we will have Bob Miller.

5 Bob you're familiar with this. Two
6 minutes.

7 MR. MILLER: I really don't need any
8 announcement of name and I'm off the chart when
9 they talk about age and attendance, I'm off, but
10 anyway I remember the first meeting in south St.
11 Louis right off of 44 on Kingshighway I believe it
12 was and I was allowed five minutes, now it's down
13 to three before and now it's down to two but I
14 really appreciate what all of you people have done,
15 the amount of time. I've spent a little bit of
16 time because I'm retired and I know many of you
17 aren't, otherwise I couldn't be here, my job
18 wouldn't have allowed me what your job has allowed
19 but you've done a tremendous job and as I said the
20 first night, I was in Detroit during the riots and
21 that was big time stuff and I said read, read the
22 report, the Kerner report and I hope all of you did
23 and we haven't come a long ways, very far since
24 then.

25 As far as I see the main problem

1 which Reverend Starsky mentioned there a few
2 moments ago and I think I saw him a few weeks ago
3 in the paper but anyway things haven't changed much
4 but I see a couple over here that worked on the
5 President's 21st Century Policing and they worked
6 quick didn't they, and we're seeing results already
7 and here now, my, the great job that Ms. Hatter
8 did, all of these things somebody mentioned here
9 the family children's court over there, they're
10 under the eye of inspection now too, they should
11 have been much, much sooner but it's been in the
12 paper over the last few weeks and yeah, that's
13 where the problem starts, that's where the problem
14 starts and getting back to, you know, I've been in
15 education a long time, from Washington University,
16 St. Louis U and then I was sent up to Detroit and
17 then came back but you know we've got a good report
18 there, we need Pre-K, Universal Pre-K, like
19 President Obama said, we spend more money on
20 incarceration, somebody in the prison over there in
21 Guantanamo where I go a lot, Cuba, a million
22 dollars a year and President Obama said we can get
23 rid of some of this incarceration not just in
24 Guantanamo but some incarceration we would have
25 enough to support uniform quality, quality Pre-K.

1 We've got to get to these kids young and we've got
2 to. The court stuff's moving along pretty good I
3 think, maybe Senate bill number 5 as someone
4 mentioned just getting started but the Federal
5 stuff was kicked in a long time ago but I'm getting
6 back to brotherhood and sisterhood, that's
7 something we haven't gotten very far on. You ask,
8 you think there's going to be much change, well I
9 can't get much change, it can't get much worse as
10 far as brotherhood sisterhood. Getting along with
11 one another, seeing everybody by a human being, a
12 human being, you're a human being, everybody's a
13 human being, let's forgot about all of the other
14 whatever, whatever. And income and equality, that
15 means we need to get education, education, we can't
16 educate these kids up in north St. Louis with
17 unaccredited schools, why did DESE, why did the
18 State Department of Education allow for something
19 like that to happen and it's been going on for
20 years and years and years.

21 MS. FRANKS: Mr. Miller.

22 MR. MILLER: I know, I know.

23 MS. FRANKS: At this point he's one
24 of our seasoned attendees so you kind of just let
25 him go but thank you Mr. Miller and now we will

1 turn to Bethany and we will continue on with our
2 report.

3 MANAGING DIRECTOR JOHNSON-JAVOIS:
4 Thank you very much to the audience that commented
5 and we don't take your communication lightly.
6 Through time Mr. Miller and others we've developed
7 some relationship with over time and we do honor
8 the voices that have spoken and for those we didn't
9 have time to hear we acknowledge your thoughts and
10 feedback. If you have additional feedback you were
11 not able to vocalize there's an e-mail address
12 contact@stlpositivechange.org, we'd be more than
13 happy for you to shoot us an e-mail for feedback as
14 well.

15 This portion, and forgive my seat
16 today, I've had some pain on the left side that I
17 need to watch myself, I've been talking too much in
18 the past week, so if you excuse my seat we're going
19 to transition now into the Commission planning
20 portion of our agenda so for the audience you will
21 always be able to see what we see on the screen and
22 there are two monitors for Commissioners as well.

23 The first portion of this part of the
24 agenda will be to approve the remaining calls of
25 action that we have before us in your packet so at

1 this time I would ask co-chairs if they would
2 shepherd us through this process of approving the
3 calls to action.

4 CHAIRMAN MCCLURE: The first is
5 additional calls in action in the child wellbeing
6 and education equity space and so we'll go to
7 Commissioner Becky James-Hatter to come to the
8 podium and present those please.

9 COMMISSIONER JAMES-HATTER: Good
10 evening Commissioners and community, thank you so
11 much and so many people that are in this room as
12 we're nearing the end of our calls that have been a
13 part of the child wellbeing and education equity
14 task force.

15 I think we just want to take a moment
16 when we say the word child and education in the
17 same sentence to take just a pause to remember
18 Jamyla Bolden who our task force work group, Dr.
19 Scott Spurgeon and the members and the children of
20 the Riverview Gardens, if we can just take a
21 second.

22 So we have two calls to action but
23 perhaps I just want to add at this time hearing the
24 comments from the community that our work group
25 will certainly undertake and listen carefully to

1 that and come back to the Commission as we kind of
2 think through the juvenile court piece and in
3 concert with our other colleagues and municipal
4 court piece so I just want to acknowledge that as
5 we stand here tonight.

6 So we have one call to action tonight
7 that we've certainly presented a number of times as
8 a placeholder but tonight we have our final call
9 and then the second call is really just for a
10 clarification on something that was inadvertently
11 left off in the meeting.

12 So the first one, and I could just
13 take a little bit to talk about it, it is to create
14 an education design and financing task force and we
15 could read this and the task force charge is to
16 design a system where all children are given the
17 opportunity to succeed and the financing model that
18 will support equity and innovation. I just want to
19 stop and just kind of talk to you a little bit to
20 kind of frame what this means. We did not really
21 as our work group want to come here and ask for a
22 task force. We're wrapping up our work as a
23 commission but this issue of education is so
24 massive, we were doing our best to hear testimony
25 on a lot of topics and there was no reasonable,

1 smart or responsible way to make one single call
2 and as we look at this call to action this is a
3 very long play for this community and we heard from
4 experts, we read research all over this country
5 that really a task force has to undertake. The
6 first issue that we have to consider responsible in
7 this region is whether you consider the
8 consolidation of schools or the unification of a
9 school district. We were not in a place where we
10 could sit back and just make that call. There is a
11 lot to think about and so we're not making this
12 call but this is a major topic this task force must
13 consider. We know what is going on in New Orleans,
14 we know that there is a recovery school district,
15 that there are charter schools, there's roles for
16 charter schools but simply to call for St. Louis to
17 create a recovery school district also seemed to be
18 irresponsible. There are open enrollment zones
19 going on in Colorado and other places, some great
20 ideas but again we couldn't make a call. We are
21 the Missouri foundation formula where too many
22 schools are not being funded correctly but to
23 simply say to allocate \$400 million and if you put
24 money there it's all going to be solved, we
25 couldn't make that call and the last one is to

1 simply stand up and say let's change the collection
2 and distribution of property taxes, we'll get that
3 done, it will all work out magically, couldn't
4 figure that one out and last and certainly not
5 least not a single one of these calls guaranteed
6 that we would end with a school district that would
7 continue with a segregated school district under
8 funded and so we think this is perhaps the biggest
9 most important call for us to make to say that this
10 task force must be put together, the members of
11 this task force seriously have to be considered and
12 that we would like to see an education for the City
13 and the County of St. Louis designed and have a
14 financing package or model to go with it. We know
15 that these issues exist, there's no great examples
16 in this country around where poor children are
17 being educated and is, as unfortunate as where we
18 are our work group believes that St. Louis really
19 can take the lessons of this country and come back
20 with a new way of educating children in this region
21 and not leaving a single child behind and also
22 making sure that there's equity and innovation. So
23 I ask for you not only to approve it but we ask for
24 you to prioritize this call to action.

25 CHAIRMAN MCCLURE: So you've heard

1 from the chair of the working group and we'll take
2 that in the form of a motion on this one
3 particularly so we'll just take these individually
4 if that's okay.

5 COMMISSIONER JAMES-HATTER: Yes.
6 Please.

7 COMMISSIONER PACKNETT: Second.

8 CHAIRMAN MCCLURE: Hearing a second.
9 Are there questions or discussion for Commissioner
10 James-Hatter?

11 CHAIRMAN WILSON: So question. Under
12 the accountable bodies I see we've noted several
13 that are moving into the space or spoken on the
14 space, I wonder whether we should add for the sake
15 of accountability if not engagement regional school
16 board members and superintendents as well, a
17 friendly addition?

18 COMMISSIONER JAMES-HATTER:
19 Commissioner, I'll tell you this accountability
20 body piece is really hard and in fact I want to add
21 Ferguson Commission because the first part of this
22 is we're going to have to move this along and there
23 are lots of people in this space and I don't know
24 that there's really an accountable body other than
25 us to call for and start working and adding the

1 school districts and superintendents certainly, but
2 there is, we're all responsible for this one and
3 it's really going to take all of us so I don't,
4 there's not, nothing I can imagine you can put on
5 this list that I would take off but I'm not too
6 sure other than to say the Ferguson Commission's
7 going to have to lead some of this.

8 CHAIRMAN WILSON: Okay.

9 CHAIRMAN MCCLURE: So we'll make
10 those amendments to the accountable bodies then.

11 COMMISSIONER PACKNETT: I have a
12 question.

13 CHAIRMAN MCCLURE: Commissioner
14 Packnett.

15 COMMISSIONER PACKNETT: So the
16 friendly amendment is, so in this second to last
17 sentence about the task force's membership, just
18 given our intentional attention to racial equity I
19 appreciate the language about broadening its
20 perspective and would want to add also racially
21 diverse just given the needs of the community, so I
22 offer that as a friendly amendment and my question
23 given the membership is if the work group gave any
24 thought to, I'm sure you know what question's
25 coming next, to how folks would be appointed to

1 that task force?

2 COMMISSIONER JAMES-HATTER: So the
3 answer is to your friendly amendment we absolutely
4 would accept and that language be added to it and
5 Commissioner when we, I don't know how many
6 millions ago, the answer is we did not spend a lot
7 of time making decisions about how to pick the task
8 force, we saw that as the conversation that got
9 into implementation so I'll just leave it at that.
10 I could give you a lot of background but we really
11 thought that became the responsibility for the full
12 Commission to talk about, I can't imagine it will
13 be any simpler than trying to figure out this
14 Commission. This is a massive project, we have
15 already identified experts across this country that
16 can speak to some of these issues but it's, I don't
17 imagine it's going to be much smaller than what
18 we've gone through.

19 COMMISSIONER PACKNETT: Thank you.

20 COMMISSIONER PULLIAM: Just so I
21 understand, so you're asking that the Commission
22 call for the task force and initially the
23 Commission hold responsibility to make sure that it
24 is not only appointed and seated but actually has a
25 call or a charge that we design that charge or

1 asking us to design what this task force would be
2 and then give it to the accountable bodies to
3 execute? Do I understand that?

