

FERGUSON COMMISSION MEETING 12/7/2015

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FERGUSON COMMISSION

RECORD OF PROCEEDINGS

DECEMBER 7, 2015

NATHANIEL J. RIVERS STATE OFFICE BUILDING

4811 Delmar Boulevard

St. Louis, MO 63109

Reported by: Pamela K. Needham, RPR, CSR

1 APPEARANCES:

2

CO-CHAIRS:

3

Reverend Starsky Wilson

4

Mr. Rich McClure

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6 MANAGING DIRECTOR:

7 Ms. Bethany Johnson-Javois

8

9 COMMISSION MEMBERS:

10 Ms. Felicia Pulliam

11 Ms. Becky James-Hatter

12 Mr. T.R. Carr

13 Ms. Brittany Packnett

14 Mr. Byron Watson

15 Mr. Rasheen Aldridge

16 Ms. Rose Windmiller

17 Mr. Scott Negwer

18 Sgt. Kevin Ahlbrand

19 Mr. Gabriel E. Gore

20 Mr. Patrick Sly

21 Reverend Traci Blackmon

22

23

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FERGUSON COMMISSION MEETING 12/7/2015

1 (Whereupon, the meeting began at 5:40 p.m.)

2 MANAGING DIRECTOR JOHNSON-JAVOIS: Good
3 evening. How's everybody doing this evening? My
4 name's Bethany Johnson-Javois, I have the pleasure
5 of doing the call to order for the Ferguson
6 Commission meeting, in which we anticipate
7 commissioners are on their way out the door and
8 already being seated.

9 We can see Traci, we can see you.

10 COMMISSIONER BLACKMON: I can see you,
11 too.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 Great. Okay. This is the 19th Ferguson Commission
14 meeting being called to order on December 7 here at
15 the Nathaniel J. "Nat" Rivers State Office Building
16 here at 4811 Delmar Boulevard, St. Louis, Missouri.

17 Commissioners, if you're in attendance,
18 please state residence as I call your name.
19 Reverend Starsky Wilson.

20 CO-CHAIR WILSON: Present.

21 MANAGING DIRECTOR JOHNSON-JAVOIS: Rich
22 McClure.

23 CO-CHAIR McCLURE: Present.

24 MANAGING DIRECTOR JOHNSON-JAVOIS: Kevin
25 Ahlbrand.

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1 COMMISSIONER AHLBRAND: Here.

2 MANAGING DIRECTOR JOHNSON-JAVOIS:

3 Rasheen Aldridge, Jr.

4 COMMISSIONER ALDRIDGE: Present.

5 MANAGING DIRECTOR JOHNSON-JAVOIS:

6 Pastor Traci Blackmon.

7 COMMISSIONER BLACKMON: Present.

8 MANAGING DIRECTOR JOHNSON-JAVOIS:

9 T.R. Carr

10 COMMISSIONER CARR: Present.

11 MANAGING DIRECTOR JOHNSON-JAVOIS: Gabe

12 Gore.

13 COMMISSIONER GORE: Here.

14 MANAGING DIRECTOR JOHNSON-JAVOIS: Becky

15 James-Hatter.

16 COMMISSIONER JAMES-HATTER: Present.

17 MANAGING DIRECTOR JOHNSON-JAVOIS:

18 Daniel Isom.

19 COMMISSIONER ISOM: Present.

20 MANAGING DIRECTOR JOHNSON-JAVOIS: Scott

21 Negwer.

22 COMMISSIONER NEGWER: Present.

23 MANAGING DIRECTOR JOHNSON-JAVOIS:

24 Brittany Packnett.

25 COMMISSIONER PACKNETT: Present.

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1 MANAGING DIRECTOR JOHNSON-JAVOIS:

2 Felicia Pulliam.

3 COMMISSIONER PULLIAM: Present.

4 MANAGING DIRECTOR JOHNSON-JAVOIS: Pat

5 Sly.

6 COMMISSIONER SLY: Present.

7 MANAGING DIRECTOR JOHNSON-JAVOIS: Byron

8 Watson.

9 COMMISSIONER WATSON: Present.

10 MANAGING DIRECTOR JOHNSON-JAVOIS: And

11 Rose Windmiller.

12 COMMISSIONER WINDMILLER: Present.

13 MANAGING DIRECTOR JOHNSON-JAVOIS: Thank

14 you very much.

15 At this time, I don't have my agenda in
16 front of me, but I believe we're going to have a
17 welcome by Chris from Launch Code. Could you please
18 stand, Chris, so I can see you? All right. Thank
19 you for coming.

20 CHRIS: Good evening, everybody.

21 Welcome to the Launch Code Mentor Center. Launch
22 Code is really honored to be a part of this event
23 and to host the Ferguson Commission, this final
24 meeting. I just briefly tell you what we are and
25 what we're doing, what the space is. Launch Code is

1 a nonprofit that is devoted to creating economic
2 opportunity by helping people find jobs and
3 technology. So this space is brand new, we opened
4 it last month, and it is our educational hub, it's
5 where we hold all of our educational programs, which
6 are free, and are developed with the goal of making
7 equity, access and diversity a priority, and
8 exposing people to technology.

9 So that's what we do here, if you want
10 to know more, talk to me or talk to anybody here
11 that works at Launch Code, and they'll be happy to
12 tell you more, and other than that, we'll really
13 excited and honored to host this meeting. Thank you
14 very much.

15 MANAGING DIRECTOR JOHNSON-JAVOIS: Thank
16 you so much for having us tonight, Chris.

17 We also have one more welcome to do in
18 the form of invocation, we're going to ask Cynthia
19 Williams, MSW, to come at this time for invocation.

20 MS. WILLIAMS: Father, You have greatly
21 favored, us; our city, our region, our nation, with
22 lavish and abundant resources and gifts, and we give
23 You thanks for Your favor. We ask that You reward
24 these 16 commissioners and all community members
25 according to their works, according to their

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1 contributions, and according to their investments in
2 addressing the inequities of our daily life
3 experiences. For some, Lord, the work is done, but
4 You, God, are diligent to accomplish the works of
5 Your design and Your hand. Father, complete the
6 work. Be the equalizer, be the rewarder of those
7 who diligently seek Your face. Father, send help.
8 Send peace, send deliverance to our region and to
9 our world. In the incomparable Name of Jesus.
10 Amen.

11 CO-CHAIR WILSON: Good evening. My name
12 is Starsky Wilson, I am blessed to serve as co-chair
13 of the Commission with my friend and brother, Rich
14 McClure, and am pleased to see all of you here on
15 tonight. Tonight is not only I believe they say the
16 19th of meeting of the Ferguson Commission, but here
17 just a little over a year since our first meeting on
18 December 1st, 2014, it is also the final meeting of
19 the Ferguson Commission, as the Commission expires
20 on December 31st, 2015.

21 It is perhaps more -- less intentional
22 or more providential that we gather in this place on
23 tonight, even though the activity that has happened
24 on this corner is an activity that has sprouted in
25 this place only in the last month. We also gather

1 here with a Delmar address. We gather here at a
2 place that has been so significant in the history of
3 this region as a dividing line and a defining space
4 for health outcomes on one side of the street,
5 health outcomes on the other side of the street.
6 Economic outcomes are different on one side of the
7 street than they are on the other side of the
8 street. Housing stock is different on one side of
9 the street than it is on the other side of the
10 street, and one's very length of life is different
11 on one side of the street than it is on the other
12 side of the street. So we end our work tonight, the
13 final meeting of the Ferguson Commission, at the
14 Delmar divide.

15 I didn't know that. I came to St. Louis
16 in 2000, so just take briefly a point of reflection
17 here, I lived about three blocks up from here at the
18 corner of Delmar and Union, I didn't realize all the
19 things that were going on around me at the time, I
20 was just here working, trying to raise some Monday
21 for United Way, help some people. But I lived at
22 this particular dividing point, and it is critically
23 important for all of the discussions we have had
24 over the course of this last year and perhaps will
25 even play into our discussions here on tonight about

1 how we move forward.

2 I am mindful tonight of two people. One
3 turned 99 years old in the last month, Ms. Frankie
4 Freeman, who's a champion for our region, helped us
5 when we came to one of these dividing points, when
6 we would respond in and after the 1983 settlement of
7 the desegregation case in the St. Louis Public
8 Schools, making sure that we would equitably care
9 for the next generation through our public policy
10 and through our investments thereof. She worked,
11 and continues to work quite frankly, and would build
12 the effort to make sure that monitoring of that
13 settlement happens, that there is accountability for
14 that work in this community, that someone's paying
15 attention. And they were very -- they were very
16 thoughtful to make sure there was resources for that
17 kind of monitoring when the settlement was made.

18 I'm also mindful tonight of one who has
19 been a mentor to me since I came to St. Louis in
20 2000, Mr. James Buford, who is a great champion for
21 this region in this community, who deserves all of
22 our honor for his fights in this community, and
23 today his family would welcome also our prayers and
24 thoughts as he recovers as he has been ill. And so
25 I invite your thoughts and your prayers for their

1 service. The sacrifice that our dear sister and
2 mother Freeman gave to this community as it sought
3 to care for its children across these lines, and for
4 Mr. Buford as he gathered, joined hip with Bill
5 Danford to help the community to overcome the
6 challenges of fragmentation in health care, even
7 with our great health assets that led to the
8 establishment of the Regional Health Commission,
9 just in the courts over the last 15 years.

10 This is policy work that has been
11 difficult that we have done together. It will take
12 the kind of commitment that we saw in those days,
13 that we continue to see and persist even a
14 generation later as it relates to the deseg case, to
15 make sure that the work that we have done over the
16 course of the last year is not only fruitful, but
17 rather has the kind of benefit that it can, should
18 and shall have for our children. So I invite you to
19 keep them in mind tonight as we seek to do this
20 work, in as much as is honor --

21 (Applause.)

22 CO-CHAIR WILSON: Thank you. It is my
23 charge to speak to a bit of the traction that we've
24 had to date, I'll be brief in that as we've already
25 taken privilege. We note and we thank the community

1 for its response to the fourth Ferguson Report since
2 the launch of the digital first report platform on
3 September 14th, the website has been visited over
4 26,000 times for a total of over 68,000 page views.
5 Facebook has been the largest driver of traffic to
6 the platform through the sharing of community
7 stories and experiences of St. Louisans in
8 connection with the policy recommendations of the
9 report. Text, photo and video posts on Facebook
10 sharing stories from community were engaged with six
11 times more than other nonstory posts. It means
12 we're paying attention to one another's lives.

13 As it relates to pdf downloads metrics,
14 in the last 60 days there have been over 2100
15 downloads of the pdf form of the report, in the last
16 30 days there were 872. The community is reading,
17 the community is engaging, the community is paying
18 attention, and for this I thank God.

19 As we look at our work forward today, I
20 turn to my co-chair, Rich McClure, to bring us
21 reflections and to get us started.