4 COMMISSIONER JAMES-HATTER: So I
5 think we're doing several things already tonight.
6 We are saying, asking the Commission to approve and
7 prioritize this call to action, this call to action
8 is to create a task force that looks at the design
9 of education and in St. Louis City and County and
10 the financing of education in this region and the
11 call to action is to build that new model and to
12 consider all of these different models that have
13 some promise in each one of them but no answers in
14 all of them and how we move from you accepting this
15 call to implementing this call is what we have to
16 undertake just like we have in every other call.
17 We have lots of calls that have to go through the
18 implementation process so if you accept and
19 prioritize this tonight then we'll move over the
20 coming weeks and months of how do we put this in
21 place, what does it need to look like but the call
22 is here, what it is and what it needs to
23 accomplish.

24 CHAIRMAN MCCLURE: So let me say it
25 back now in a way that I heard it to see if this

1 helps. So we're going to have a discussion about
2 networks and nodes of groups responsible for
3 engaging and collective impact and how this fits
4 into that we don't know yet but it clearly by this
5 recommendation rises to a priority in that process.

6 COMMISSIONER JAMES-HATTER: Yes.

7 CHAIRMAN MCCLURE: Other questions or
8 comments?

9 Seeing none then we'll call for a
10 vote. All those in favor please say aye.

11 And opposed.

12 Okay. Passes.

13 COMMISSIONER JAMES-HATTER: Thank
14 you.

15 CHAIRMAN WILSON: So I just want to
16 be clear about something. You asked us to do two
17 things and I don't know if we did both with that
18 vote or whether we did one. You asked us to
19 approve but then also to prioritize.

20 COMMISSIONER JAMES-HATTER: I did.

21 CHAIRMAN WILSON: And so we have
22 taken those previously in two different processes
23 so perhaps we should take a separate vote as it
24 relates to the priority to add this to the bundle
25 of 30 that we identified last week. So if it, if

1 I'm hearing that right then perhaps Mr. Chair at
2 this point we should actually take a separate
3 action to prioritize this particular call to
4 action.

5 CHAIRMAN MCCLURE: So I'll take that
6 as a motion?

7 CHAIRMAN WILSON: So moved.

8 COMMISSIONER SLY: Second.

9 CHAIRMAN MCCLURE: Are there
10 questions or discussion about prioritizing this and
11 it may or may not fit into a bundle that's already
12 out there.

13 CHAIRMAN WILSON: Right.

14 COMMISSIONER GORE: I have a
15 question.

16 CHAIRMAN MCCLURE: Yes Gabe.
17 Commissioner Gore, I'm sorry.

18 COMMISSIONER GORE: So I'm just
19 trying to understand. So this task force, like
20 we're a commission appointed by the Governor.

21 COMMISSIONER JAMES-HATTER: Yes.

22 COMMISSIONER GORE: This task force
23 would be appointed by whom?

24 COMMISSIONER JAMES-HATTER: So the,
25 the interesting part of this is the accountable

1 body and so as the Ferguson Commission we have made
2 lots of calls to action and we see that we have the
3 authority, the responsibility to call for the task
4 force.

5 COMMISSIONER GORE: So are we calling
6 for like say the Governor to appoint a task force?

7 COMMISSIONER JAMES-HATTER: At this
8 time we, I mean you can add the Governor's name to
9 the accountable body if you want to but if the
10 Governor fails to make the call it doesn't mean
11 that, or that we're not going to work on this as a
12 Commission and make, bring this task force
13 together. So that is where we struggled with the
14 accountable body piece so we, that's why I said to
15 Commissioner Wilson is that this may have to add
16 the Ferguson Commission has called for this and who
17 of the groups, the individuals that need to get in
18 the room to have this conversation is still the
19 conversation we need to have.

20 COMMISSIONER GORE: I just don't feel
21 like I can make a decision about where to
22 prioritize it unless I know what authority they're
23 going to have. Because if it's going to be a think
24 tank that's going to have no real authority then
25 that would be a lower priority than some of the

1 other things we have so I feel like that's part of
2 I need to know before I can say this is a priority
3 item.

4 COMMISSIONER JAMES-HATTER: So I
5 would just ask, so I appreciate it, I wish I had a
6 great answer but I think that this Commission's job
7 is to prioritize the education of children and this
8 call to action is fundamental to every problem
9 we've run up against whether it's the accreditation
10 system, whether it is poor children being left in
11 and behind in schools and so Commissioner Gore I
12 hear exactly what you're saying, I wish I had a
13 simple answer but I think that we've got to
14 prioritize children and education and if we have to
15 stay behind and figure out who's going to lead the
16 charge then that's just what we're going to have to
17 do but to leave off the state of education in this
18 region and not make it a priority I'm just going to
19 have to stand here why, because we have to do this.
20 And I get the accountable body, I wish I had a
21 simple answer but I'm looking at 16 of us.

22 AUDIENCE MEMBER: I'll lead it. It's
23 not about race, it's about the human race.

24 COMMISSIONER PULLIAM: Can I ask a
25 question?

1 CHAIRMAN MCCLURE: Commissioner

2 Pulliam?

3 COMMISSIONER PULLIAM: About timing.

4 So I'm clear in terms of the prioritization and
5 what you're asking us to do, what I think I'm
6 hearing is that this task force should be designed,
7 created and put to work before we sunset 12/31. So
8 you're asking for implementation of this specific
9 piece from this body between September 15 and 12/31
10 to get this done, that's what we're saying,
11 correct? Is that what I'm hearing?

12 COMMISSIONER JAMES-HATTER: Let me
13 say it back to you and you tell me if I got close
14 to what you want.

15 COMMISSIONER PULLIAM: Thank you.
16 Yes.

17 COMMISSIONER JAMES-HATTER: You're
18 exactly right, our sunset is at the end of this
19 year, we need to do, and what are the specifics,
20 I'm not too sure but we as a Commission need to get
21 this moving and what moving looks like if that is
22 the framework, if that's membership I don't want to
23 say I'm too sure but this task force needs to be
24 called and it needs to get moving before we do
25 sunset and I think we can, when we get into

1 implementation of this we can talk about the
2 specifics.

3 COMMISSIONER PULLIAM: That's what I
4 was asking. Thank you for clearing that up.

5 CHAIRMAN MCCLURE: Other questions or
6 comments?

7 COMMISSIONER ALDRIDGE: I just wanted
8 to make a quick reminder because I know we're not
9 quite sure how everything is going to work. If we
10 do put together this task force, but I remember all
11 of us saying that after September 19th that's not
12 it, all the recommendations and all the ones that
13 we prioritize we're going to work on so what I'm
14 hearing you say I think Becky's putting the
15 recommendation that we're going to prioritize and
16 after the 9th we're going to make sure that it's
17 actually done so it kind of follows the steps that
18 we have already been working on and just quickly I
19 heard a comment that we're not sure that the task
20 force is going to really have power but to be quite
21 frank and honest we're not quite sure that we're
22 going to have power either so we have to go out on
23 a limb and hold these spaces so people can talk.

24 CHAIRMAN MCCLURE: Other comments?

25 Okay. We have a motion and a second

1 on the floor and do let me ask all those in favor
2 please say aye.

3 And opposed?

4 Motion passes.

5 COMMISSIONER JAMES-HATTER: Thank
6 you.

7 CHAIRMAN MCCLURE: So we will now
8 take the second one and thank you for the
9 clarification on prioritization.

10 COMMISSIONER JAMES-HATTER: Thank you
11 very much.

12 So the second one is a call for
13 action that was actually had the approval or was
14 forwarded to the Commission and somehow it was left
15 off, it was a bullet under the early childhood call
16 to action which was, or is, was and is now a
17 priority and when we had the final vote and when we
18 set priorities this one sentence was left off and
19 so it was intended to be there but just I would
20 call it more of a clerical mistake so I'm asking
21 you to put it back into that call, it was just
22 inadvertently left off.

23 CHAIRMAN MCCLURE: So clarifying
24 question. Was this a prioritized recommendation
25 that this go on to as part of the bundles?

1 COMMISSIONER JAMES-HATTER: Yes. And
2 it goes to the early child so under early child
3 there's several elements of it, this one was
4 mistakingly left off when we voted on it and to
5 clean it up from the past to get it up to speed
6 this is just more of a clerical error on this, we
7 just need to vote for it.

8 CHAIRMAN MCCLURE: Okay. So I'll
9 take that as a motion. Is there a second please?

10 COMMISSIONER SLY: Second.

11 CHAIRMAN MCCLURE: So questions or
12 comments?

13 Commissioner Windmiller?

14 COMMISSIONER WINDMILLER: I'm sorry,
15 I just need to make sure I understand. So this is
16 a technical correction to a call to action that is
17 in our 200 calls to action or has been raised to
18 the priority calls to action?

19 COMMISSIONER JAMES-HATTER: It has
20 been raised to the priority. So this is a --

21 COMMISSIONER WINDMILLER: And it's a
22 technical correction.

23 COMMISSIONER JAMES-HATTER: It's a
24 technical correction.

25 CHAIRMAN MCCLURE: There's an early

1 childhood bundle recommendation.

2 COMMISSIONER JAMES-HATTER: Yes. And
3 this was just inadvertently left off.

4 CHAIRMAN MCCLURE: Any other
5 questions?

6 Okay. All those in favor please say
7 aye.

8 And opposed.

9 Commissioner James-Hatter before you
10 leave, and maybe this is a question for the staff
11 team as well, so would it be possible, it would
12 help me at least as an individual commissioner to
13 have the issues raised by Reverend Wise Baker and
14 Professor Quinn which had some specificity in both
15 cases to have those laid out against the current
16 calls of the issue so that we can, some of the
17 staff team over here are nodding their heads
18 vigorously so that's always a good sign, so that we
19 can compare what we have already done versus what
20 has been requested and what has been provided to us
21 previously so that we make sure we understand that
22 fully?

23 COMMISSIONER JAMES-HATTER: Yes, I
24 think that's exactly the next appropriate step.

25 CHAIRMAN WILSON: With that I'd also

1 like to ask, note, that we post, we reference
2 Department of Justice reports in this community now
3 as if there's the one uniquely. There are so many
4 and the report to which Professor Quinn and Dr.
5 Baker referred was an investigation that began in
6 November 2013 even before the events of August 9th
7 and there have been folks working on these issues
8 for years, hence including some of them, so perhaps
9 it would also be helpful for us to have the
10 Department of Justice report on the St. Louis
11 Family Court both posted to the stlpositivechange
12 website and distributed to all the commissioners so
13 we can familiarize ourselves directly with these
14 issues and not confuse it with the unfortunately
15 several Department of Justice investigations that
16 are going forward in our community. So ask staff
17 if they would do that as well.

18 COMMISSIONER JAMES-HATTER: Yes.

19 Thank you.

20 CHAIRMAN MCCLURE: Thank you.

21 COMMISSIONER JAMES-HATTER: Thank you
22 very much Commissioners.

23 CHAIRMAN MCCLURE: We have two
24 additional calls to action in the racial equity and
25 reconciliation area, this is an area that the

1 co-chairs Reverend Wilson and I have spent some
2 time thinking about together and talking with
3 others about and based on those conversations and
4 some thinking we have done with our staff
5 leadership we have these two calls for your
6 consideration and co-chair Wilson will present
7 them.