22 CO-CHAIR McCLURE: Thank you very much,
23 Starsky, and thank all of you for being at this
24 meeting tonight.

25 It's appropriate that we gather at this

1 site, not only as a state office building, since we
2 are state commissioned, but because it is the home
3 of Launch Code, which has as its stated purpose to
4 create jobs and bring economic opportunity to
5 diverse and under resourced populations, and they
6 are creating these, even as we speak, in these rooms
7 and in the back to learn and to be mentored by
8 companies and entities in the region. And just as
9 our efforts are intended to bring innovation and
10 creativity and to focus on those who have been
11 marginalized and have not had seats at the table,
12 it's appropriate that we be here in the spirit of
13 that innovation, and the fact that this work and
14 this journey has been one, in fact, one not
15 undertaken by other regions and undertaken uniquely
16 in our region at a time when it's so desperately
17 needed.

18 I want to offer a few points of
19 gratitude, and then a couple of, of observations
20 about tonight. First of all, we have in the
21 audience a number of folks who have been about
22 creating art and creating expressive ways to talk
23 about the challenges of hopes and dreams of our
24 opportunities, and if some of those artists are
25 still here, and I think they are in the back, they

1 have been part of publications, and books, and
2 paintings, and so we would, we want to that
3 recognize their creative work. Would you all stand
4 so we can recognize your creative work tonight?

5 (Applause.)

6 CO-CHAIR McCLURE: This evening we will
7 be working on what is to come next. And I think it
8 is important when you think about what's to come
9 next to consider where we have been. In just a
10 little over a year ago when we met for our first
11 meeting on December 1st, we began with the process
12 of confronting our reality, and we heard from our
13 community, we heard from folks who have been living
14 the reality of our region, and after a hundred days
15 we published a report about confronting that
16 reality.

17 And then on September the 14th, after
18 thousands of folks had participated in meetings, in
19 60 meetings of working groups and 22,000 volunteer
20 hours, we delivered to our region a report Forward
21 Through Ferguson, A Path Towards Racial Equity. And
22 that report really is not the culmination of our
23 work, but in fact, the first step of what for our
24 region will be a very long and hard journey. But
25 make no mistake, that journey must start with energy

1 CO-CHAIR McCLURE: And then to our staff
2 team, I want to get these thank yous here, the other
3 commissioners will have a chance to do some
4 reflections perhaps a little bit later, but while
5 the cameras are here and while all of you are here,
6 and sometimes that's not the case at the end of the
7 meetings, I want to make sure that I thank Bethany
8 Johnson-Javois, our Managing Director, and the
9 incredible staff team that she assembled that worked
10 tirelessly night and day, frequently through the
11 night, in order to make sure that what you saw was
12 unflinching, transformative, and truly ground
13 breaking, and so to Bethany and to the team, thank
14 you.

15 (Applause.)

16 CO-CHAIR WILSON: And to our fellow
17 Commissioners, we'll have a chance to thank them
18 later, we've already thanked them privately, but
19 these folks have given sacrificially of time, many
20 of them far more than they ever expected, but they
21 stayed with us and stayed at the table, and more
22 importantly were there with passion and dedication,
23 and an incredible incredible energy to find the
24 common ground that would move us forward. To the
25 Commissioners, thank you.

1 (Applause.)

2 CO-CHAIR McCLURE: We're now going to
3 move forward with this evening's work, which is to
4 think about our partnership with FOCUS St. Louis and
5 other community partners in designing an ecosystem,
6 but we're going to start, as we always have, with
7 audience polling, our ever popular process that
8 we're learning a lot about each other, and Monique
9 is going to come to speak.

10 MS. THOMAS: Good evening. Good
11 evening! That's much better, you've got to start
12 off right. This is the last meeting of the Ferguson
13 Commission, it's the 19th meeting, and it is our
14 tradition to collect data points, that's you, so
15 we'll be asking you to respond to a series of
16 questions. We've been doing this since the
17 beginning, it is a way of capturing your presence
18 and who you represent in the room, so first I just
19 want to ask a logistics detail. Does everyone have
20 a key pad? Raise your hand if you don't have --
21 hold up your key pad. Who's feeling alone? Who
22 doesn't have a key pad? Okay.

23 MANAGING DIRECTOR JOHNSON-JAVOIS: I
24 just want to say, as well, if there are some who
25 typically waive taking the key pad, but it's really

1 important that you take it and that you participate,
2 please, even if you typically waive it, we'd like to
3 be sure to capture the number of people in the room.
4 Thank you.

5 MS. THOMAS: Thank you. Okay. So who
6 has not used a key pad holder before or used key pad
7 holder before? Okay, thank you. Fine, I'll walk
8 you through, we'll have a test question, and then
9 we'll have 12 questions, most of them are
10 demographic, and then we have some schematic
11 questions related to trauma, and that's been what
12 we've been capturing over the, I guess the past six
13 or more meetings, for most of the meetings we've
14 been capturing that related to trauma and form, that
15 experience. So you'll see that if you look at your
16 key pad, you'll have a series of numbers slash
17 letters, and so I'll ask you a question, and then
18 there'll be a series of answer choices, you select
19 the answer with the corresponding letter or number
20 that best fits your best answer, okay? So we'll do
21 a test question as we always do. Is everyone set?
22 Anyone not have a key pad? All right.

23 This is the test question, and we'll
24 start with the hardest one, right? What is your
25 favorite color?

1 CO-CHAIR WILSON: I think I know.

2 MS. THOMAS: St. Louis has been very
3 consistent in answering the test question, so I'll
4 read the answer, the choice A, black; B, brown; C,
5 blue; D, green; E, orange; F, purple; G, red; H,
6 yellow; I, white; J, other. So you'll see on the
7 top screen that polling is now closed, you'll see
8 apology is closed, it's red. I'm going to say
9 polling is open, and then your answer choices will
10 be captured, okay? Any questions?

11 All right, let's try it. Polling is now
12 open. You have 30 seconds. 15 seconds. What will
13 it be? Well, well, well, one third blue. That's
14 been the consistent answer every time we poll and
15 ask the question, blue has been the -- I don't know
16 what it is.

17 Okay, so now we're getting into the real
18 deal, this is, these are the real questions. Okay,
19 so the first one, and please just select one. And
20 if there's a case where you need to select two, I'll
21 let you know.

22 In what geographic area is your primary
23 home or residence located? A, St. Louis City; B,
24 St. Louis County; C, St. Charles County; D,
25 Jefferson County; E, Franklin County; F, St. Clair

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1 County, Illinois; G, Madison County; H, Monroe
2 County; I, other. It is not represented here.
3 Polling is now open. And if for whatever reason you
4 need to change your answer, it is the last thing you
5 enter.

6 Okay. Okay, we have nearly an even
7 split between St. Louis City, St. Louis County.

8 Okay. In what geographic area is your
9 primary work and/or school. Please note if you are
10 retired you can select other, so A, St. Louis City;
11 B, St. Louis County; C, St. Charles County; D,
12 Jefferson County; E, Franklin County; F, St. Clair
13 County; G, Madison County; H, Monroe County; I,
14 other. Polling is now open. About 15 seconds left.
15 Okay, so nearly 7 out of 10 of you work or attend
16 school in St. Louis City.

17 With which gender do you identify?
18 Please select one. A, female; B, male; C, other; D,
19 decline. Polling is open. About 10 seconds left.
20 See we have one more person that hasn't responded.
21 That may be you. Okay. So nearly 60 percent
22 female, 43 percent male.

23 In what age group do you belong? Now I
24 always invite people, remind people that we can't
25 see who is answering, okay? So, you know, you can

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1 choose to decline if you'd like, but please be
2 honest. A, 21 and under; B, between 22 and 34; C,
3 35 to 44; D, 45 to 54; E, 55 to 64; F, 65 and over;
4 G, you politely decline. Polling is now open.

5 About 10 seconds left. Remember, you can decline.

6 All right. So you have about one third
7 between 22 and 34, 23 percent between 55 to 64, and
8 those are our greatest proportions. Okay.

9 Now how would you describe your
10 ethnicity or race? A, white; B, black African
11 American; C, Hispanic, Latino or Spanish origin; D,
12 Asian, E; American Indian or Alaskan native; F,
13 native Hawaii or Pacific Islander; G, other; D,
14 decline. Excuse me, H, decline. Polling is open.
15 About 10 seconds left. Okay.

16 65 percent who are represented in the
17 room have identified as white followed by about 30
18 percent African American.

19 This is the 19th meeting of the Ferguson
20 Commission. How many previous meetings have you
21 attended? Please note that I make a good
22 distinction between these full meetings and the
23 working group meetings, so we're not counting the
24 working group meetings for these, okay? So A, none,
25 this is your first meeting; B, between one and four;

1 C, between five and six; D, nine to twelve; E,
2 thirteen to sixteen; F, seventeen or more, you've
3 been to nearly all of them. Polling is now open.
4 About ten seconds left, but I think we blocked
5 answers.

6 Okay. So we've had people, a lot of
7 people who 32 percent is their first meeting, but we
8 also have 32 percent who have been to a few, so
9 thanks for coming back. Usually a high proportion
10 are new folks, that's a good thing, so thank you.
11 And thank you for that one percent who've done the
12 17 or more with us.

13 Okay. How did you learn about today's
14 meeting? Check all that apply. So this is one
15 where you'll be able to select all that apply. So
16 all of these are accurate, you found out about the
17 meeting through all of these things, just put A, B,
18 C, D and so on. So A is Facebook; B is Twitter; C,
19 email; D, newspaper; E, radio; F, word of mouth,
20 friend, co-worker, relative, et cetera. G, the
21 Ferguson Commission website also STL positive change
22 dot org; and H is other. You found out through
23 another means. Polling is open. About 15 seconds
24 left. I think we're good.

25 Okay, most of you had good friends, 40

1 percent, nearly 40 percent found out through word of
2 mouth, followed by an email, and then the Commission
3 website.

4 So those are the content-related
5 questions, so these have to do with trauma, and give
6 your opinion about how you define these things. So
7 first let me note how we're describing trauma. So a
8 trauma or toxic stress, we're noting it as:
9 Described as a one-time or ongoing deeply
10 disturbing, one-time or ongoing deeply disturbing
11 experiences, often brought on by physical, economic,
12 cultural, emotional or environmental assault. Any
13 questions or people -- is that clear to folks?

14 Okay. So the first one is: Have you experienced
15 trauma or toxic stress as defined, as I just defined
16 it. A, yes; B, no; C, I don't know; D, decline to
17 respond. Polling is open. About ten seconds left.
18 Okay.

19 80 percent, little over 80 percent have
20 indicated yes.

21 Do you think the community you live in
22 has experienced trauma? A, yes; B, no; C, I don't
23 know; D, decline to respond. Polling is open. Less
24 than ten seconds.

25 Over 90 percent say yes.

1 Do you believe someone can be
2 traumatized by racism. A, yes; B, no; C, I don't
3 know; D, decline to respond. Polling is open. Less
4 than five seconds left.

5 Nearly all of you say yes.

6 Have you experienced any trauma due to
7 racism? A; yes, B; no, C, I don't know; D, decline
8 to respond. Polling is open. About ten seconds
9 left. Less than five seconds.

10 Nearly split yes and no, 49 percent yes,
11 44 no, six percent not knowing.

12 From your experience, about how many
13 people in your community are coping with past trauma
14 or toxic stress? A, very few; B, some; C, a lot.
15 Polling is open. About ten seconds left. Less than
16 five, that's an approximate. Thank you.