8 CHAIRMAN WILSON: Sure.
9 Commissioners thank you for your consideration
10 here. If you recall in our previous calls to
11 action we had, we have since the beginning really
12 discussed the role of faith, we have centered it in
13 our respective work together and talked about the
14 work of the faith community in helping us to get to
15 this concept of reconciliation which we speak of in
16 financial terms and sometimes we speak of in social
17 terms but in many ways it's something that we
18 access through the transcendent capacities and so
19 we didn't want to engage this work and finalize it
20 without giving an opportunity to invite those who
21 guide us on our respective journeys to weigh in
22 with some accountable action as well, and so what
23 you have here is two calls to the faith communities
24 specifically around racial equity and
25 reconciliation, first to develop and to work

1 together to develop multi-faith set of assets and
2 resources for us to inform a racial equity and
3 reconciliation not just conversation to inform the
4 work in our community, to say that there are a set
5 of tools for many of the things that we're talking
6 about, there are resources that we're able to
7 default to but what we need in this space is a set
8 of resources for racial equity and reconciliation
9 work that speaks for faith as well. So very
10 specifically we're calling on and asking
11 theological institutions, which we have several in
12 our community, and their respective alumni leaders
13 to develop new and provide existing assets to the
14 region with a multi-faith set of resources for
15 racial equity and reconciliation informed by
16 various theologies and accessible for use in
17 diverse units of faith. These of course may
18 include statements of faith, liturgical resources,
19 litanies, et cetera. We recognize that there's
20 some of this work going on now, we're just asking
21 and calling for the aggregation of such and placing
22 it on a platform to be accessible for the region.
23 So this is our first call to action in this area of
24 racial equity, well additional call to action in
25 this area of racial equity and reconciliation.

1 CHAIRMAN MCCLURE: So we're going to
2 take this as a motion to put this on the floor and
3 we will take a separate motion with the question of
4 prioritization as we did previously. Is there a
5 second for this?

6 COMMISSIONER WINDMILLER: Second.

7 COMMISSIONER JAMES-HATTER: So moved.

8 CHAIRMAN MCCLURE: Are there
9 questions or comments from member of the
10 Commission?

11 AUDIENCE MEMBER: Point of
12 clarification. Is this the first time we're seeing
13 this or that was published on the website?

14 CHAIRMAN WILSON: This is the first
15 time you're seeing this with this language. You
16 saw a placeholder before for racial equity and
17 reconciliation call to action with faith leaders as
18 an accountable body but this is the filling out of
19 that placeholder.

20 AUDIENCE MEMBER: The same is true of
21 the prior point also?

22 CHAIRMAN WILSON: The prior one
23 didn't have a placeholder, the prior one came out
24 of a working group. We don't have a working group
25 around racial equity.

1 CHAIRMAN MCCLURE: Commissioner
2 Pulliam.

3 COMMISSIONER PULLIAM: Thank you so
4 much for your leadership in this space Reverend
5 Wilson. We have been waiting for this much
6 anticipated inclusion for our journey to racial
7 reconciliation so I appreciate what you've done to
8 pull this together. So for the accountable bodies
9 I'm wondering could we add interfaith partnership,
10 interfaith partnership and the cabinet because
11 they've been, you know, they've got a foundation.

12 CHAIRMAN WILSON: Yeah, I would
13 accept that as absolutely a friendly amendment.

14 COMMISSIONER PULLIAM: Okay. Thank
15 you.

16 CHAIRMAN MCCLURE: That will be added
17 to the accountable bodies.

18 Other questions or comments?

19 Okay. All those in favor please say
20 aye.

21 And opposed.

22 Okay. So a separate question of
23 prioritizing and the request will be to prioritize
24 both of those I assume Reverend Wilson, we'll want
25 both of these prioritized?

1 CHAIRMAN WILSON: I'm of two minds
2 about that. If we could take the second one as an
3 action and then come back. I'm recognizing the
4 limited landscape we have in prioritized actions
5 and if I had to chose between the two I'd actually
6 choose the second to prioritize versus the first.

7 CHAIRMAN MCCLURE: Well, an
8 alternative suggestion would be to bundle them and
9 put them in one.

10 CHAIRMAN WILSON: This is true.
11 Perhaps we should have discussion about that.

12 CHAIRMAN MCCLURE: Okay. So we'll go
13 to the second one now and have a prioritization
14 discussion separately.

15 CHAIRMAN WILSON: The second one
16 quite frankly calls for and invites clergy and
17 faith leaders, so we note the term authorized faith
18 leaders as accountable bodies but it calls for
19 faith communities and authorized faith leaders to
20 call, to engage directly in networks and tables of
21 policy discussion across the region to shape how we
22 work together and inform the conversation directly.
23 This is quite frankly a call that in many of the,
24 we're using this terminology tonight, in many of
25 the networks that engage around public policy

1 issues also we lack faith community voice directly
2 from its authorized leaders. We do not believe of
3 course that it takes someone with a collar or with
4 a stole to be a person of faith but we do believe
5 that the present engagement and public engagement
6 from authorized faith leaders and policy
7 discussions perhaps based on a certain bias
8 advances the discussion or at least seeks to frame
9 it in a way that gets to the core of a lot of our
10 values and so this call is really to our faith
11 leaders to say this is your work and we invite you
12 to do so publicly around these respective civic
13 tables. So that's really what this is about.

14 CHAIRMAN MCCLURE: So we'll take that
15 as a motion, is there a second?

16 COMMISSIONER PULLIAM: Second.

17 CHAIRMAN MCCLURE: Second. Then what
18 discussion or questions would you have?

19 COMMISSIONER PULLIAM: What is an
20 authorized leader?

21 CHAIRMAN WILSON: That's why we used
22 the term. In different faith communities
23 authorization takes on different forms.
24 Authorization may be ordination within a particular
25 Christian community, it may be licensure in another

1 and quite frankly because we recognize, we want to
2 be considerate of the various approaches that to
3 use the term clergy actually has both the Christian
4 bias and a judeo-christian bias as we consider this
5 broadly so we use the term authorization to speak
6 to those who are sent forth and set apart by
7 communities of faith to guide and provide them
8 leadership.

9 COMMISSIONER PULLIAM: Thank you.

10 CHAIRMAN MCCLURE: Question?

11 Commissioner Windmiller?

12 COMMISSIONER WINDMILLER: One more
13 question and that would be is the conversation
14 about policy directly related to racial equity and
15 reconciliation or is it a broader set of policy
16 issues? Because I'm unclear from this.

17 CHAIRMAN WILSON: Great question. It
18 would be a broader set of policy issues. So what
19 we're saying is to the point, to use the last
20 example that we shouldn't have a discussion about
21 the funding and design of public schools without
22 faith leaders around the table. So we shouldn't
23 have discussion about economic inequity without
24 faith leaders around the table or at least those
25 faith leaders should feel both compelled and called

1 to those tables to frame that conversation from
2 perspectives that inform people's values.

3 COMMISSIONER WINDMILLER: So I see
4 this as a way to invite authorized faith leaders to
5 the table to have the conversation about how to
6 discuss and implement calls to action, all of our
7 calls to action as opposed to just racial equity
8 and reconciliation? I'm wondering why it's in
9 specifically that sphere?

10 CHAIRMAN WILSON: I think part of the
11 assumption, there is an assumption here that bears
12 speaking perhaps that, at our core, and our core
13 values we believe that, speaking, try not to speak
14 in faith language here, we believe that all people
15 deserve equitable opportunity and some of that is
16 informed by where we believe we all sit, Sub specie
17 aeternitatis, under the gaze of eternity, and so
18 faith leaders have the capacity to inform these
19 broader discussions with our values and those
20 undergirded beliefs and that if we have those
21 discussions with those things in mind then we get
22 closer to equity and reconciliation. So that's,
23 again it's unspoken here but we believe that at our
24 core as identified by many of our kind of polling
25 questions that if we frame these things in a larger

1 context, not just who gets what, when, where and
2 why, you know basics of politics but faith leaders
3 would help us get to equity if they were in these
4 discussions.

5 COMMISSIONER WINDMILLER: Thank you.
6 That helps.

7 AUDIENCE MEMBER: Not everyone
8 practices faith though.

9 CHAIRMAN WILSON: This is true Jerac,
10 you make a great point which is why we try to be
11 open about this, we kind of speak to multi-faith.
12 I was held to this in a conversation about women
13 named Faith the other day when I suggested exactly
14 this, that we come to this work, some people from
15 their respective faiths, some people without faith,
16 what they suggested to me I offer to you as well,
17 that in order to get the kind of work we've got to
18 get done done it's not that you have a certain set
19 of beliefs about God but faith is rather your
20 capacity to suspend the rules of logic to get
21 beyond the stuff that reasonably you would think
22 you can't get done.

23 AUDIENCE MEMBER: But not every
24 authorized faith leaders don't have as open of a
25 mind as you do on that kind of topic.

1 CHAIRMAN WILSON: I agree with that,
2 you know, I wish everybody could be like me, but.

3 You left yourself open Jerac.

4 CHAIRMAN MCCLURE: Frightening as
5 that might be.

6 CHAIRMAN WILSON: Frightening as that
7 might be, you know, my wife does not wish that but
8 the reality is, I mean I think there's got to be
9 open and diverse tables quite frankly and there are
10 people who should come in from different points of
11 view, whether they, you know, it's going to take
12 all of us sitting down and folks who have faith
13 beliefs that I wouldn't agree with should be at the
14 table as well.

15 CHAIRMAN MCCLURE: Thank you.

16 So any other questions or comments
17 from commissioners on the second call to action
18 here?

19 Okay. Seeing none all in favor
20 please say aye.

21 Any opposed.

22 Okay. So we shall speak to the
23 prioritization question.

24 CHAIRMAN WILSON: I think this is an
25 open question perhaps for discussion again. I

1 think my own set of beliefs would say based upon
2 the work that I know is happening in faith
3 communities right now because there's a good amount
4 of work happening around these liturgical
5 resources, litanies and the like the aggregation of
6 them is really the work here. I think the higher
7 return on engagement is really in the second space
8 and so personally I would invite us to be
9 thoughtful about prioritization of the second and
10 inviting, it may be some work in implementation to
11 get someone like the interfaith partnership just to
12 pull together some of the stuff that's happening in
13 the first but prioritization would call on perhaps
14 the second, that is my own opinion, I am not making
15 that quite frankly as a recommendation, as a
16 motion, just opening discussion with that
17 perspective.

18 CHAIRMAN MCCLURE: Comments or
19 thoughts in this space before we entertain a
20 motion?

21 You and I haven't talked about, this
22 is my own thought would be I'm very comfortable
23 with bundling them together so that both points get
24 made. Your concern is that the second one would
25 get lost if we had the first one prioritized?

1 CHAIRMAN WILSON: Yeah. I mean if we
2 would bundle them then perhaps we just, this would
3 be the header, I would lead with the second.