17 Over 50 percent say a lot. 41 percent
18 say some.

19 So that concludes our audience polling,
20 thank you again, and now I'm going to turn it over
21 to Jerrica, and now we'll be going to audience, it
22 will be audience participation, we're going to get
23 to open mic.

24 So we're actually collecting those
25 polling, the polling key pads, so if you see your

1 neighbor has them, just politely tap them and have
2 them return it. Thank you, please.

3 MS. FRANK: And just like she says,
4 these key pads cannot open your garage door, and
5 they do not change the channels on your television.

6 Good evening, everyone. And so, as
7 Monique has mentioned, we are going to conduct our
8 public open mic. If you've been here prior to
9 meetings we allow the audience to give their
10 feedback suggestions, ask any questions, whatever
11 you may have on your mind. You have two minutes,
12 and I will be timing. We try to give everyone a
13 clear chance to speak, and I will pick from our jar
14 as far as who can go first. Again, two minutes,
15 please, as you would allow for everyone to have a
16 fair amount of time to speak.

17 First we are going to start with
18 Dr. Jason Pernell. After Dr. Pernell, we are going
19 to have Gerald Higginbotham, and then we will also
20 have Tom, please forgive me, Charboneau?

21 MR. CHARBONEAU: Charboneau.

22 MS. FRANK: Charboneau thank you, sir.
23 We'll have Dr. Pernell first, please. Two minutes.

24 DR. PERNELL: I have some handouts for
25 the Commissioners, if you'll take one and pass them

1 along. I want to state publicly what I said in an
2 email to Rich and Starsky and the core staff of the
3 Ferguson Commission, my congratulations on an
4 outstanding report to the community, I know work
5 goes into putting into a, putting together a product
6 like that firsthand, so my congratulations to all of
7 you, I extend that to you.

8 I'm really here tonight to put on the
9 record something that Starsky and I heard at a
10 meeting recently, that there was a perception in the
11 community that For the Sake of All, which was the
12 report on the health and well-being of African
13 Americans, and the Ferguson Commission were somehow
14 separate and/or competing initiatives or projects,
15 and I want to put that to bed. These are not
16 separate, we've been aligned from the beginning, and
17 what you have before you is just some examples of
18 that, so every commissioner had a copy of For the
19 Sake of All's report, as soon as they started their
20 work, I came to give expert testimony in February of
21 this year, I consulted with several of the co-chairs
22 of the working groups throughout this process, and
23 more importantly, if you look at the probably second
24 to last or third to last page, there is direct
25 alignment between the recommendations of For the

1 Sake of All and the calls to action of the Ferguson
2 Commission. We talk about -- we talked about
3 investing in high quality early childhood, you talk
4 about investing in early childhood education. We
5 talked about investing in coordinated school health
6 programs for all students, the report calls for
7 schools as centers of health, we discussed helping
8 low to moderate income families create economic
9 opportunities, which included child development
10 accounts and financial advice and services. The
11 Ferguson Forward report talked about creating
12 universal child development accounts and financial
13 empowerment centers. We talked about investing in
14 the quality of neighborhoods for all in St. Louis,
15 which includes things like, inclusionary zoning
16 ordinances and low income housing tax credit forms,
17 and finally, Faith and For the Sake of All is
18 engaging the faith community in the racial equity
19 commission. So we have been in alignment, we will
20 continue to be in alignment, and I pledge my, the
21 support of the For the Sake of All project as we
22 move forward with implementation. Thank you.

23 (Applause.)

24 MS. FRANK: Thank you, Dr. Pernell. And
25 then now we will have Gerald Higginbotham.

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1 MR. HIGGINBOTHAM: Yes. Close enough.
2 Good evening, my name is Dr. Gerald Higginbotham,
3 I'm the Senior Vice-president for American Slave
4 Nation, I'm the spokesperson for the Descendents of
5 American Slaves Spiritual Advisors. I want to say
6 congratulations Starsky and Rich and Commission for
7 doing an outstanding job. I had the opportunity
8 here recently to speak before the House of Lords in
9 London, as well as in Liverpool, to go back and
10 really go to the beginning of this thing, the
11 problems that we've been having in our nation, and
12 we're still dealing with -- I want to go on record
13 and say this, we're still dealing with the after
14 effect of slavery, it's never been addressed. And
15 going to Liverpool, they sent 1.5 million slaves
16 here to the Americas, 400,000 of them came here to
17 the United States, and they have apologized, and
18 they want to work with Ferguson to begin to heal in
19 their community in London -- I mean correction, in
20 Liverpool, as well as in Ferguson. One of the
21 issues that we still have to deal with, we have an
22 identity issue. We've been dealing -- we've been
23 called slaves, colored, negroes, black, African
24 Americans. We've got to, we've got to address that
25 on our side. We are, we are Americans, we are the

1 descendents of the American slaves. In order to
2 help a group of people, you first have to identify
3 the group of people it is that you're really trying
4 to help, and African Americans are different from
5 the American slave culture. Two total different
6 groups with two total different needs. I spoke here
7 recently at the United States Citizenship
8 Immigration, UMSMAN, Fifth Annual Conference in
9 Washington, DC, on the 5th, and I spoke with Maria
10 Ogman and shared with her that blacks are not
11 burning down the community in Ferguson, and it's
12 certainly not African Americans, because African
13 Americans can go back to Africa, because that's the
14 United States immigration term. And she totally
15 agreed with me, and so I said it's the descendents
16 of American slaves that were born in this nation
17 here, America's first born descendents, that have
18 not been recognized, that culture, and so we have to
19 dig a little bit deeper, and I'd like to work the
20 Commission, American Slavery, as we begin to roll
21 out a model here in this community and across this
22 nation to bring about the change that's desperately
23 needed.

24 (Applause.)

25 MS. FRANK: And Mr... you'll need to

1 introduce yourself.

2 MR. CHARBONEAU: As the work of this
3 body comes to a close, it's appropriate that it be
4 here at Launch Code, in this monument of clear
5 thinking and the power to save our own future.
6 Perhaps your work will spark an epiphany of
7 collective consciousness for our community, our
8 nation and perhaps our world. At best, every
9 success will be -- will lead to some call to make a
10 greater struggle necessary. Inevitable will be
11 angry enemies, desertions from the ranks with
12 mocking contempt of those who remain behind him. Be
13 not deterred, profits from exploitation and fearful
14 isolation may be replaced by rewards greater than
15 the preachers of separation and the drawers of lines
16 on maps can imagine. Old walls built on foundations
17 of selfishness have only served as a prison for
18 those surrounded by them. Great ideas become
19 manifest at the confluence of urgent need and
20 undeniable opportunity. Our city where rivers meet
21 stands as testament. Perhaps now begins the end of
22 disenfranchisement and artificial separation that
23 endured here since the Civil War. The reward may be
24 enjoyed by generations unborn, as we are long
25 forgotten. It may be the only chance for mortality

1 this lifetime will ever provide.

2 (Applause.)

3 MS. FRANK: And then we will finish up
4 with Scott Addison and Dan Hyatt. And Dan Hyatt,
5 you will follow Mr. Addison.

6 MR. ADDISON: I just got back from a
7 little trip back east. Rather than seeing my family
8 on Thanksgiving I went to a vigil in front of the
9 White House and took part in a ceremony requesting
10 clemency for Leonard Peltier, who this February will
11 be a political prisoner in America for 40 years.
12 His case as an activist for AIM, and then targeted
13 by the FBI and the infamous COINTELPRO projects of
14 the late 60's and early 70's under J. Edgar Hoover.
15 This was a signatory moment in the misuse, the
16 germinal moment really of the misuse of police and
17 the prosecutorial powers to suppress right to
18 petition and the First Amendment, which was what was
19 about to begin with.

20 My career has touched some difficult
21 stuff, because I've seen these kinds of abuses
22 continue, and the subplot of the Ferguson crisis,
23 saw the ramifications of that and the continuing
24 effects of those kinds of policies as we failed to
25 address the real bounds of police powers and the use

1 of prosecutorial powers in this country, and I think
2 we really kind of only danced across the surface of
3 those issues if we have failed to address the proper
4 limits of and the exercise of police powers, and the
5 immunities that officers enjoy that shield them from
6 accountability. Early in this crisis, there was a
7 TV interviewer with Allen Howard, Professor Allen
8 Howard of the St. Louis University Law School, and
9 he glibly speculated that there would be a lot of
10 hoopla and brouhaha about all this, but not much
11 would happen in terms of real effects because of
12 qualified immunities of police. I wrote him a note,
13 I kind of conferred with him before -- I'll finish
14 in a second -- and asked him if he at once taught
15 constitutional law and not to use it, but I think
16 that remains the issue, and I don't think we, this
17 Commission has really touched these really core
18 issues in the use of police power in this country,
19 and I've argued about the pretext of emergency law
20 and the suppression of speech, I don't think that
21 got very far. So that will have to carry on.

22 MS. FRANK: Thank you, Mr. Addison.

23 (Applause.)

24 MR. HYATT: My name is Dan Hyatt, I live
25 in Maryland Heights, Missouri, I've been an advocate

1 against the tyranny in North County through petty
2 enforcement for the last five years. I want to
3 thank the Commission for the hard work, you've done
4 much hard work, you've led a great effort, and much
5 has been accomplished. Last December I stood before
6 you and I said: We don't need new laws, we need to
7 enforce the laws we have. Yes, we need some new
8 laws with teeth, but we continue to have the problem
9 where we haven't, I have to use the word tyranny.
10 We have tyrants in the police and the aldermen and
11 the mayors of North County and other municipalities,
12 and the reason why this continues is lack of
13 oversight, lack of accountability, and I continue to
14 see it and I can relate story after story after
15 story of, some of it people go: Well, it's not a
16 big deal. Well, it is a big deal, especially when
17 you multiply it by a thousand and 10,000, when you
18 have a municipality that's citing people for
19 mismatched curtains, and impounding cars for
20 revenue, and I was cited because somebody parked a
21 car in my driveway that wasn't properly licensed.
22 It wasn't my car. Only in St. Louis can you be
23 cited for somebody else illegally parking a car
24 that's not yours. And so what I hope to see come
25 from the Commission and the other efforts is

1 municipalities are proving over and over again by
2 their lawsuits and other resistance that they have
3 no intent of allowing change. They have no intent
4 of stopping the tyranny. And they have no intent of
5 giving up the power which they only own because of
6 complete lack of oversight and accountability. So
7 again, I hope that we get to enforce the laws, I
8 hope that this Commission is successful in its
9 endeavor. Thank you.

10 (Applause.)

11 MS. FRANK: I want to thank everyone who
12 came up and spoke, we truly do appreciate all of
13 your comments. I will now turn it over to Rich.

14 CO-CHAIR McCLURE: Thank you very much
15 Jericca, and thank you to those members of the
16 public who not only commented this evening, but who
17 commented throughout the process of our 19 meetings,
18 we've learned a great deal from you, thank you for
19 your engagement and participation.