4 CHAIRMAN MCCLURE: Lead with the
5 second and follow as a bundle.

6 CHAIRMAN WILSON: Yeah.

7 COMMISSIONER PULLIAM: Just a
8 question. If they were bundled would the convening
9 of these tables and dialogs, would that be
10 considered one of the assets that we're asking for
11 in the development and providing of these new
12 assets? I guess I don't know --

13 CHAIRMAN WILSON: So you push me back
14 toward decoupling. So the first one is to source
15 current activity.

16 COMMISSIONER PULLIAM: Okay.

17 CHAIRMAN WILSON: For communities who
18 already gather.

19 COMMISSIONER PULLIAM: Okay.

20 CHAIRMAN WILSON: My bias is not to
21 source new dialog groups. We do well at that. But
22 to remember our call to make policy recommendations
23 and the second, really the first call to action is
24 much more about, has a capacity to frame and form
25 people for policy discussions but the intervention

1 is much further away from policy and so the second
2 is really about getting at how we shape the
3 collective work and how we order what we do as a
4 community together. And so I would, Commissioner
5 Pulliam, she's pulled me away from you Rich.

6 COMMISSIONER GORE: I move that we
7 prioritize both of them.

8 CHAIRMAN MCCLURE: So motion on the
9 floor is to prioritize both.

10 Commissioner Gore does your motion
11 include Reverend Wilson's thought that the second
12 one becomes the lead?

13 COMMISSIONER GORE: Yes.

14 CHAIRMAN MCCLURE: Okay.

15 COMMISSIONER NEGWER: I'll second.

16 CHAIRMAN MCCLURE: There's a second
17 to that effect.

18 Already there's a motion and second.

19 Further discussion or comments?

20 Commissioner Pulliam.

21 COMMISSIONER PULLIAM: Okay. I know
22 I called the question but are they bundled or
23 separate at this point?

24 CHAIRMAN MCCLURE: Your motion is
25 Commissioner Gore?

1 COMMISSIONER GORE: Yeah, that we
2 prioritize both of them.

3 COMMISSIONER PULLIAM: But number two
4 is number one.

5 CHAIRMAN MCCLURE: Number two is the
6 lead.

7 COMMISSIONER PULLIAM: All right.

8 CHAIRMAN MCCLURE: Other questions or
9 comments?

10 Okay. All those in favor please say
11 aye.

12 And opposed?

13 Okay. Thank you very much.

14 CHAIRMAN WILSON: Thank you very
15 much.

16 CHAIRMAN MCCLURE: I wanted to pause
17 here and thank my co-chair, my colleague and my
18 brother for his thoughtful work on this. He and I
19 have been in several meetings together where I have
20 seen him very thoughtful with diverse groups of
21 faith leaders and talking and challenging them to
22 respond to their call and he's been in a number
23 that I have not been in where I know that this is
24 very thoughtful and I think this is a very relevant
25 group for us to be speaking to with our prioritized

1 calls to action so I wanted to publicly thank you
2 for your work and your passion and your commitment
3 here.

4 CHAIRMAN WILSON: Thank you.

5 CHAIRMAN MCCLURE: Okay. We're going
6 to move along on our agenda and next is to review
7 the transition phase of our work and there are some
8 slides on this that commissioners have in their
9 packet and they would be on the screen for the
10 audience and our manager director Bethany
11 Johnson-Javois will lead us through this.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 Good evening again to Commissioners, I'm going to
14 ask staff to help me to advance the frames.

15 This community and Commissioners is
16 the framework for change I'd like to present to you
17 this evening, these slides can be found on our
18 stlpositivechange.org website as well.

19 If you'll advance to the next slide.

20 We extrapolated this quote from
21 Governor Jay Nixon as we were called into being in
22 November.

23 "Their most important work will be
24 the changes that we see in our
25 institutions and our work places and

1 our units and in our interactions
2 with one another. Change of this
3 magnitude is hard; but maintaining
4 the status quo simply is not
5 acceptable."

6 Here we've done some research to
7 learn that in fact as we looked at other
8 commission's work we have found that there has not
9 been a commission within our time frame that has
10 had the magnitude or scope of charge as we have and
11 the magnitude of the body of work and interaction
12 with community so with this I just wanted to show a
13 digital picture of our experiment called The
14 Ferguson Commission To Date where we have paired
15 research, expert testimony, diversity in terms of
16 not just racial makeup, geographic makeup,
17 perspective, age difference as we can see in the
18 prior data that has been reflected this evening,
19 all of which together over 100 regional leaders,
20 over 60 public meetings to date that David I think
21 we're at how many attendees total? 2,000 plus,
22 close to 3,000 at this point if you combine the
23 working group totals with our commission totals and
24 all of this together including your hours that
25 you've put into work are including about \$20,000 of

1 volunteer hours which has yielded the 200 calls to
2 action and tonight that puts us about 210 plus, 210
3 calls to action that we have done the work of
4 signature priorities as well.

5 In this I wanted to show you the
6 buckets of the overall team that you will see
7 reflected in the report and how we have rolled up
8 all of the work that we have done together. Our
9 overarching theme in our community that's resounded
10 from the feedback we received is racial equity, the
11 need for that and the need to focus as that, or our
12 priority in the region.

13 Up under that, under these headings
14 we find Justice For All which we call for police
15 reform, court reform and consolidation, youth being
16 at the center, thank you for sharpening that work
17 and up under that early childhood development,
18 talking about the whole child and the environment
19 around the child needing to be whole and education
20 infrastructure and then the third area within our
21 signature priorities have been captured under the
22 heading Opportunity To Thrive which those sub
23 bullets you see Medicaid expansion, employment,
24 financial empowerment, housing and transportation
25 are all key components of that Opportunity to

1 Thrive.

2 Back to this for community all lists
3 of calls to action can be found at bit dot L-Y
4 forward slash fcsigCTAlist.

5 It's the easiest acronym you ever did
6 see.

7 You want me to do it again? H-T-T-P
8 colon, forward slash forward slash, they say bitly
9 but that didn't work for me, bit dot L-Y --

10 CHAIRMAN MCCLURE: Can we put it on a
11 board on the side?

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 Forward slash fcsigCTAlist, Ferguson Call To Access
14 List is what that stands for. We're putting
15 Starsky to work.

16 As I move forward leveraging regional
17 capacity is going to be very important again, the
18 Commission's charge was to develop policy calls to
19 action and so although we do not want to show that
20 change is magic in the linear equation we do see
21 key elements to change according to our charge
22 which is policy plus the necessary infrastructure
23 has to be in place in order to advance policy in a
24 thoughtful and meaningful way undergirded with
25 financial infrastructure as well as human capital

1 and community investment so these three things,
2 policy infrastructure and community investment over
3 time equals change. There are opportunities for us
4 to leverage existing capacity in some areas and in
5 others very little infrastructure remains in which
6 we need to work together.

7 So Change Now, what is it we can do
8 right now that we need to be thinking of in helping
9 and community to think through. That racial equity
10 clearly is important, that we need to embrace that
11 and to ask organizations and even individuals to
12 define that and to operationalize what movement
13 looks like in that whelm, that alignment both
14 internal and external for organizations needs to
15 happen, that we take a generational approach as our
16 lens is reflected and that policy investment which
17 is different than programmatic investment, that's
18 connected to policy is very important for the long
19 term sustainability.

20 So here I present to you the time
21 line with which we work. This slide is
22 particularly important. Our work from November
23 through September 15th of our time together has
24 been heavy community engagement and commission
25 leadership so beyond report release we see a

1 transition in our role. From September 16th to the
2 rest of our time together as we sunset December
3 31st we shift community leadership with commission
4 facilitation and guidance which we kind of saw in
5 the call to action and the education space of
6 needing some transition to make sure that things
7 are set up well and then we see implementation from
8 January 31st to generations is that last word where
9 community in fact is ready, engaged and supported
10 to take ownership of the body of work that we have
11 left as our legacy.

12 So this slide is a slide that shows
13 collective impact approach, answering the question
14 how do we go about sustaining this change beyond an
15 appointed entity and what you see in the middle are
16 some key elements of collective impact. Common
17 agenda, mutually reinforcing activity, continuous
18 communication, some way to be able to measure
19 impact, the so what of the work and the backbone
20 infrastructure support that manages as we have done
21 over the past few questions.

22 These circles behind you which Serena
23 Muhammad is coming right behind me to explain more
24 in depth if necessary, you see general public has a
25 role, we are particularly sensitive that young

1 people, their voices need to be articulated in
2 their own area, issue based networks is important
3 where people have already engaged in this and we
4 need to capitalize on that, community based
5 organizations as well as business leadership and
6 governmental leadership so this is a way of being
7 able to channel energy across the region
8 recognizing that there are some areas that need to
9 be developed and some that are happening right now.

10 So here I'd like to offer to you what
11 the focus of our work and our time together will be
12 now through December 31 and this is not an all
13 encompassing but I think it fits us well.

14 Number one, as we are together
15 through December we will have another chance as we
16 look at the legislative priorities to see which
17 ones we prioritize again, to work with our elected
18 officials to confirm for the 2016 session.

19 Number two, this will be our
20 opportunity to participate in the speakers bureau,
21 all of us will be expected to go out and to engage
22 with those who have questions, answers or need for
23 further discussion or facilitation.

24 Number three, to provide leadership
25 to develop the collective impact approach to

1 sustainability. What this means, and we'll talk
2 about tonight is the selection of the backbone
3 function and the selection of the monitoring
4 functions of that collective impact approach and
5 other opportunities, example one came up tonight
6 that spoke to the need to look at this task force
7 and some work to make sure that that's shaped well.

8 So with that what I'd like to do is
9 this is straight forward and due to time is to
10 transition to the work that we're really set to do
11 tonight, Serena Muhammad is coming behind me,
12 Serena has been a champion and an advocate
13 particularly for children, she's a founder, she can
14 tell you about this, she asked me not to talk much
15 about her, she can talk about herself, but
16 currently she's the senior project director at St.
17 Louis Mental Health Board and she's been, played a
18 voluntary advisory capacity for the Commission so
19 with that I'll allow her to do her introduction and
20 take us into the next portion of our work together.

21 MS. MUHAMMAD: So just by way of
22 introduction my name is Serena Muhammad, I'm the
23 director of strategic initiatives for the St. Louis
24 Mental Health Board. I'm also a member of the
25 Collective Impact Funders Forum and it's a group

1 that's been meeting for about two years to study
2 collective impact and look at the implications for
3 solving complex social issues.

4 So we have about 30 minutes to talk
5 about the backbone selection and I understand that
6 you've already received some information about
7 collective impact, you did some pre-reading, there
8 was a video that was sent out specifically about
9 community organizing and movement building --

10 MANAGING DIRECTOR JOHNSON-JAVOIS: I
11 need to clarify, Bethany forgot to send the video
12 but I'll follow up with the video. Sorry.