20 We're going to now turn to the main
21 presentation of the evening, a discussion of next
22 steps and the core intermediary functions. Bethany
23 Johnson-Javois is going to manage that presentation
24 with a number of presenters, but before we begin
25 that, we do have to -- we want to make sure that we

1 get on the record to recusals from Commissioners who
2 will so state for the record their conflict and
3 their recusal. We have had other Commissioners that
4 recused themselves at prior meetings from this
5 discussion, or at the last meeting, that was due to
6 the application participation of the Applied
7 Research Collaborative, that participation or that
8 application for participation has been withdrawn,
9 and so those recusals are no longer necessary, at
10 least from the Chair's perspective, and that, that
11 group has, has made that choice certainly
12 voluntarily.

13 So I'll ask for the two commissioners,
14 Reverend Wilson and Felicia Pulliam, to state their
15 intent.

16 CO-CHAIR WILSON: As consistent with
17 prior process I will participate in discussion, but
18 will not vote on the implementation action, as I
19 currently serve as the Board Secretary for Further
20 St. Louis.

21 COMMISSIONER PULLIAM: To reaffirm that
22 I, too, will participate in the participation --
23 participate in the discussion, but recuse myself
24 from a vote because I am the Development Director
25 for Further St. Louis.

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1 CO-CHAIR WILSON: Thank you, that is
2 consistent with our practice for participation or to
3 gain any benefit of the use to refrain from voting
4 for those two commissioners, and so we will now
5 proceed with the presentation, and we will start
6 with our Managing Director, Bethany Johnson-Javois.

7 MANAGING DIRECTOR JOHNSON-JAVOIS: Thank
8 you. As the setting context for those of you that
9 were at the last meeting that we had and those of
10 you that weren't, after the presentation was
11 provided we had the direct charge of staff to go
12 back to work with FOCUS and additional partners
13 specifically working with community organizing
14 leadership and others to ensure that we had
15 appropriate feedback and to present to Commission
16 and community our, our best thoughts about what
17 needs to happen when we move forward as we think
18 about the infrastructure needed after the sunset of
19 the Commission, which is set to take place
20 12-31-2015. I just want to offer to you, please, if
21 you have it, community and Commissioners, you have a
22 presentation that should be in your materials, so
23 please pull that presentation out, we're going to
24 walk that through now. And there's a second piece
25 of reference material for you that you should have

1 received called FSG Policy Link Summary that
2 provides some background information so that you can
3 have clarity as we're discussing about some of the
4 content of tonight's presentation.

5 As stated, we have multiple partners who
6 have worked together over the course of the past,
7 almost month, if not little over a month, to bring
8 tonight's presentation to fruition. I will start
9 and take the lead on speaking. In the presentation
10 David Dwight, who's a Ferguson Commission fellow and
11 who's been an expert, who's been an organizing
12 community expression on campus at Washington
13 University will come after me. Serena Muhammad, who
14 we have at the Ferguson Commission secured in the
15 August timeframe moving forward, provides collective
16 impact, support and understanding of the regional
17 frameworks, as well as the national frameworks
18 brought to us by the St. Louis Mental Health Board
19 as alum resource. Yemi Akande-Bartsch, she's with
20 us, as well, from FOCUS St. Louis, who will also
21 present tonight, and in close, Nicole Hudson,
22 Ferguson Commission Communications consultant. So
23 that's the order of the line-up, and with no further
24 adieu, I'm going to direct your attention to
25 tonight's presentation that we as staff have

1 entitled A Road Map For Forward Through Ferguson:
2 How the implementations of the call to action should
3 happen.

4 So my goal for tonight is to cover the
5 process that we are recommending, and the process
6 actually so far in this work. So initially, if you
7 remember, Commissioners and community, we talked
8 about the work needing to be done differently, and
9 to be organized around collective impact, which is a
10 national concept, it has been a proven model, and
11 proving is still happening within the nation and the
12 within the region. So on the left, typically what
13 would happen in the process is you have
14 relationship -- based committees that would have a
15 universal issue, they would form around that issue,
16 you then in this middle circle have time to do a
17 detailed action plan that is member led and direct
18 that implementation, and then from there, you would
19 go through the process of supporting the existing
20 backbone leadership.

21 And so on the right-hand side, the
22 Ferguson Commission, we started our work in essence
23 as a planning body. Many of the funds that we
24 received were planning grant funds to talk through
25 the four working group areas of our report per our

1 executive order, and to think about how to produce
2 those calls to action, which was the planning phase,
3 and that work took place, it took us ten months to
4 do that work, from the November timeframe all the
5 way through the report release in September. Then,
6 as atypical in collective impact, we needed to think
7 very clearly and closely about how we would think
8 about implementation. Now this is a different way
9 that the design works, and so we raised the question
10 that Serena helped us to think about as community
11 together, if leadership will invest using the
12 collective impact model in a single form or using
13 multiple entities, and here is what I mean by that,
14 if you go to the next line.

15 In the single entity function, I'm going
16 to direct you to one through four, we would be
17 looking in the RFQ process for this type of
18 organization. Organization and partnerships that
19 had broad mission and sophisticated infrastructure,
20 had the ability to convene and coordinate and
21 implement, and that 3 is really important where in
22 this structure of one single entity requires
23 significant capacity building, and would have high
24 visibility. The other option that is on the table
25 in terms of collective impact is a multiple entity

1 approach, which you would see here some of the high
2 points, it would require the Bridge for Ferguson
3 Commission, significant relationship building, and a
4 power balance must be shared. At that time we began
5 to discuss and think about what would be the best
6 option in the region, again a very aggressive
7 three-month timeframe. And what we decided in that
8 public meeting was as we looked at the essential
9 functions of what collective impact provides, which
10 are one through six, we needed to put in that RFQ
11 process, and that document captured this
12 information, these abilities: Respected neutral
13 convener, we looked and asked for an RFQ manage --
14 the ability to manage internal and external
15 communication, that data collection and analysis is
16 critical, the engagement of community and
17 relationship building, as the Ferguson Commission
18 had learned to do over the course of our time
19 together, advocacy fund raising, and the commitment
20 of organizational resources.

21 And so here with these thoughts in mind
22 and these concepts that we weighed heavily over
23 time, we then created an RFQ process in which we
24 acknowledge the following in terms of process: We
25 had to work with a compressed timeline that we had

1 very specific qualifications as outlined in the RFQ
2 that we needed, and we knew that the infrastructure
3 in the region did not allow for hundreds of
4 applicants to come forward, so we did understand
5 that there would be a limited pool of eligible
6 entities. Our conference calls where we would have
7 open meanings also model that where we had handfuls
8 of individuals who would actually participate in
9 those public conference calls looking for
10 information on the RFQ process. So in terms of the
11 process, we had a sole applicant respondent, FOCUS
12 St. Louis, in which we did an iteration, it is an
13 iterative process, that we gathered feedback from
14 multiple people in multiple ways. For example, when
15 the proposal was submitted, we convened an external
16 review committee and had a public meeting with which
17 eight additional pieces of feedback which we're
18 calling priorities were provided. And then we
19 conducted a public presentation and received
20 feedback from both the public and commissioners in
21 our last meeting, in which five additional areas of
22 feedback were provided. And then subsequently, we
23 participated in several planning meetings and
24 partnership with our staff, community organizing
25 groups to refine the approach in response to the

1 feedback. This is a document or a piece of the
2 document just to show you the time line with which
3 we worked, and to be accountable and transparent as
4 to the process from the report. The report release
5 was 9-14, and immediately the RFQ release was 9-21,
6 and you can see the work that we've done all the way
7 to date through the RFQ information calls, our
8 commitment to thinking through the evaluation and
9 monitoring function with which we began to engage
10 FSG and Policy Link in conversation, all the way
11 through our last commitment on 11-20 meeting with
12 grass roots organizations, FOCUS St. Louis staff,
13 and staff of the Ferguson Commission, to today's
14 date which you even see a 12-7 working session,
15 because yes, we do work to do whatever it takes,
16 because honestly, the urgency with which this is
17 needed and the kind of closure with which some need
18 in order to transition well, we understand that, and
19 so we took this process very seriously.

20 So that is the process part to kind of
21 bring us up-to-date on where we've been, why we've
22 made the decisions that we have in this region, and
23 now we want to talk through some of what we have
24 learned as we've embarked on a totally new process.
25 So at this time I want to ask David to come forward

1 to talk about this.

2 MR. DWIGHT: Thank you, Bethany. So
3 I'll be talking about the organizing community
4 feedback that we received. Like Bethany mentioned,
5 I'm coming from Wash U, just graduated, and was
6 involved with organizing there, doing a series of
7 protests there, awareness campaigns, eventually
8 demand, demands with the administration, which was a
9 great transition to this work, because although the
10 action of the Commission were not demands at the
11 behest of student protests, in a way they were at
12 the accountability of the community and the sheer
13 urgency of these issues. And so as Bethany just
14 walked through the history of this process, it
15 really continued to come up in the feedback that we
16 received that it was really key and important that
17 community organizers representing marginalized
18 communities in St. Louis were brought to the table
19 really from an early stage, and the Commission
20 recognized that in the last meeting, asked staff and
21 FOCUS to go back and talk to community organizers,
22 and to, instead of looking so much at what the form
23 of this structure would be, to look at the key
24 functions that are necessary for the work.

25 So here's a summary of some of the

1 salient points from that meeting, and I won't read
2 them all since you all have handouts, but I'd like
3 to touch on a few of them.

4 So transparent process of the Commission
5 was a huge one, raising the bar rather than checking
6 the box on these issues. Really ensuring that youth
7 and youth development and youth involvement, really
8 feeling like they had a stake in the decisions that
9 were being made was a key point. Looking at
10 advancing accountability in the region, really using
11 racial equity as the North Star, and ensuring that
12 those conversations came out of the margins and came
13 into the mainstream conversations in the region.
14 Ensuring that the convening of community members,
15 accountable bodies and technical expertise
16 continued, and that that dynamic tension continued,
17 because out of those tension meetings can come the
18 greatest change. And last, an analysis of systems
19 and acknowledgment of how conventional structures
20 have failed to solve entrenched problems for
21 marginalized groups in St. Louis. It really makes
22 me think of the signature priorities of the report,
23 that we live in a region where not all have access
24 to the opportunity thrive, really centering on youth
25 and having justice for all residents, and that there

1 needs to be a new articulation of the new philosophy
2 of the social change in the region.

3 And just to review who was at that, who
4 was able to attend that meeting, which was
5 facilitated by Rebecca Bennett, Metropolitan
6 Congregations United, David Girth, Tia Byrd and Jeff
7 Vordour from Missourians Organizing For Reform and
8 Empowerment, Laura Gretich from Jaws With Justice,
9 Mortgage Simmons from the Organization For Black
10 Struggle, and lastly Rasheen was kind enough to join
11 from Young Activists United.

12 MS. MUHAMMAD: Okay, so I think we've
13 kind of established that this was unprecedented,
14 that this was a very different approach, collective
15 impact, in and of itself, is a new model, new
16 design, a new way of looking at how you build
17 momentum and build movements to address social
18 issues, and even though the collective impact's
19 framework was new, there is some flexibility in how
20 it can be designed to address specific issues that
21 are occurring in a particular community or region.
22 So when we looked at some of the conditions that we
23 had in St. Louis, when we looked at the fact that we
24 had a planning group that was actually designed to
25 produce a report, and now moving into

1 implementation, we had to make some adjustments and
2 to address some of those considerations. So I'm not
3 going to read what's on the slide, because this kind
4 of highlights what some of the other speakers have
5 already talked about. I think the thing to
6 highlight, though, is that the collective impact
7 approach is adaptable, and we did kind of push it to
8 the limits to figure out how we can be more flexible
9 to address the needs that emerged as we went through
10 this process.