13 MS. MUHAMMAD: Okay. So one of the
14 points that I wanted to make is collective impact
15 is an approach to solving a problem and it's
16 actually a rather recent lexicon for how to look at
17 partnerships. So in 2011 there was a group that
18 published a study about elements that they saw that
19 were evident in partnerships that were successful
20 so this is not something that is a new phenomenon,
21 it's just another way to talk about something
22 that's already been happening and that has worked
23 in other forums. I think it's more to compare
24 movement building to collective impact because we
25 have lots of examples in our history of movements

1 that have been successful and look at some of those
2 principles that make movements successful because
3 what I wanted to submit to you tonight is that
4 moving the Ferguson Commission work forward is
5 going to be bigger than creating a collective
6 impact framework and so that kind of backbone, it
7 really is more about movement building and there
8 are some elements of movement building that are not
9 adequately addressed in the collective impact model
10 so I wanted to compare those two things side to
11 side.

12 So when you look at movement building
13 it's really about mobilizing the people who are
14 affected by an issue to actually challenge power,
15 dynamics and to look at ways to be inclusive of
16 everything in problem solving. So the problem is
17 not filed from the top down, it will involve
18 everyone in the community, even those that are
19 affected by the issue.

20 So two elements of movement building
21 that you don't have discussed as often in
22 collective impact, number 2 and number 3 on the
23 side, movements confront power and movements are
24 grassroots. So as you are designing your
25 collective impact initiative I think it's important

1 to consider how we accomplish those two elements of
2 movement building in the collective impact
3 framework. You'll notice that the other five
4 conditions of collective impact also occur in
5 movements so movements are actually more
6 comprehensive, collective impact is usually focused
7 on system building and structures so I think
8 movement brings the people into collective impact.

9 You've already talked about having
10 the common agenda, the shared measurement, the
11 mutually reinforcing activities, the backbone
12 infrastructure and continuous communications.
13 Those are five conditions that have been identified
14 that are as present in a successful partnership and
15 I think it's important to call out that there are
16 lots of partnerships, lots of collaborative efforts
17 and the degree to which they are successful can be
18 determined by whether or not these five elements
19 are present so that's why the sentence collective
20 impact has become so pronounced because we're
21 trying to get down to a science of what has been,
22 what have been the common elements that people have
23 observed in some of these structures that have been
24 successful.

25 So typically when you have a

1 collective impact process it starts with a
2 relationship-based group, whether it's a committee,
3 a task force, these are folks who are already
4 working on a particular issue, they were in the
5 same space in some way, they had a universal issue
6 that was understood, that everyone knew what their
7 role was to address, they had a network mindset
8 wherein the degree that they wanted to come
9 together to problem solve something as a group and
10 they had key partners who are really leading this
11 initial stage and I'm going to make a distinction
12 between the typical collective impact process and
13 what I have observed to be the process for the
14 Ferguson Commission.

15 The second stage that usually happens
16 is once you get this group together they develop an
17 action plan and then members of that particular
18 group actually step up and start implementing on
19 that plan. So the second phase after the planning
20 is that the group itself organizing to implement
21 the plan and then the third phase which is where
22 you get to the part where you really have a lot of
23 work going and there's a lot of activity is you
24 start to look at the structure that's necessary to
25 actually carry a larger scale effort forward and

1 that's where you get to the backbone piece. So
2 this is your typical collective impact process.

3 The Ferguson Commission process is a
4 bit different because it started off focused on
5 planning and there wasn't necessarily an
6 expectation that the same people who came together
7 to plan would be required to move the
8 implementation forward and I think that's a very
9 significant distinction to make. Because
10 collective impact is relationship based you
11 generally have the opportunity to, during your
12 planning process to develop trust, to have an idea
13 of who is the best organization or agency to take
14 the lead on something, to establish those
15 relationships where you actually feel comfortable
16 taking on things that are risky or challenging and
17 there's a bit more ownership and room in the
18 implementation phase if you've gone through the
19 planning stage together and I know many of us have
20 been involved in planning efforts and there are
21 lots of plans, especially in the St. Louis region,
22 for just about any topic that you can name and one
23 of our challenges that, you know, Starsky mentioned
24 before about follow through is it's very difficult
25 for one group to create a plan and then hand it off

1 to someone else to own it and do it. We have not
2 been successful with that as a region so I think
3 you want to call attention to what we can learn
4 from past experiences where groups have created a
5 plan and nobody picked it up so we can build into
6 our process something that will mitigate against
7 that risk because that's a real risk in this
8 process.

9 So I'm going to talk specifically
10 about the role of the backbone organization. This
11 body of research that was done in the collective
12 impact framework identifies six essential functions
13 for backbone and I'm going to read this because
14 folks in the back when I was standing in the back I
15 can tell you can't really see this slide so the
16 essential functions are to guide vision and
17 strategy, support aligned activities, establish
18 shared measurement strategies, build public will,
19 advanced policy and mobilize funding. So your
20 backbone has to be able to do all six of those
21 things at a minimum.

22 The typical abilities that are needed
23 in order for a backbone to be effective is they
24 traditionally need to be a respected and neutral
25 convener and they need to have at least one person

1 within that backbone structure that has a full-time
2 focus on this initiative. So one of the things
3 that happens in your traditional collective impact
4 structure in the planning phase is people start to
5 understand the plan as a part of their regular
6 natural work. This isn't an additional thing that
7 you're asking someone to do, they're already doing
8 it, this is just a process that makes their work
9 easier, that makes their accomplishments greater so
10 they look at collective impact as something that
11 benefits them and their work as well as the broader
12 community. And I think that's a significant piece
13 to hone in on because as soon as it starts to feel
14 like something in addition to what people are
15 already doing it has the tendency to become
16 deprioritized so as you're thinking about backbone
17 you want to have someone that has a natural fit,
18 that this is something that they're already charged
19 with doing.

20 The second ability is managing
21 internal and external communication. When you talk
22 about having that continuous communication that is
23 a real challenge. The more stakeholders you have
24 in a group the more sectors you're crossing and
25 it's just not the formal communication of sending

1 out, you know, the information about meetings but
2 it's talking to people between meetings, it's
3 building up those relationships so that everyone
4 understands what's needed and that they can really
5 participate in the process fully.

6 The third is data collection and
7 analysis. Now we're fortunate that there are a lot
8 of people and a lot of institutions in our region
9 who like to do data collection and analysis,
10 however, we're all collecting different data, we're
11 not sharing it with one another and we're not at a
12 point yet where we understand data in the same way.
13 So just seeing a number doesn't always represent
14 the same information depending on who's the viewer
15 so there's a lot of work to be done in this data
16 collection and analysis space and the role of the
17 backbone ability is to actually have in that
18 neutral space for people to be comfortable sharing
19 data with them because data doesn't always view,
20 tell the best story about what's happening in a
21 space or in a sector so people have to feel
22 comfortable that when we give you their data that
23 you're going to use it responsibly.

24 The fourth community engagement and
25 relationship building, collective impact has to be

1 exclusive and we all start off inviting the people
2 that we know to be a part of a process, the
3 backbone organization or the backbone function has
4 to have the ability to get outside of the immediate
5 network, be exclusive and expand so that anyone who
6 wants to be a part of this problem solving or a
7 part of the solution has space to do that.

8 The fifth piece is advocacy. This is
9 tricky for a lot of organizations serving a
10 backbone function so I'm going to talk about how to
11 build in some safeguards around that but you do
12 have to have an organization that can speak up for
13 more than its own voice. They can't just always be
14 about a self interest of that particular
15 organization or that particular group, they have to
16 have the ability to speak out on behalf of others
17 who may not be in the fold immediately and then the
18 last function is they need to have the ability to
19 fund raise in addition to the ability to commit
20 organizational resources. So this is not simply a
21 pass through or someone who's managing funding,
22 they have to actually feel like this is a part of
23 their core work where they're going to commit staff
24 time and whatever resources they have as an
25 organization to see this move forward. It's not

1 just a contract with someone to implement this
2 plan.

3 So here are some structural
4 considerations. A backbone organization is not
5 always one organization. There are backbone
6 functions so you can have multiple entities
7 servicing different pieces of that function and I'm
8 going to talk about the pros and cons or just
9 really compare what it would look like to have a
10 single entity versus multiple entities.

11 I believe in order for this to work
12 you would have to have a single entity that has the
13 ability to convene, coordinate and implement, so
14 they have to be a little, be able to do a little
15 bit of all of it and one way to look at that is
16 this single entity would have to have a mission or
17 a scope that aligns with one of your major
18 overarching themes, okay, so you, and I'll talk
19 about how that might look. They have to be
20 self-directed, so if you give it over to a single
21 entity you're looking at very limited ongoing
22 support from the Ferguson Commission, it's almost
23 like you establish a partnership, they can't take
24 it on as a part of their central work and they have
25 the internal capacity to build on what you give to

1 them. You're not simply giving them instruction,
2 they own it and they move it forward. One of the
3 advantages of having a single entity is that it's a
4 clear and visible authority so people know who's
5 responsible, who it belongs to, at the same token
6 they're highly visible and that creates a higher
7 degree of risk that some organizations may not be
8 able to survive. There's a lot of scrutiny into
9 how well someone is able to implement something of
10 this scope.

11 So then you look at the multiple
12 entity piece. The first thing that's important
13 here is understanding how power will be shared and
14 balanced because whenever you have a group of
15 players around the table with each person playing a
16 role there is the risk of creating a true
17 leadership vacuum where nobody feels like it's
18 really owned and that they all are just kind of
19 figuring out what their piece is so addressing the
20 power issue is critical when you have multiple
21 entities, especially because these are not
22 necessarily multiple entities who have been working
23 together up until this point so you haven't had the
24 opportunity to do the relationship building. I
25 would suggest that whatever process you use you

1 have some opportunity for relationship building but
2 we'll talk about that when we get to the actual
3 selection process.

4 If you have multiple entities they're
5 likely going to need more commitment of support and
6 direction from the Ferguson Commission up until the
7 sunset date so you'll probably be likely, you'll
8 probably be active with this group more so than
9 with a single entity. Because they have a
10 decentralized formation you may have to establish
11 some level of a leadership group, it could be
12 something that you appoint as an ad hoc group that
13 meets occasionally, it could be that this group
14 decides to check in with them once a year or
15 members of this group but you will have to
16 establish some type of accountable body when you
17 have multiple entities working together but it does
18 require significant relationship building, more so
19 than the single entity.

20 So I'm going to dive into some of the
21 characteristics for the single entity. They
22 generally need to have broad mission and
23 sophisticated structure with existing networks.
24 Now this doesn't mean that they have to be able to
25 do everything in your plan but they should have the

1 ability to do most of it and the way that you're
2 able to determine that is if you were able to look
3 at your signature priority and identify one common
4 theme that crosses all priorities, let's say
5 economic development, let's say somebody can make
6 the case that if you can address economic
7 development it touches most of your work then that
8 would make it simpler for you to identify a single
9 entity who's already working in that space, who
10 already has capacity around economic development
11 who could drive most of your agenda and for those
12 pieces that don't naturally fit within their scope
13 they would have the ability to identify new and
14 essential partners to make sure that all of the
15 work gets done. Going with the single entity is
16 probably the simplest, most straight forward way to
17 proceed but it would require you to identify that
18 one issue that you feel could become a big enough
19 umbrella to get most of the work done and I have
20 some examples of some large institutions that could
21 possibly play a single entity role depending on
22 what priority you would select as being overarching
23 enough. So you could go with someone like the St.
24 Louis Economic Development Council if you went with
25 an economic development lens, an organization like

1 East West Gateway who already does regional
2 planning, the Regional Business Council, you know,
3 but it would have to be something that's big enough
4 that they have the infrastructure to do all of the
5 supportive tasks that need to happen. And I'm just
6 going to read these five bullets because I have to
7 remember folks in the back, so.