11 So here are the things that we learned
12 from the process. We knew that capacity building
13 would be a critical role for a sole intermediary.
14 We initially decided that the sole intermediary
15 approach would make sense because of the time line
16 that we had, but we understood that asking one
17 organization to be able to do all of these things
18 was a heavy lift, and we recognize that in order to
19 make sure that that one organization was successful,
20 we'd have to build some capacity around that
21 organization. What came from the external review
22 process, as well as the commissioners and the
23 public, was that there needed to be a greater focus
24 on fund raising, grass roots mobilization and really
25 embedding the racial equity lense through everything

1 that was done through this process. We also knew
2 that there would be a need to bridge the Ferguson
3 Commission with the implementation. So as we
4 discussed traditionally with collective impacts, the
5 people who actually produce the plan have some
6 period of time where they work together towards
7 implementation, and we didn't have the luxury of
8 time to be able to do that, but it doesn't negate
9 the fact that it's important to have that
10 continuity, so we understood that we had to create a
11 process that would allow some of that social capital
12 that had already been created to continue into the
13 new implementation phase.

14 So the way we made these adjustments was
15 we looked at creating a bridge of former
16 commissioners who are able to secure institutional
17 commitments to bring into the new work in
18 partnership of FOCUS St. Louis. So understanding
19 that there is social capital that has already been
20 built, that they have a unique understanding of the
21 calls to action, that they have a level of momentum
22 that can't really be replicated by any other group,
23 that there needs to be that continuity so that
24 people see that the folks who have been involved
25 from the beginning who have probably the most stake

1 in success of moving this forward are still involved
2 in some way, and are still providing a bridge
3 between all of the planning that took place into the
4 implementation. And we also understood that it is
5 very important to honor the fact that FOCUS St.
6 Louis has already accepted a leadership role, and
7 that when we went through this process, we
8 understood that there would be a very limited pool
9 of candidates who could actually meet eligibility
10 requirements, and that there is a high level of
11 visibility and a high level of risk, and that an
12 organization that is in a position to step up and
13 accept the responsibility of the civil leadership is
14 a good partner because of their early commitment or
15 their early adoption.

16 So when we talk about Forward Through
17 Ferguson, when we talk about the bridge, we're
18 talking about looking at the specific role of former
19 commissioners and staff to support implementation
20 going forward. The weight that we envision is that
21 we would have two different key staff who are former
22 Commission Staff, who would support implementation
23 of the calls to action through a partnership with
24 FOCUS St. Louis in what we're calling the Forward
25 Through Ferguson design. We would invite other

1 commissioners or former commissioners for the ideal
2 so this speaks to the idea of how much involvement
3 we need going forward from those who have already
4 served on the Commission, and we would ask those
5 former commissioners to look at how they can make
6 organizational commitments that would actually drive
7 the signature calls to action forward. The
8 importance of this is that traditionally in
9 collective impact you have people who are working
10 together around a particular issue, because it's
11 something that they do in their regular everyday
12 work, so it's not an add-on, it's helping them to
13 actually elevate what they're already doing, and
14 it's raising the stakes on the importance of this
15 particular issue for them and their organization.
16 So what we're recognizing is that as we go out into
17 the community and we ask people to step forward and
18 get commitments to advance the calls to action, it
19 makes sense to start off with the folks who are most
20 invested, who have been a part of the commission
21 process all along. So the second bullet point
22 speaks to asking the commissioners to look within
23 their organizations to determine what commitments
24 they can make to drive the signature calls to action
25 in partnership with FOCUS St. Louis in this Forward

1 Through Ferguson design.

2 The other thing that this does is
3 leverages the networks and relationships that
4 already exist through FOCUS St. Louis. They have
5 the ability to convene through stakeholders, they
6 have the ability to drive the racial equity lense
7 through the signature areas, and we think that it's
8 important that we don't necessarily create new
9 structures where structures already exist, but that
10 we look at ways to lift up and support and build
11 those structures. So we would build upon these
12 existing partnerships, we will work with the
13 Ferguson, the former Ferguson Commission staff and
14 commissioners who already have established
15 relationships with these grass roots organizations,
16 to make sure that the community leadership is
17 available and integrated into all stages and all
18 levels of the implementation process, and through
19 this partnership or this bridge between former
20 Commission Staff and Commissioners and FOCUS St.
21 Louis, we would create this design that allows us to
22 bring forward the momentum that's already been
23 created with some of the opportunities that exist in
24 working through FOCUS St. Louis.

25 So this is kind of what this looks like.

1 You've seen this graphic before, and it, it
2 illustrates that racial equity is the context under
3 which all of this work is conducted, and then
4 there's a signature leadership ring that addresses
5 all of the signature calls. So Justice For All,
6 Youth at the Center, and Opportunity To Thrive. The
7 important thing to note about the signature
8 leadership ring is that it represents the key
9 stakeholders who are already working in these bases.
10 So again, we're not asking for FOCUS St. Louis or
11 for Forward Through Ferguson to create three
12 different groups, what we're asking is that we work
13 the existing infrastructure in these spaces to help
14 them self-organize. So if you have a, if you have
15 an entity that's already working in Youth in the
16 Center, to connect with that group and to help them
17 to build a line so that they can advance the calls
18 to action. This is a more sustainable approach, it
19 avoids duplication of effort, and it ensures that
20 everyone is working towards the same goals. And in
21 that very center circle is what we've been calling
22 the core intermediary all along, but it just shows
23 that the work of the core intermediary, which was
24 traditionally described as those six backbone
25 functions, is shared amongst these partners.

1 So the principles of this partnership is
2 that at all levels we embody the racial equity
3 lense, that the report, itself, drives the work, so
4 the signature priorities determine who is at the
5 table, who's in the room, and who's making
6 decisions, and all of the actions moving forward are
7 anchored in that signature report. It's the North
8 Star to make sure that we're moving in the right
9 direction. And then we maintain a commitment to
10 being unflinching, recognizing that the work will be
11 difficult, and the reason that we're calling on all
12 of these community resources is because we don't
13 expect one organization or one entity to be able to
14 do this alone, and that there is a commitment to
15 continuous learning, again, recognizing that
16 collective impact is relatively new as a model,
17 nationally, and especially locally, and even more
18 recent is the integration of the Racial Equity Lens
19 to do collective impact work, so we'll need to learn
20 as we go and lean on some local and national
21 resources to make sure that we're doing this to the
22 best of our ability.

23 So this outlines the benefits of the
24 proposed structure. I'm not going to read some of
25 those that I've kind of talked about in other

1 slides, but I point out things that are new for this
2 particular piece of the presentation. FOCUS St.
3 Louis can serve as a fiscal agent which will provide
4 lean infrastructure. We think it is important that
5 we not contribute to the proliferation of
6 organizations and initiatives that are happening in
7 our region. We understand that there are a lot of
8 coalitions who are working in different spaces, and
9 we don't want to create a situation where we're
10 competing for resources, so it makes sense to look
11 at an existing entity who has the capacity to serve
12 as fiscal agent so that as we're raising money and
13 we're finding resources that are in kind as well as
14 for cash, that they're actually going into the
15 implementation of the calls to action, and not on a
16 bunch of administrative or overhead costs.

17 The other thing to look at is we have to
18 build the capacity for civic infrastructure over
19 time for the entire region, so it's not just about
20 building up FOCUS St. Louis, or making sure that
21 Forward Through Ferguson becomes this next big
22 organization, but it's looking at as we look at our
23 landscape of what's missing, how do we make sure
24 we're creating opportunities to increase resources
25 across the board so that we have the infrastructure

1 as a region and not just within certain institutions
2 of certain organizations. And then as I've
3 mentioned, we really want to avoid duplication of
4 effort as much as possible.

5 MS. AKANDE-BARTSCH: Good evening,
6 Commissioners. Before I dive into my part of the
7 preparation tonight, I think it's important that I
8 set context. I look around the room tonight, and I
9 see a lot of familiar faces, but at the same time, I
10 see some unfamiliar faces, and so the context that I
11 would like to set is in terms of FOCUS history. Now
12 FOCUS, as an organization, has been around for about
13 46 years, and we have certainly distinguished
14 ourselves as the region's premier civic leadership
15 organization. We have seven programs, about to
16 become eight, and we have close to 8000 alums, and
17 we're proud to say that about 70 percent of those
18 alums still reside in the region. And through many
19 of our initiatives, we touch close to 10,000
20 individuals annually. Now I think in my humble
21 opinion, I would venture to say that FOCUS has
22 certainly made considerable progress to advance
23 civic leadership in our region. When we talk about
24 the civic leadership that we advance, it's an
25 educating, connecting, and engaging a broad spectrum

1 of leaders to be able to transform themselves not
2 just individually, but also their community, and I
3 think FOCUS St. Louis, I believe FOCUS St. Louis has
4 done that really well than any other organization in
5 the metropolitan area. I think some of you may be
6 familiar with our history in terms of the work that
7 we've done around policy initiatives, some of you
8 may remember Confluence St. Louis, which was a
9 program that was started by the very first
10 Leadership St. Louis class, and Confluence St. Louis
11 went on to birth and be involved in a lot of
12 community engagement projects.

13 The collective history of FOCUS, we've
14 also worked on a significant number of policy
15 reports, we have upwards of 45 plus policy reports,
16 and we also started the Dismantling Racism
17 Institute, worked on a number of public education
18 initiatives, worked towards development, and started
19 the Bridges group. And some you have may or may not
20 know this, but FOCUS St. Louis was actually one of
21 the founders, the co-founders of the St. Louis
22 Business Diversity Initiative.

23 So this is all to say that when you look
24 at the broad spectrum of the FOCUS St. Louis
25 network, we not only have staff members, we have

1 program graduates that have led what we consider to
2 be social transformation initiatives, and they've
3 also participated in regional agenda setting efforts
4 and have certainly worked across boundaries and
5 sectors to advance our region.

6 Not put anyone on the spot here, but
7 just out of curiosity, those of you that are in the
8 audience that feel led to do so, if you are a FOCUS
9 alum, could you just stand up?