8 They have to have a clear
9 self-interest, authority to convene and align,
10 ability to further shape and define the plan,
11 public accountability and planning expertise.
12 Because even though you've already created a plan
13 there is going to have to be further refinement of
14 steps and how to carry out the plan. And I'm going
15 to give you an example of a single entity
16 collective impact initiative.

17 So when I talk about the research
18 that was done to identify the five key elements for
19 what makes collective impact work one of the models
20 that was studied was the Strive Initiative. The
21 Strive Initiative focuses on college completion and
22 really on improving public education or improving
23 education in general. In the Seattle area their
24 strive initiative is called the Road Map Project
25 and this side depicts the process that they went

1 through in their planning process, they started off
2 with alignment of all of the sectors that are
3 involved in education and then they added parent
4 and community engagement and then they started to
5 look at data and they used all of that to create
6 stronger systems for delivering public education.
7 This was the, these are the steps that they took to
8 reach their goals. The goals that they identified
9 for them were healthy and ready for kindergarten,
10 supported and successful in school, graduate from
11 high school, college and career ready, earn a
12 college degree or credential. So again with the
13 single entity that you normally have one
14 overarching focus but they're still convening all
15 of the same sectors that you would typically
16 convene just focused on one issue.

17 So now we're going to talk about the
18 idea of having multiple entities. If you go with
19 the multiple entity structure the middle circle
20 more of an intermediary, they need to be proficient
21 in managing relationships so again it's not just a
22 contract or a vendor, and then you're able to hone
23 in on highly specialized partners so you're able to
24 say in this space of community engagement who do we
25 really need that's already an expert in this space

1 to come into this structure to make sure that
2 that's done well. Who do we have that's already in
3 the capacity building space or the convening and
4 aligning or the initiative specific. So if you
5 have a specific action that you really want to make
6 sure that the folks who are working on, you know,
7 equity have their own leadership piece that's how
8 the multiple entity would work. They would take
9 direction from a coordinating body so again you
10 would have to have some structure to offer
11 direction to this group. It's not the
12 intermediary. So it's not the person that's
13 managing relationships, it could be that each
14 entity has a representative that forms this
15 leadership or coordinating body but keep in mind
16 that there needs to be an accountable structure
17 there.

18 The intermediary or the relationship
19 manager would have to be neutral and respected,
20 again all of these organizations have to have very
21 high public accountability, they would have to have
22 the ability to allocate resources, their own
23 resources as well as fund raise and planning
24 expertise. So some of the same skill sets just
25 spread out across multiple entities. If at all

1 possible they should be politically neutral, not a
2 direct service provider and not dependent on
3 fundraising, if possible. I know that narrows the
4 field. But some options for that intermediary
5 could be the Greater St. Louis Community
6 Foundation, Youth Bridge Community Foundation,
7 Community Builders Network, you know, folks that
8 are in a position to convene that are neutral that
9 are not necessarily reliant on fundraising.

10 So any questions?

11 CHAIRMAN WILSON: Yeah. The
12 politically neutral piece trips me up.
13 Particularly when the work and even as I look at
14 some of the examples, we spent some time dealing
15 with this stuff together, the advancement of a
16 policy agenda requires some orientation around
17 political activity that may not be in the same way
18 with something like Strive so if you could say a
19 little bit about how one can be politically neutral
20 when the core of the work is advancing politics.

21 MS. MUHAMMAD: Right. So the core of
22 the work is not necessarily advancing politics, or
23 advancing policies. Advancing policies is a
24 strategy to get to a particular set outcome so the
25 way that I'm looking at it is you have your neutral

1 convener and you have partners, some of them are
2 close partners, some of them are arms length
3 partners and you coordinate with your partners to
4 do those actions that wouldn't be a natural fit for
5 your neutral convener. I think the thing that
6 people have to be comfortable with is allowing
7 people to excel in the space that is best suited
8 for them and not to expect one entity to be able to
9 do all of it because if that could happen it would
10 have happened by now, we would have this one super
11 entity.

12 CHAIRMAN WILSON: If there wasn't a
13 political will for it, I mean so we're here with a
14 political aim in mind and I say that not on a
15 particular body, on a partisan kind of way but
16 we're here because of problems with how people
17 relate to one another which is politics and who
18 gets what, when, where and why that we have
19 structural, regulatory and legislative issues with
20 how we order our lives together and we've set, you
21 know, we've spent these months setting a policy
22 agenda so I don't, I mean I think part of what
23 we're talking about is an implementation strategy
24 to get these policies moved and to build a will
25 around them to get them moved.

1 MS. MUHAMMAD: Right. So when you
2 look at this multiple entity structure your issue
3 specific action you could have a partner whose
4 specialization is policy but this middle
5 relationship manager person is probably not going
6 to be that person. The middle relationship manager
7 person is going to be someone who's neutral, that
8 people feel comfortable, that they're not going to
9 go too far one way or another, that they can invite
10 people in as needed, that they can make the space
11 inclusive but that doesn't mean that you wouldn't
12 have somebody in one of those circles who can
13 really go in on a particular action or activity.
14 That's one of the advantages for having the
15 multiple entity is because you can specialize, when
16 you get to the single entity it's much more
17 difficult to do that.

18 CHAIRMAN WILSON: Okay.

19 MS. MUHAMMAD: So here's an example
20 of a collective impact initiative that uses
21 multiple entities. So the way that this is
22 structured Memphis Fast Forward is the overarching
23 collective impact initiative and they've identified
24 five sub initiatives that are coordinated under
25 Memphis Fast Forward and each of these sub

1 initiatives also has its own backbone organization.
2 So this is a much larger initiative than the Strive
3 one that we looked at, there's more infrastructure,
4 a lot more planning went into it, a lot more
5 partners but this is what multiple entity could
6 look like.

7 So now I'm going to talk about a
8 process for selecting either one of these, either a
9 single entity or a multiple entity. So as I
10 mentioned the single entity is the least labor
11 intensive, so this is a simple, well I shouldn't
12 say simple, it's the least labor intensive way to
13 get all of this done. It puts most of the
14 responsibility on whoever the backbone might be to
15 figure out a lot of the work on how to move things
16 forward so it will start off with that concept of
17 identifying a unifying priority so that you can say
18 if we want to look at economic development who
19 should be in this space, if we want to look at this
20 as an education issue who should be in this space.
21 Possibly you could have more than one issue but
22 once you get beyond that you're not going to find
23 too many single entities who are really working in
24 a focused way on those issues. So once you
25 identify that priority you would host a technical

1 assistance meeting with the candidates based on
2 that priority. So you would say we really want to
3 talk about organizations that are working in the
4 space of economic development, this is our, these,
5 this is our call to action plan, this is what we
6 would like to see happen, tell us how you would
7 approach moving this plan forward and those
8 candidates would actually just submit a proposal
9 addressing your key considerations so they would
10 talk about how their core activities already
11 support the work, what they would need to add as
12 far as capacity and leadership to address the full
13 scope of the work, so again if they're focused on
14 one area and it doesn't hit the other two how would
15 they accommodate that, which parts of the work they
16 would not want to do directly, so that speaks to
17 that piece about being neutral. The things that
18 then are limitations for them they would have to
19 disclose it up front. How they would secure
20 ongoing resources and then of course there would be
21 other questions that we would want to determine to
22 ask in this application process that perhaps the
23 Commission and staff look at. When you go through
24 your plan aside from those six core functions of a
25 backbone there are other things that you're

1 accustomed to that you would want to see carried
2 forward. The staff would then narrow the list
3 based on the proposals that are received and invite
4 the top candidates to do presentations at a public
5 meeting like this and the Commission would select a
6 top candidate. So it's a pretty straight forward
7 process like most calls for qualifications. It
8 should be noted though even if the single entity is
9 collected it shouldn't appear as if the entity is
10 selected and the Ferguson Commission vanished.
11 There needs to be some communication of transition
12 for how either key leaders or volunteers with the
13 Commission will stay engaged, perhaps even staff of
14 volunteers can stay engaged for the first phase or
15 so. If it looks publicly like it was done and
16 handed off I think that that might diminish the
17 confidence that people might have in that group who
18 takes on the work to move it forward. So that's
19 just something to consider.

20 So then this is the multiple entity
21 selection process. In this process you may be able
22 to identify that neutral relationship manager
23 without going through a long process because that
24 is going to be a finite universe of intermediary
25 type organization who are in a position to manage

1 collectives. So again you would establish your
2 selection criteria and prioritize your key values,
3 tasks and outcomes for all of the partners that
4 would be involved and what I would suggest in this
5 is that I believe closest to movement building is
6 that you would actually host a series of sessions
7 or meetings and you would invite stakeholders to
8 plan together how they would design a collective
9 impact model. So the distinction would be that
10 when you get to these key tasks about inviting
11 partners you would say we're hosting a session on
12 this particular signature priority around child
13 welfare, all of the organizations who work in this
14 space we invite you to come, talk through these
15 recommendations with us, talk with one another
16 because you're all working in this space and then
17 design a collective impact approach to moving these
18 recommendations forward. I think what this does is
19 it gives everyone an opportunity to buy in and to
20 see themselves as a part of moving the solution
21 forward and it also allows you to establish some of
22 the relationships that may be necessary to actually
23 design this collective impact approach going
24 forward, so it's not one organization going off and
25 coming back and saying here's what we will do but

1 it's you putting a charge to a sector to say we've
2 identified these issues in your sector as a group,
3 how do you think these issues should be addressed.
4 It does require more work from the staff and
5 perhaps even the commissioners to actually convene
6 these meetings and to have these conversations, you
7 may have to provide some technical assistance as
8 people are thinking these issues through but it
9 creates a space that's more like a think tank where
10 people are coming together to problem solve based
11 on the actions instead of people asking you what
12 should we do with this, they're telling you this is
13 what we can do with this if you create that type of
14 space.

15 Once the sectors have discussed the
16 calls to action that are relevant for them then
17 your request is that they design a collective
18 impact team based on the relationships that are
19 established through that process and then you could
20 have the same, you know, present what your idea is
21 and how you would do this and you still whittle it
22 down to the top three and select, I believe at this
23 point if you were to have a panel to select that
24 should also include members of the public, there is
25 an opportunity for them to be involved throughout

1 the process so that they understand collective
2 impact, they understand the calls to action and
3 they get to see who's already supposed to be doing
4 this work. I think a big part of collective impact
5 is holding people accountable because in every
6 sector there's someone who says I'm working on this
7 issue and I think if we elevate the work that
8 they're doing and we give them some assistance by
9 bringing together other people who may also be
10 working in that space but for whatever reason
11 haven't communicated then it might strengthen their
12 ability to move something forward together so then
13 the final decision of course is made by the
14 Ferguson Commission on who that intermediary is and
15 what that collective will look like.

16 I didn't include this as a slide but
17 Glasgow Smith Kline just did a process similar to
18 this, not to this scale at all but where they asked
19 businesses to actually form their collective and
20 talk about how they would address an issue together
21 as a part of their proposal process.

22 So that is all I have and I know we
23 have five minutes, so.

24 CHAIRMAN WILSON: Thank you very
25 much. Because this is kind of a process that we'll

1 be going through together over the course of our
2 time post report we wanted to have this kind of
3 educational opportunity for commissioners but then
4 also, so in presentation but also in response so
5 are there other questions as we kind of think about
6 how we go forward in this that commissioners have
7 of Ms. Muhammad?

8 COMMISSIONER PACKNETT: So I think I
9 heard you correctly but I want to make sure that I
10 did. When you were I think very helpfully talking
11 about the necessity of movement principles being
12 like involved in what we're doing here were you
13 saying that the multiple entity selection process
14 you think more allows for the implementation of
15 movement?

16 MS. MUHAMMAD: Yes. I think you can
17 do it in either but it's usually simpler in the
18 multiple process.

19 COMMISSIONER PACKNETT: Thank you. I
20 just wanted to clarify.

21 CHAIRMAN WILSON: Other questions?
22 Responses?

23 CHAIRMAN MCCLURE: So thank you for
24 your thoughtfulness in this and your continued help
25 to us through this process. You've been

1 instrumental and you've been involved in research
2 and pulling concepts together not just for us but
3 you've been working in this space for some time so
4 that's immensely helpful to us so we're very
5 grateful Serena for your willingness to do that and
6 help us as a volunteer.

7 My question relates to examples,
8 models. You've mentioned Strive in a couple of
9 settings, you've mentioned Memphis Forward, you've
10 mentioned something of Glasgow Smith Kline
11 recently. Are the key principles from those models
12 reflected here or is there some learning from any
13 of those that perhaps a deeper dive would help us
14 with?

15 MS. MUHAMMAD: The key principles are
16 reflected. I think the biggest distinction is in
17 most of these instances because they start off
18 relationship based it's usually a very clear choice
19 whether or not you go with a single entity or
20 multiple entities but because in this instance
21 you're passing the torch you have an opportunity to
22 decide whether or not it makes the most sense to
23 look at one unifying issue in that single entity
24 structure or to really build out this multiple
25 entity structure that can engage as many members of

1 the community and to the problem solving as
2 possible. So a part of it is what is going to be
3 your appetite for continuous heavy lifting over the
4 next few months because as I said a single entity
5 is a simpler solution but you may not get the same
6 level of impact as you would get from the multiple
7 entity only because it doesn't immediately engage
8 as many people. You're really putting it up on
9 that single entity to figure out how to do the
10 engagement, how to implement and do it all whereas
11 with the multiple entity process you're setting the
12 space, you're convening around issues that are
13 sector specific and then you're telling those
14 sectors to come back to you with an approach that
15 weaves all of their specific strengths together so,
16 and that's really what collective impact is, it
17 usually happens over a period of time based on
18 relationships but because this is a condensed
19 process you're kind of creating a pressure cooker
20 where you can get those people together who might
21 not already be talking to start forming those
22 relationships and start doing some of the problem
23 solving.

24 MANAGING DIRECTOR JOHNSON-JAVOIS:
25 Two quick questions. The first question is, is you

1 gave us wisdom I don't want to lose in terms of
2 give us your advice on the hand off being
3 appropriate. To what extent do we transition this
4 baton without going too far because I'm in a
5 nonprofit where we were to receive recommendations
6 from another entity that when my board got it they
7 wanted to chomp on it their way and make it
8 their's. So what would be that appropriate hand
9 off based on your experience is my first question.

10 MS. MUHAMMAD: So I think as much as
11 you can be visibly involved as having some level of
12 oversight that would help. So if there's for
13 example an opportunity to say that the Ferguson
14 Commission will check in on the work of this
15 collective annually and we're going to be kind of
16 an external, I don't like to use the word watch dog
17 but some external group that's making sure that
18 these things actually happen, that raises the level
19 of accountability for whoever decides to take it on
20 but it also shows the public that there is a
21 continued interest of, and commitment from the
22 people who were at the table. So I don't know if
23 you can formally do that as the Ferguson Commission
24 or what that would look like but what I think would
25 be detrimental to the process is if it looks like

1 you handed it off and vanished because then it's
2 really up to this new entity to move it forward
3 with the same passion that was put into it and that
4 doesn't always happen because in most collective
5 impact initiatives the planners are involved in the
6 implementation in some way, it's very rare that
7 somebody creates a plan and then they hand it to
8 somebody else to do.

9 MANAGING DIRECTOR JOHNSON-JAVOIS: My
10 final question is Glasgow Smith Kline, you talked
11 about with engaging the process not as robust as
12 ours but similar enough. Over what amount of time
13 did it take them to do that?

14 MS. MUHAMMAD: So when Glasgow Smith
15 Kline first designed their process and they bought
16 it to St. Louis it actually didn't work so they had
17 to retool it so when you look at all of the time
18 together it took about two years for them to figure
19 out how to invite people to participate in a
20 collective impact initiative.

21 AUDIENCE MEMBER: I have to say
22 something, I'm sorry, I don't mean to be a
23 disruption. But I think multiple entities has been
24 the problem we've all been having but at the same
25 time we all have a problem with giving one single

1 entity all the opportunity so where do we meet in
2 the middle?

3 MS. MUHAMMAD: So I think the problem
4 we've been having is multiple entities that don't
5 talk to one another. What should happen in
6 collective impact is multiple entities who are
7 coordinating with one another so they're
8 communicating so that they're not duplicating
9 services and I'm going to go back to this slide
10 just so I can illustrate this point.

11 So the essential functions of a
12 backbone organization there are six, we're not
13 necessarily asking each entity to do all six, we're
14 saying that there's somebody out there who's
15 already advancing policy, we need to bring them
16 into alignment with the folks who are looking at
17 guiding a vision and strategy so as people playing
18 the role that they're best positioned to play and
19 not trying to do everything and the fact that there
20 are multiple entities means that they now have to
21 start talking to one another so that there's some
22 coordination but I agree that there is a problem
23 when you have lots of people working in a space and
24 they're not talking to one another.

25 AUDIENCE MEMBER: I'm sorry, isn't

1 this privatization by another name? At what point
2 do the citizens, the majority of which are black in
3 Ferguson actually have both? Because you're
4 talking a lot of corporate entities but no vote,
5 nobody's been elected and to me this sounds very
6 patronizing and it's not dealing with police
7 criminality, prosecutorial overreach, I don't mean
8 to attack you but to me this likes like
9 privatization by another name.

10 CHAIRMAN WILSON: So I'll say a
11 couple things appreciating your comment. First I
12 don't think, if you look at the examples, Memphis
13 Fast Forward that I'm familiar with most of the
14 entities that are engaged there both in the
15 leadership of the initiative and anchoring them are
16 public. So we've not discussed particular
17 entities, there have been some models that have
18 been pointed out who can anchor the work but most
19 of those people are not also specific to any
20 particular industries, I think the examples that
21 we've heard if you're dealing with something in
22 economics then maybe the economic development
23 partnership is specific as anyone got. So when
24 we're talking privatization I think, that's not
25 where I'm going, right? So just note that what

1 we're talking about is a process and we're talking
2 about publicly how we plan on engaging a process to
3 figure out how to embed long term work that is
4 regional, not city specific because our work has
5 always been regional, to address the issues that
6 are identified in our managing director's report
7 and those four big chunks, Justice For All, so
8 that's clearly primary still for us, youth at the
9 center around these long term social issues,
10 recognizing that it's generational and
11 opportunities to thrive. That's still the work.
12 What we're talking about right now is a process by
13 which we assure that someone is accountable to the
14 public, and I think that word continued to come up,
15 accountable to the public for this work when this
16 body arises by virtue of an executive order.

17 AUDIENCE MEMBER: I guess I'm having
18 a problem that you're not dealing with the actual
19 black majority in Ferguson.

20 CHAIRMAN WILSON: So part of what
21 we're dealing with and I think, again we believe
22 that these issues are regional, to Jerac's point
23 quite frankly they're national, our charge has
24 always been regional and so we have been very
25 intentional to work in Ferguson, to work in south

1 city, quite frankly where we saw these issues to
2 work to speak in St. Charles because our respective
3 fragmentation is part of how we got here so that's
4 -- at this point we're in Commission discussion,
5 I'm trying to be respectful, we're in Commission
6 discussion and, but the reality is, and I think
7 we'd be pleased to have this conversation with you
8 about our approach and ideology over time but for
9 the sake of everybody's time particularly people
10 like Bob who have been to 11 meetings and who
11 understand that we have been working regionally and
12 advancing not just core conditions but socially
13 underlying conditions because that's our work that
14 we should have that conversation off line.

15 So any other questions from
16 Commissioners?

17 MS. WINDMILLER: Specifically I
18 wanted to ask when organizations whether we decide
19 on single entity or a multiple entities when they
20 come forward with ideas about how to move this,
21 move our work forward do they also come forward
22 with their ability to, with a plan for
23 accountability? Because what I'm concerned about
24 most is once our recommendations are out and once
25 the community has the ability to absorb them and

1 think about which ones they would like to
2 prioritize who is the accountable body for whatever
3 gets moved forward?

4 MS. MUHAMMAD: Right. So I think
5 that the entities that come forward can propose
6 what accountability should look like but I also
7 believe that before you even make the request you
8 should have an idea of what you would like to see
9 in place so a part of this process of designing the
10 application when we're figuring out what questions
11 we want to ask, that's where that type of
12 discussion would take place. So we would say that
13 these are the things that, these are the elements
14 that we believe we need to see in order to ensure
15 accountability and then you would ask the applicant
16 how they would address that.

17 COMMISSIONER WINDMILLER: Thank you.

18 COMMISSIONER PULLIAM: Serena, I
19 would just like your thoughts around the need for
20 ongoing engagement by the Ferguson Commission. So
21 what I'm hearing you say, what I believe that I
22 understand from what you're saying is that that
23 engagement is important not only for accountability
24 but it seems to me that further authorizing the
25 work, further authority? So in your work here and

1 understanding of collective impact models how
2 unique it is that we would take our plan and pass
3 it off, you're saying we need to stay here sort of
4 as a monitoring despite which pathway we take,
5 single or multiple, anticipate that in terms of
6 some management and authority, is that what I'm
7 hearing?

8 MS. MUHAMMAD: So what I'm suggesting
9 is that either members of the Commission take that
10 responsibility or that you actually design an
11 accountable body so you could decide that, I don't
12 know, a majority would annually convene to review
13 what is happening with whoever moves the work
14 forward but I think that there needs to be some
15 intentional connection between the group who did
16 the planning and whoever's going to implement and
17 you have to figure out what your comfort level is
18 for doing that because I understand that people
19 signed up for particular assignment and a
20 particular period and what I'm recommending may be
21 beyond that so I understand --

22 CHAIRMAN WILSON: It is.

23 COMMISSIONER PULLIAM: All right. I
24 was just, I just wanted to be clear about that and
25 so that recommendation is not dependent on our

1 selection of a single or multiple entity but in the
2 design of the follow through, that consideration is
3 how this body stays engaged in some capacity to
4 move it forward. Monitor.