10 I think that speaks for itself. Thank
11 you.

12 So certainly with what I've shared,
13 we're not an organization, given our collective
14 46-year history, as one that rests on its laurels.
15 And a little bit over a year ago, there were a
16 number of significant what I would say are internal
17 as well as external alignments that allowed us, as
18 an organization, to look inwards and reexamine what
19 our strategic direction commitments were. And at
20 that point, the FOCUS St. Louis board, who I report
21 to, decided that in so doing, in the exploration of
22 at that time our 2011 and 2014 strategic plan, to
23 look inwards, and to look at where it is that FOCUS
24 St. Louis, as an organization, and really as a
25 pillar of this community, was going. And to that

1 end over the course four months, now certainly I
2 have to say there were times it felt a lot longer
3 than that, and, you know, the Ferguson Commission
4 feels that they had a compressed time line, I'd say
5 that the Board really challenged us that so did we.
6 There was an urgency with respect to the work that
7 we needed to do. And so through April and August of
8 this year, FOCUS alum, FOCUS board members all came
9 together to help examine what the strategic
10 direction of the organization was to be. And in so
11 doing we took a good look at ourselves, we also took
12 a good look at what was happening in our community,
13 and we realized that many that were coming to us
14 were certainly seeking the knowledge, the skills
15 that were needed to address some of the structural
16 inequalities in our community. And at that time,
17 following a series of planning meetings, the Board
18 and the staff reviewed the existing mission of the
19 organization just to determine how clearly and
20 succinctly a community, communicated FOCUS's purpose
21 and impact. And what we realized is that our
22 original mission in the form that it was lacked that
23 clarity, lacked sufficient detail in terms of the
24 work that FOCUS was doing and for work that FOCUS
25 was committed to doing in the community. And to

1 that end, we came up with the first paragraph that
2 you see up there, because we recognized that at the
3 end of the day when it's all said and done, what
4 FOCUS St. Louis does and does well is it prepares
5 diverse leaders to work cooperatively for the
6 thriving St. Louis region through it's experienced
7 based leadership program, but more importantly,
8 through our civic issue education and public
9 engagement initiatives. We did this work from April
10 through August, certainly ahead of the RFQ being
11 released.

12 So you might ask how does this tie in to
13 the Ferguson Commission or for the Ferguson
14 Commission report. To us, it was evident as we
15 started to think through whether we were going to
16 raise our hand in accomplishing the heavy lifting of
17 work that needs to be done in our community. And I
18 have to say that I had the, the unanimous, the
19 collective support of my Board in looking at this,
20 because we intuitively knew that our focus and our
21 programs was on civic issue education. And given
22 the history of our program, we have explored and
23 exposed our program participants to many of these
24 issues, perhaps not all, but to many of these
25 issues. And we recognize that for FOCUS St. Louis,

1 we needed to continue to be unflinching, as we had
2 learned during our strategic process, and we needed
3 to be continually transformative in the type of
4 civic education initiatives that we embrace. And we
5 recognize that perhaps one of the greatest civic
6 issues that was facing the St. Louis region today
7 was around racial equity, and in order for our
8 leaders that we were training, we needed to engage
9 them in understanding that racial equity work.

10 Second to that again is how does this
11 relate to the Forward Through Ferguson report? And
12 it's around the public engagement initiatives. And
13 this includes our policy work, our civic engagement
14 forums that, once again, in looking at the work that
15 we have done to date, certainly highlighted a lot of
16 the calls to action. But we knew there was room for
17 growth. And we know that we have the platform with
18 which to bring these issues to not just our alumni,
19 but to the community at large. I'm glad that
20 Dr. Jason Pernell was here, because we have been
21 working with Dr. Jason Pernell, they are a community
22 engagement partner, on For the Sake of All. So in
23 terms of relevance and alignment, we felt that there
24 was relevant -- relevancy and alignment for this
25 work.

1 So next I want to talk briefly, we can
2 advance -- here we go. So as part of your strategic
3 planning process, another thing that we, we looked
4 at is our values, our guiding principles, what
5 really guides the majority of the work that FOCUS
6 St. Louis does on a day-to-day basis. And I'm sure
7 for our alumni, you all have memorized our values,
8 but again, this was an opportunity for us to look
9 inwards again. And in so doing, what we attempted
10 to do is to really take a look at them, do a deep
11 dive into them and begin to have conversations
12 around what do we need to refine that is in line
13 with where our community is going. And collectively
14 we decided that yes, our values needed to be
15 refined, and they needed to be reprioritized, and to
16 that end, these are the new values of FOCUS St.
17 Louis that we are moving forward with. So I'll take
18 a couple of these without dive too much into them.
19 As we took a look at our programming around quality
20 leadership, and one of the things that we recognized
21 that in order to provide education training for
22 leaders in a way that was impactful, we also needed
23 to take a look at who was at that table, who was in
24 our programming. And one of the realizations that
25 we came to is that we needed to take a look at

1 nontraditional leaders, because they needed to be at
2 the table in us moving the needle in any number of
3 the issues that we traditionally focused on, or for
4 that matter in this case, the 189 calls to action.

5 Another realization that we came to is
6 traditionally diversity and inclusion is one of our
7 values. But following the discussions we came to
8 the realization that equity is what we were striving
9 for. Equity more accurately describes what our
10 community needs in order to move forward, and to
11 that end, equity became one of our core guiding
12 values, essentially supporting fair truth and access
13 in opportunities for all, eliminates the
14 disparities, and strengthens the region's quality of
15 life.

16 And last but not least, the one that
17 I'll focus on in terms of our guiding principles has
18 to do with the importance of partnerships. We've
19 heard this evening that we cannot do it alone.
20 There's an old African American adage that it takes
21 a village, and in this instance as FOCUS attempts to
22 take on many of the issues that were identified in
23 the calls to action, it's going to take the whole
24 village for this to be able to be successful. And
25 so we're continuing to work on partnerships, we

1 talked a little bit about recognizing in our last
2 meeting that not everyone that needs to be at the
3 table was there, and to that end, we started to
4 reset the table. Some instructions were made on our
5 behalf, and we had those what I would call candid
6 courageous conversations in ways that I would say
7 for both parties it was enlightening. It was a
8 great great opportunity for us to do that. Because
9 if we're going to tackle our complex community
10 issues, we need to talk to everyone.

11 So another thing that we've done that
12 we've outlined has to do with this category that
13 we're calling: What are the principles of the
14 partnership? And what we did was we looked at FOCUS
15 values, some of which I've already outlined and
16 explained. And we positioned that against the
17 principles that have been set forth by the Ferguson
18 Commission, and we noticed that there's some cross
19 ones. We talked a little bit about the racial
20 equity lense and how important a factor that has
21 become in our values, and if we look at the breadth
22 of work that FOCUS does, the racial equity lense
23 certainly is something that, moving forward, can be
24 applied to every single one of FOCUS's values. The
25 is second principle set forth by the Commission

1 using a report as an anchor in issue-based efforts.
2 We look at that in terms of our programming, we look
3 at that in terms of our community collaboration, and
4 we look at that in terms of regional perspective
5 that inclusivity is what is going to lead to
6 transformation. And I, you know, I was joking with
7 one of the Ferguson staff members that, you know,
8 there are a lot of language or words that have come
9 out of the Ferguson Commission, and I think we could
10 put all of those words together, because they are
11 very powerful, unflinching, transformative. Racial
12 equity. Those are key things that can and should
13 and will drive change in any community.

14 So when it's all said and done, we
15 believe that FOCUS has what the Forward Through
16 Ferguson needs in order to be able to move the
17 needle on the calls to action. We've built the
18 trust in community, and as you see by those who
19 stood up today, that we are also in community, and
20 so as we move forward with this, we believe that
21 transformation is possible, and is doable. Thank
22 you.

23 MS. MUHAMMAD: Me again, and I just have
24 two slides. So one of the things that has happened
25 in the process of figuring out how these two could

1 form a core intermediary, is looking at the
2 principles of implementation, so these are the
3 things that have come up as being important to all
4 of the groups that gave feedback about the process,
5 so whether it was through public comment, or through
6 the commissioners directly, these are the things
7 that we thought needed to be raised up as key
8 considerations as we're looking at how to move
9 forward. So they may not have been highlighted in
10 the request for qualification process, but as we
11 received feedback, we recognized that these would be
12 critically important. And what we did was we
13 outlined which entity would take primary
14 responsibility for making sure that these principles
15 were actualized. It doesn't mean that one would
16 necessarily not work in this space, but it means
17 that if you see one X, that entity is saying that
18 they're taking primary ownership to making sure that
19 this moves forward, that this principle is lived out
20 in the implementation process. And I'm not going to
21 read the list, because you have it in front of you,
22 but I will just call out a couple just in case the
23 language is not clear just because of the just the
24 constraints of the space.

25 So where it says with aggravated data,

1 what that's specifically talking about, I think we
2 talked about at a meeting last month, looking at
3 disproportionality, so not just looking at regional
4 numbers, but really getting down to the neighborhood
5 level to figure out where resources are needed, and
6 that's how the Racial Equity Lens is applied to data
7 analysis, and we're saying that that should be a
8 core principle of how we move forward as we're
9 looking at data in this, in the space for
10 implementation.

11 And then another one that I think might
12 need some further explanation, the youth leadership
13 pipeline. It came out in most of the feedback that
14 we received that we needed to make sure that youth
15 were at the center, and that's not just having a
16 youth organization present, but that's actually
17 being in the community working with youth to make
18 sure there's an opportunity and a pipeline for them
19 to have their voice as young people, but also to go
20 throughout processes and structures that would allow
21 them to influence what happens at organizational
22 level, at government level, assistance, and at
23 policy level. So it's a complete pipeline to make
24 sure the youth are engaged at every stage.

25 Okay, and then this next slide is just

1 proposed roles and responsibilities. So when you
2 talk about having a group that's kind of emerging,
3 the Forward Through Ferguson with former
4 commissioners and former staff and FOCUS St. Louis,
5 it's very important that you have clear
6 understanding of who's responsible for what, and
7 this is kind of a first pass of looking at out of
8 those very core, core intermediary key tasks, how
9 they would be assigned going forward. So I'm,
10 again, I'm not going to read the entire list, but we
11 talked about FOCUS St. Louis serving as the fiscal
12 agent, we also looked at public convening as
13 happening in more than one way, so FOCUS St. Louis
14 has their customary approach to convening that they
15 would be well positioned to do, but we also think
16 that the public process that the Ferguson Commission
17 has used to date, make sure that there is
18 accountability, that there's always a public eye on
19 the process, and that it would be valuable to
20 continue to have public convening at that level,
21 that Forward Through Ferguson can always make sure
22 there's transparency throughout the process.

23 And then I didn't speak before too much
24 before about the relationship with FSG and Policy
25 Link, but we did briefly discuss the fact that there

1 will be a need for continuous learning,
2 developmental evaluations, and other processes to
3 make sure that as we go along we're able to course
4 correct based on what's happening in realtime, and
5 that's what those coaching relationships with FSG
6 and Policy Link are designed to do.

7 MS. HUDSON: Thank you, I get the fun
8 slide. So one of the key questions that's often
9 asked about this work is how do you pay for it, how
10 do you fundraise, how do you not bifurcate the
11 investments that are already in our region. This is
12 a extremely generous region with a lot of capacity,
13 and one of the things that's become clear over and
14 over in our work is that alignment is something that
15 we can gain a good deal of ground on, and that is
16 not different here when we talk about funding
17 philosophy. We need to be able to start to see how
18 investment and implementation is an investment in
19 the work. So as Jason spoke tonight about the CDA
20 efforts and early childhood education, a lot of
21 those align with things in the report. And if we're
22 truly to design the implementation work around the
23 report, we should be able to start to see how
24 investments here, even if they're not going directly
25 to the organizations who might be running the

1 report, are directly supporting the implementation
2 of the reports, it's a new way of looking at our
3 investments in the region. Being able to take a
4 partnership approach to fundraising. So as we, as
5 core intermediary would identify opportunities and
6 gaps for leveraging existing work in the community,
7 being able to clearly identify those, and maybe look
8 at going after fundraising in a partnership manner,
9 so again, we're tying it back to the report. And
10 then existing interest in this unprecedented
11 approach from national resources. Throughout this
12 process we've had a number of advisory conversations
13 on various aspects of implementation and process,
14 and we believe there's a lot of opportunity there
15 for that. You know, while there will, of course,
16 need to be some operational funding, really looking
17 at how we can apply whatever thinking and creativity
18 we have to optimize existing work and optimize
19 existing resources will be key. I'd like to say
20 that if we're doing it right, that the Forward
21 Through Ferguson entity might go out of business in
22 terms of implementation, because we're truly
23 aligning existing resources that already exist,
24 raising the Racial Equity Lense, and helping people
25 understand how they can embrace the calls to action,

1 and move them forward as existing entities.

2 So after our discussion tonight, it is
3 our vision that we would hit the ground running
4 throughout end of the year and the sunset of the
5 Commission. Things that we would know that we
6 needed to immediately address are putting together a
7 true memo of understanding that would detail a
8 strategic partnership between the Forward Through
9 Ferguson entity and FOCUS St. Louis, partially
10 probably very much informed by the discussion
11 tonight. We would need to confirm how this entity
12 would be designed. There are lots of questions
13 about how to maintain independence, also being able
14 to enter into partnerships and contracts, so that
15 would need to be something that would be figured out
16 through the details as we started to discuss them.
17 We would continue to have discussions of policy with
18 FSG, you should all have had an opportunity to grab
19 a handout when you came in that gives you of little
20 bit of background with the work of Policy Link and
21 FSG, and if you did not get that it is available up
22 front, as well. They have been an advisor as we go
23 forth, and one of my favorite stories is the people
24 who wrote the book on collective impact have told us
25 that we're doing it differently than anybody has

1 ever done it before. So that is both encouraging
2 and terrifying.

3 We would continue our conversations that
4 we've begun with grass roots organizations to help
5 identify what partnership in this work looks like to
6 them. We often talk about bringing them to the
7 table, having core partnerships, but in reality,
8 organizations look different, and the way that
9 organizations are designed, it's important to take
10 that into account when you talk about true
11 partnership and what that really looks like. So we
12 want to continue those conversations that we
13 started, and then of course build and finalize
14 initial budget numbers and start to identify
15 funding. So that's not much to do before the end of
16 the year.

17 So I wanted to, so that we wanted to
18 sort of take a specific look at some of the
19 opportunities that we might have to learn from FSG
20 and Policy Link, who have been doing this work
21 nationally. Training, ongoing coaching perhaps, and
22 external assessment of our partnership process, this
23 process that we're developing, based on their work
24 and based on our work, and then have that national
25 third-party perspective and help us learn how to

1 design it so that we can be using local resources
2 for implementation, but get the best thinking from
3 their experience nationally. And then also support
4 of the design process, process and value -- and
5 outcome evaluation, as well as helping design
6 monitoring and accountability infrastructure. We
7 haven't spoken a lot specifically about evaluation
8 and monitoring, initially it was in our design to do
9 two RFQs, one for the core intermediary, and then
10 follow that up with one for evaluation and
11 monitoring, but as our process is iterative and
12 constantly morphing, we are focusing here on this
13 process now, and also maybe seeing that there's a
14 different way that we might approach that than we
15 initially thought, so looking again to their
16 expertise, because as you can see from these
17 handouts, that is something that specifically FSG
18 has a, has a long history in evaluation, and Policy
19 Link has a really strong history of working directly
20 in and with communities, the people closest to the
21 issues, to help design accountability.

22 And so these are some of the ideas about
23 what the strategic partnership between Forward
24 Through Ferguson and, and FOCUS St. Louis might
25 start doing on January 1st, right around the corner.

1 I won't read all of these to you, but a lot of these
2 are based on things that are already happening every
3 day in the office. We're getting calls to help
4 explain the Racial Equity Lens, we're getting calls
5 to help further articulate the policy versus
6 programs, there's actually a handout that you also
7 can get tonight that outlines that. Really mapping
8 what our capacity assets, challenges, opportunities
9 are as they pertain to the specific signature calls
10 to action, and the signature priorities, being able
11 to really take a look at how all of those things
12 work together, and provide a centralized place for
13 that. Another piece of feedback we've heard
14 consistently is that the story telling and the
15 presenting of these issues in real people's lives is
16 something that people are both using in their own
17 work, and finding a way into the issues that they
18 haven't before. So that's a very important piece
19 that we want to continue. Sharing our learning as
20 we go is really important, and then articulating a
21 theory of social change. Everybody enters into this
22 work from a different place, and everybody enters in
23 with their own experiences, and in order to have a
24 North Star, we have racial equity as our North Star
25 based on the title of the report, but as a region to

1 really have a North Star, we need to go through a
2 process of really articulating what our own theory
3 of social change is for us, so that even though we
4 work at it through possibly different paths, that
5 we're all moving in the same direction. That's it.

6 I think we are now open for questions.

7 MR. KING: I want to clarify one thing
8 about FOCUS St. Louis hasn't already flinched in
9 Ferguson once. And it's my understanding that in
10 September of 2014 FOCUS St. Louis was supposed to
11 have a group of fellows go to the city of Ferguson,
12 and after the unrest popped off, that didn't happen.
13 So my question for FOCUS St. Louis is why didn't
14 your fellows go to Ferguson in the midst of unrest?
15 Was the unrest why you cancelled that trip? And if
16 so, did you flinch?

17 MS. AKANDE-BARTSCH: Chris, I know deep
18 down inside of you, you probably want to be a FOCUS
19 program participant, and at some point in time maybe
20 we'll convince you to be so. So having said that,
21 it's not a matter of flinching. As it was, the
22 fellows were coming from all over the country. And
23 to then, I don't know if you're familiar with the
24 logic study that our fellows do in community, and to
25 that end, just because of the at that time

1 instability of what was going on in Ferguson,
2 because the staff generally helps a ton with
3 securing the interviews, it was something they could
4 not necessarily be guaranteed at that time. And so
5 when we're trying to, when we run a program that's
6 around talent to traction and retention, you know,
7 putting them in an environment where we can't
8 necessarily know or guarantee what's going to
9 happen, I don't think it will be a good way to
10 necessarily walk on the individuals to the, to the
11 city. And so at that point the decision was made
12 then to go elsewhere.

13 CO-CHAIR WILSON: Thank you. This
14 period of questioning is both commissioners and
15 community, so if you're a community member who has a
16 question, just raise your hand; if you're a
17 Commissioner, you've got mics, so please jump in and
18 we will facilitate the answers to the questions.

19 MR. ADDISON: Sure. Hi, I -- I'm Scotty
20 Addison. I just took note of one point of this
21 which was really interesting, that FOCUS St. Louis
22 proposes to act as a fiscal agent, and from long
23 hard experience, that role can be very useful in
24 terms of not having to recreate all sorts of
25 management infrastructure for funds, it's very

1 useful in the formation of new organization, and
2 getting it off the ground where a fiscal agent can
3 stand in those shoes and let the people do the work.
4 In this instance, is that function going to extend
5 to -- I mean obviously it can serve existing
6 organizations which are well established and not
7 have to recreate that infrastructure. In the spirit
8 of what I'm talking about, does that also serve for
9 independent operators, and unconventional
10 leadership? And that segues to a second question.
11 How are you going to include unconventional
12 leadership? Because that's kind of a dear topic to
13 my heart, having been unconventional for a long
14 time, and getting things done that big organizations
15 didn't do and didn't know how to do throughout my
16 career. And so I'm really interested in how you
17 involve that kind of unconventional leadership.
18 I've had a tough experience with the Commission,
19 because there are times I found the participatory
20 process not very open, and I had the feeling I, my
21 best bet was to tie a note a rock and heave it over
22 the wall and wonder what was going to happen if it
23 landed there, because they'd never find out. So
24 this, whether you're able to really engage the
25 people in the trenches, or just, you know, the same

1 old friends, is a real issue here.

2 CO-CHAIR WILSON: Thanks, Scotty, and
3 Nicole, for responding, and thanks for letting us
4 know where that rock came from, too.

5 MR. ADDISON: Yeah, I got more.

6 MS. HUDSON: Also, I'm so glad that
7 you're here, Scotty, because it would not be the
8 last meeting without you.

9 MR. ADDISON: I'm sorry, I'm...

10 MS. HUDSON: Oh, no.

11 MR. ADDISON: I've been thrust into a
12 tough position of muck raker, and, you know, it's
13 not my fault.

14 MS. HUDSON: Thanks for coming. We
15 appreciate it. So I think the first question was
16 about fiscal agency, and just to clarify, the thing
17 we're putting forward is that for the independent
18 entity that would be the Forward Through Ferguson,
19 that FOCUS would serve as their fiscal agent, so it
20 wouldn't be necessarily for other folks who were
21 doing the work. So that being said, the thought is
22 that moving from planning to, to implementation,
23 that the participatory nature, the leadership would
24 be designed around people who are working toward
25 implementation. So the people who would be at the

1 table, the people who would seek to be at the table
2 would be people who are doing the direct work of
3 implementing around the calls to action.

4 In addition to that I think -- you might
5 disagree -- I think that even through the life of
6 the Commission, you know, we've had to learn along
7 the way, partially given our structure of the public
8 meetings, et cetera, how to more effectively engage
9 the people in the trenches. And I think because,
10 again, I was speaking earlier about the nature of
11 partnership with grass roots organizations, that
12 partnership always doesn't look like we think it
13 does. And so one of the immediate things that we
14 need to learn that we've started to learn is around
15 how to have those conversations in a way we can
16 understand what partnership means to them. And as
17 it pertains to the calls to action, being able to
18 design partnerships that both drive that change and
19 also keep those voices at the table, because if
20 those voices are not at the table, we're not, we're
21 not getting the work done.

22 MR. ADDISON: And if I can add one minor
23 point.

24 CO-CHAIR WILSON: Scotty, if we could,
25 we want to get in as many questions as we can, so

1 we'll move on to someone else. We'll ask the others
2 if your would prioritize, as well.

3 MS. MINELL: Hi, Kiera Manell. Quick
4 question. There was a sense of urgency when putting
5 a plan together and having it executed by the 31st
6 of December, and the only thing that I didn't hear
7 in the strategy moving forward is at least some date
8 so it could also drive some urgency to like expedite
9 the process and get to the point of executing on the
10 plan. Can you talk to that?

11 MS. HUDSON: Sure. So I will say that
12 that is something that we should add to our list of
13 first steps, and that to me is a key part of that
14 first asset mapping, really understanding. So also
15 I will say that we have a lot of stuff that we've
16 heard moving, and so part of the design of how this
17 new partnership will work will have to do with some
18 parallel processing, of both making plans for
19 long-term, but also understanding what short-term
20 are moving. And so I would think that one of the
21 initial first steps we would add to that list would
22 be to set some benchmarks, understanding how to
23 articulate movement without putting ourselves in a
24 place where we don't have enough time to do the
25 work. But some sort of external communication of

1 deadlines and a work plan would be something that we
2 would want to put forward before the 31st.