5 MS. MUHAMMAD: Or, I mean I know that
6 you have a brilliant team that's been working with
7 you that entire time so they may figure out a
8 communication strategy that mitigates that. The
9 thing that's important is that people understand
10 that the work wasn't just passed off, that there's
11 still some investment and interest from the
12 original planners so how you do that could look
13 differently. What I'm proposing is that you can do
14 that in the selection process and in the structure
15 that's established but there may be other ways to
16 do that as well.

17 CHAIRMAN WILSON: Maybe one more
18 except -- I'm sorry, I can't take more from the
19 public, we're already 15 minutes over and we have
20 other business we have to do.

21 COMMISSIONER GORE: Can you just real
22 quick just talk a little bit about is there
23 anything in the research that you've looked at that
24 talks about what goals are most achievable through
25 collective action and what those goals look like,

1 how defined are they, just those sorts of issues?

2 MS. MUHAMMAD: So the wonderful thing
3 about collective impact is that in theory it works
4 with everything, it works within any space so when
5 you look at examples of issues that have been
6 addressed with collective impact they range from
7 seniors aging in place to addressing a heroin
8 epidemic to childhood obesity, collective impact is
9 just a way of organizing, it's not necessarily
10 issue specific so when you think about those five
11 conditions what we're basically saying is for any
12 group to get together and figure, and decide that
13 they want to work together successfully these are
14 the things that they need to have, a common agenda,
15 so it can be any common agenda, shared measurement,
16 a way to figure out that they're all looking at the
17 same thing and they're tracking it in the same way
18 so again you can be measuring anything as long as
19 there's a shared measurement. Mutually reinforcing
20 activity that everyone is aligning and putting
21 their best forward for the collective so you're not
22 outside of your lane, you're really focused in and
23 you're able to specialized, that you have the
24 backbone infrastructure so that there's some entity
25 that has made the commitment to carry out those six

1 core functions and you have continuous
2 communication. So the idea is if these conditions
3 are met you can use collective impact to work on
4 any issue. And there is no best issue or most
5 suited issue.

6 CHAIRMAN WILSON: I wanted to thank
7 Ms. Muhammad for her guidance and her leadership.

8 I invite at this time Commissioners
9 to consider in your packet the October through
10 December 15 transition budget, asking our managing
11 director to come forward now giving us some
12 guidance. We invite you if you really want to be
13 prepared to also get handy your August 7th minutes
14 so that we have those minutes ready to act upon
15 following the work on the budget.

16 MANAGING DIRECTOR JOHNSON-JAVOIS:
17 Thank you.

18 Action item one, directing your
19 attention to the transition to implementation
20 budget. It is forecasted that the Ferguson
21 commission will be \$519,000 remaining from the
22 1.267 million in revenue to use for implementation
23 planning activities for this period so as we've
24 discussed today the work of collective impact, this
25 is a projection as to how we need to work together

1 in terms of the existing funding we have from
2 October 1st through December 31st, 2015. This
3 forecasted amount consists of both private and
4 public funds, private funds are approximately
5 \$63,800 and obligated public grants are in the
6 amount of \$455,000 and we are working to ensure
7 with the public grant funds that all of our
8 activity is connected to what is eligible to be
9 expended as well under the guidelines.

10 I want to take you through projected
11 expenses, it's really pretty simple. Under
12 independent contractors I'm projecting retaining
13 the managing director through December 31st, the
14 media and community relations function and one of
15 the strategic planning services contracts in
16 addition to Truman who has supported us with their
17 evaluation work with three deliverables left to
18 provide, that total dollar amount is a little over
19 \$157,000 in that line item.

20 The second expense line is
21 professional fees and with professional fees that
22 specific piece is dedicated to resources the
23 support of dissemination so as we've talked about
24 the platform that is the final report this would
25 allow us to continue with that resource to be up

1 and to allow for additional education and awareness
2 of that platform, the projected amount needed for
3 that is 50,000 plus dollars.

4 Office operations we've budgeted
5 4,000 which is for the telephone, copy supplies and
6 some food that supports our meetings and then as we
7 discussed today the backbone planning function we
8 have added a line item different than what we've
9 done in the past for \$100,000 to support the
10 infrastructure for sustainability of our work.

11 Under Commission report and
12 dissemination that's all the way on the right-hand
13 side of your document, phase two, this is what
14 we're calling phase two of the report platform so
15 what keeps community engaged between report release
16 and the infrastructure that we set up is making
17 sure that we have a robust platform that allows for
18 momentum and capturing public feedback on the calls
19 to action as we put the infrastructure in place.

20 This would give us functionality to help increase
21 civic engagement within the report so that it's not
22 just one way and then finally you'll see here
23 community engagement and commission meetings is a
24 placeholder number of \$156,726. This I put in as a
25 placeholder, we have five public confirmed meetings

1 October through December with which we will use
2 that time to discuss as we are today the backbone
3 structure, should it be that we provide space in
4 kind, if we get other in kind donations that amount
5 can be smaller than what you see but overall this
6 is the budget that I'm projecting to ask for
7 approval with your discussion tonight.

8 COMMISSIONER CARR: I have a question
9 about when will we select the approach to the
10 backbone? Is it -- what's the process and when
11 will we decide?

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 That's a great question. I think in a sense we've
14 begun the process tonight of the shift to think
15 about the design of that structure. I think to
16 stay to our commitment of making sure that we have
17 as much as we can before our sunset we'll need to
18 be aggressive in the September/October time frame
19 but we have through December 31st to make all those
20 additions.

21 COMMISSIONER CARR: So selecting a
22 particular model is down the pike?

23 MANAGING DIRECTOR JOHNSON-JAVOIS:
24 The model and the entity or entities as we've
25 discussed tonight is down the pike, yes, sir. Good

1 question.

2 CHAIRMAN WILSON: Other questions or
3 comment?

4 So one thing that we note, I know
5 this is work the staff is doing is identification
6 of various revenue sources, streams and the numbers
7 related to them. I see this is October through
8 December? Do we have a sense that before, or
9 between now and the September 9 meeting that we'll
10 be able to identify more clearly how much is the
11 grants and how much is the private funds?

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 We've been working over the past week or so to
14 define that and we need about another week to make
15 sure that those numbers are down to the cent on
16 each these so yes, by the 9th meeting we should be
17 able to clarify that.

18 CHAIRMAN WILSON: If there's no
19 objection for the sake of this being balanced with
20 both revenues and expenditures that perhaps we
21 could take this as information under consideration
22 so if staff does that additional work and what we
23 get a chance to see in the September 9th meeting is
24 both sides of the ledger here then we take action
25 at that point.

1 MANAGING DIRECTOR JOHNSON-JAVOIS: I
2 think that would be very helpful as well with the
3 United Way, there is a transition there, we have
4 leadership in place so that would give us some time
5 to be able to get that number.

6 CHAIRMAN WILSON: Okay. Any other
7 questions or comments related to this?

8 Thank you very much.

9 MANAGING DIRECTOR JOHNSON-JAVOIS:
10 I'll take that feedback back and I appreciate the
11 Commissioners weighing in on that.

12 Second in your packet is the minutes
13 from our last meeting on August the 7th.
14 Requesting approval of the minutes for public
15 posting.

16 CHAIRMAN WILSON: Moved and properly
17 seconded that the August 7th meeting minutes be
18 approved for posting.

19 Any further discussion?

20 All these in favor please notify by
21 saying aye.

22 Opposed same sign.

23 Any abstentions.

24 Motion carries.

25 MANAGING DIRECTOR JOHNSON-JAVOIS:

1 With that the final part of the managing director
2 report is actually to provide an update to
3 Commissioners on our final report and its process
4 and the status so at this time I would Nicole
5 Hudson to come to provide you with that report.

6 MS. HUDSON: So we have a couple
7 extra calls which fit nicely into our previously
8 established bucket so we'll not hold up our
9 progress on getting out the draft the report which
10 staff are reviewing some actually I believe as we
11 meet tonight. Commissioners should be getting your
12 first round of documents to review probably
13 tomorrow, those will come again digitally with
14 directions on how to go in and comment and thank
15 you for those who have come forward and volunteered
16 to be readers. We are still looking at the end of
17 this week to have everything pushed out at least in
18 the first phase of draft so it may not make it to
19 Commissioners until early the following week but we
20 are still looking at the end of this week to have a
21 first draft at least of everything pushed out.
22 Again those will not be linear, those will be
23 coming as we're working on them, we're starting at
24 the bottom, at the C-Span layer with all the
25 background documents so that's the stuff that

1 you'll be getting first. We've got the CNN layer
2 and the PBS layer and the C-Span layer. So we are
3 on schedule to have the digital platform probably
4 ready to start poking around beginning of next week
5 and we'll be identifying a time when we can share
6 passwords for you guys to start to review what that
7 looks like and we're looking at having the report
8 finalized by the 10th so everything is moving along
9 on schedule.

10 Any questions?

11 COMMISSIONER PULLIAM: Do you need
12 more readers?

13 MS. HUDSON: So when the first round
14 goes out it will go to all the commissioners so we
15 have a handful, I think six who said they would
16 read everything and everyone will get the notice
17 and there will be a deadline on it so whoever wants
18 to get in and jump in is welcome to.

19 CHAIRMAN MCCLURE: Thank you Nicole.

20 Nicole and the entire staff team have
21 been laser focused this for some time as you might
22 expect and support team at Truman and many other
23 places are there so a lot of work to be done but
24 they are moving at pace and on schedule and we
25 appreciate the help of the Commission.

1 So our next meeting is one September
2 9th which will be at the Ferguson Community Center
3 where our first meeting occurred and we look
4 forward to seeing everyone there.

5 We're going to close now, thank you
6 for your patience, we are beyond time, we're going
7 to stand as we have in the past and observe a
8 tradition which has become ours for those that are
9 here for the first meeting we have been closing our
10 meeting just in moments of silence asking folks to
11 just pause and reflect in silence in your own way
12 on the circumstances in our region, on the events
13 of the past week with thoughts and prayers for
14 safety and for comfort and for peace and we will
15 ask that each of us do that in our own way and we
16 will pause here and then we'll be adjourned.

17 Thank you very much.

18

19 (Whereupon, the meeting adjourned at 8:23 p.m.)

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REPORTER CERTIFICATE

I, SUZANNE BENOIST, Certified Shorthand Reporter, do hereby certify that there came before me at Creve Coeur Government Center, 300 N. New Ballas Road, St. Louis, MO 63141, the above-referenced parties, that the proceeding was translated and proofread using computer-aided transcription, and the above transcript of proceedings is a true and accurate transcript of my notes as taken at the time of said event.

I further certify that I am neither attorney nor counsel for nor related nor employed by any of the parties to the action in which this examination *is taken; further, that I am not a relative or employee of any attorney or counsel employed by the parties hereto or financially interested in this action.

Dated this 25th day of August, 2015.

SUZANNE BENOIST, RPR, CCR, CSR-IL