3 CO-CHAIR WILSON: I also have a question
4 on behalf of the commissioners. On the slide that,
5 there are a couple slides labeled partnering for
6 change and following the one that is noted heading
7 Forward Through Ferguson in which there are
8 questions about commissioners or former
9 commissioners at this point both securing
10 institutional commitments from commissioners, and
11 then on the next page on Forward Through Ferguson it
12 says: Especially, quote unquote, organizational
13 commitments. I wanted to ask you if you can give us
14 some examples of what those kinds of commitments
15 are, and clarify as to whether that also is some
16 personal involvement of commissioners beyond
17 December 31st.

18 MS. MUHAMMAD: So I think it can be
19 personal, as well as institutional, but for the
20 institutional examples, I think Deaconess Foundation
21 might be an example. So if you decide that there
22 are particular calls to action that you would want
23 to advance with Deaconess Foundation, actually
24 coming out and making a public commitment saying we
25 want to take this particular piece to work on, or we

1 want to change our internal policies to reflect what
2 we've learned through the process, but it's asking
3 commissioners to look at how they could advance the
4 work through their own organizations, because that
5 enhances the sustainability, and it also shows that
6 there's commitment from those who actually put the
7 plan forward, and we think that it might, it might
8 attract others who are in a wait/see mode to see
9 that there are actually folks who are starting to
10 step up and take pieces of the work on and take
11 responsibility for the work.

12 CO-CHAIR WILSON: How might -- so I'm an
13 easy target. How might that work for nonsocial
14 501(c)3 kind of commissioner worker?

15 MS. MUHAMMAD: So I said that it could
16 be institutional or personal, because if you're not
17 in a position where you can make an institutional
18 commitment, then it may just be a personal
19 commitment that you would want to continue to work
20 on a particular issue, but I think that if you work
21 for a university, if you work for a hospital system,
22 if you work for law enforcement, there are several
23 places where there can be intersections between what
24 we do in our day to day lives with what we're asking
25 to be done in the calls to action. And I think that

1 the main point is to be reflective or to be
2 self-reflective as commissioners as you're putting
3 the calls to action out to the community, what have
4 you done within your own organization to demonstrate
5 walking forward on the calls to action, itself.

6 CO-CHAIR WILSON: Thank you.

7 MR. JACKSON: Yeah, I'm Jackson, I want
8 to applaud you all's efforts, it's been amazing what
9 you've done in a very short period of time, and you
10 gave in the community, you've given the community a
11 real opportunity. And, you know, as an OG...

12 CO-CHAIR WILSON: Triple OG. Kobe,
13 you're using Kobe language here, triple OG.

14 MR. JACKSON: Well, you know, I've seen
15 a lot of efforts to change in St. Louis, I mean
16 we've all seen millions of dollars spent to solve
17 essentially the same problem that you all have been
18 talking about. So, you know, to me one of the
19 things that we haven't done very well in my opinion
20 in St. Louis, and that is build trust. You know,
21 we've got all these organizations that are going to
22 be working together, right? And, you know, because
23 we sit at the table and talk about the issue, that
24 doesn't say what it means when I look in his eyes,
25 right? And what I'm thinking about him. So one of

1 the things I would really encourage FOCUS to do is
2 develop a strategic way of building trust and
3 relationships among the agencies, the many agencies
4 that you're going to be working with. And I'm
5 talking about sometimes it's worth spending money to
6 go on a retreat, spend a weekend talking, learning,
7 playing with people to learn something about who
8 they are, than it does sitting around the big
9 conference table talking about the issues. So I
10 think that there are some things that you all have
11 done and will continue to do that will really make a
12 difference over the long-term, and finally, I would
13 say that defining the racial equity framework is
14 important, because just saying we've got a racial
15 equity framework, most people don't know what you're
16 talking about. So that needs to be defined so that
17 people will have some clarity about what the end
18 game is. You say in the document what the end game
19 is, but, you know, you need to say we need to do
20 this in order to get to the end game.

21 CO-CHAIR WILSON: Thank you.

22 Commissioner Becky James-Hatter.

23 COMMISSIONER JAMES-HATTER: Yeah, I
24 would just like to follow-up on the last question
25 from the co-chair. So when you're talking about the

1 former commissioners, I just heard one part of the
2 answer. What -- so are you not saying you're asking
3 for people to continue the level of work they're
4 doing right now? It's not continue kind of, be a
5 commissioner but not be called one? Or is it to
6 work in your own organization to bring, to bring to
7 life the call to action? So just want to clarify
8 and make sure I've got the not in this.

9 MS. MUHAMMAD: Right, the latter. It's
10 all about implementation, so it's institutional or
11 personal commitment to, to move into implementation.
12 It's not the same role of meeting regularly to plan
13 or to discuss the calls to action.

14 COMMISSIONER JAMES-HATTER: Thank you
15 very much.

16 CO-CHAIR WILSON: So before you let all
17 these people off the hook, I want to make sure,
18 because she's asking an exclusionary question. Is
19 there in the deck or anywhere in your mind a
20 request -- because we talked about this in our last
21 meeting -- a request for volunteerism in this
22 framework from current commissioners?

23 MANAGING DIRECTOR JOHNSON-JAVOIS: Yes,
24 there, there is absolutely for that. One example of
25 how volunteerism could also look, for me it was an

1 ace in a mile and it worked quite well, it's also in
2 loaned executives. So for institutions or
3 organizations that you know that there's already --
4 you don't want duplication, you know someone that
5 could do this work, you have someone in the shop
6 that perhaps can play a specific role for a discrete
7 amount of time. Or you have already reached --
8 you've already paid a consultant to research an
9 issue, or to do a road map that you know would be
10 helpful. Bringing those types of assets forward
11 that you've already funded, already invested in, or
12 an individual that you know that would be great in
13 that skill set, loaning that resource to this work
14 are also some specific examples of a way that both
15 commissioner organizations, individuals, as well as
16 regionally could help.

17 CO-CHAIR WILSON: I don't want to hog,
18 but if not as volunteers, where in the structure is
19 governance for the partnership?

20 COMMISSIONER PACKNETT: Where what?

21 CO-CHAIR WILSON: Where in the
22 partnership structure is governance?

23 MS. HUDSON: So the way that we have
24 envisioned it here, there are two separate entities,
25 so FOCUS has its governance, and this entity in this

1 nascent conversation of its design are theories that
2 it might have a leadership body that's made up of
3 people who have organized around the implementation.
4 So for example, there might be someone from FOCUS
5 because they have a stake in being, in being a
6 strategic partner. Any one of the commissioners
7 that might decide to move forward based on a
8 specific ask at a later date might be on that
9 leadership council -- would be on that leadership
10 council, because they are moving toward
11 implementation. If we were to do -- I'm making this
12 up right now, so I guess it's going on the record.
13 If we were to do a strategic partnership with For
14 the Sake of All around funding and implementation,
15 somebody from that would probably be on this
16 leadership council. So the thought that we have in
17 our mind is that, instead of creating sort of a body
18 that sort of nods and affirms and supports, that
19 it's a body of people who are deeply involved in the
20 work in some way, shape or form, that also nods and
21 supports and...

22 CO-CHAIR WILSON: Do I have a question
23 from the community or commissioner?

24 COMMISSIONER CARR: I have a question.

25 CO-CHAIR WILSON: Yes, sir.

1 COMMISSIONER CARR: Question about the
2 Forward Through Ferguson. What is it? Is it a
3 501(c)3? Is it a private corporation? 501(c)4?
4 What is it? Because we've talked about it with a
5 lot of responsibilities, you're creating this
6 entity, I just -- it's kind of fuzzy to me.

7 MS. HUDSON: It is fuzzy, it is very
8 fuzzy. We -- so one of the challenges of putting
9 function before form is not answering those
10 questions first. So we have talked through sort of
11 the laundry list of things that it might be and kind
12 of gone pros and cons about what it is, but one of
13 the steps between now and the 31st would be to put
14 forward what we think our best thinking is about
15 what that should be. And part of that will have to
16 do with the details of the MOU with FOCUS, that they
17 should be the fiscal agent, so there are a number of
18 details that kind of weigh on what the best decision
19 is for that form. But it will have some sort of
20 form that enables it to partner and to enter into
21 contract, and et cetera.

22 COMMISSIONER CARR: And what is the
23 budget that you have -- you said that you don't want
24 to cast this to develop a budget?

25 MS. HUDSON: Right.

1 COMMISSIONER CARR: What are you looking
2 at, and have you had conversations with funding
3 agencies to fund this Forward Through Ferguson
4 entity, whatever it's going to be?

5 MS. HUDSON: Right. So we have put 159
6 percent of our energy since the last meeting into
7 clarifying this structure as clearly as we could for
8 the purposes of this meeting. So we have not done a
9 thorough assessment of what ledge it might look
10 like. There are also some major considerations for
11 that, loaned executives, design, so we have, we have
12 put -- sorry, we have put in front of that sort of
13 articulating the structure, and we do not have sort
14 of a formal budget as of yet, but that will be one
15 of the first things that we do. In terms of
16 speaking to funders about it, we have not spoken to
17 funders specifically about this design, because it's
18 literally fresh off the press, but a lot of the
19 principles and the, the things that are highlighted
20 in this design are things that have come from
21 funders as being very important for them to see. So
22 that will be a quick follow-up conversation once we
23 reach that.

24 CO-CHAIR WILSON: We'll have an
25 intention of design conversation among commissioners

1 even after today, so there may be some thoughts
2 around that that we'll have a chance to get some
3 input. Commissioner Packnett.

4 COMMISSIONER PACKNETT: I have a couple
5 of questions. Because I want to do -- one of them
6 actually is a follow-up to that, though, because I
7 appreciate -- and excuse my voice -- I appreciate
8 the approach that you are letting the community
9 voice right dictate the design instead of the other
10 way around, but this subpoint in the steps between
11 now and December 31st, the second one says: Confirm
12 how Forward Through Ferguson should be designed; I'm
13 wondering if there are thoughts already as to who's
14 involved in that confirmation -- in that process.

15 MS. HUDSON: Who's involved in Forward
16 Through Ferguson or who's involved in the process --

17 COMMISSIONER PACKNETT: Who's involve in
18 the design process.

19 MS. HUDSON: So continuing conversation
20 with commissioners, conversations with our strategic
21 partner, continuing conversations that we have
22 started with grass roots organizations, and we have
23 by no means spoken to all of them, and key
24 stakeholders, but as this process has been driven a
25 lot by staff and staff experience, I think we would

1 probably move forward some straw models for
2 reaction.

3 COMMISSIONER PACKNETT: Mm-hmm.
4 Helpful. And then my other two questions are
5 related to FOCUS and other additional partners that
6 I know have yet to be named or figured out. One of
7 them relates to what Serena was saying earlier about
8 our organizational responsibilities, right, so for
9 example, Teach For America, which I run full-time,
10 has already, I mean throughout the year has taken on
11 a number of organizational changes, given what our
12 community has been going through, but we've been
13 leveraging the Ferguson Commission report as an
14 additional vision setting process for us in order to
15 be able to do that, and so I'm glad to hear that you
16 all are strongly urging those of us on the
17 Commission and outside of the Commission with, with
18 opportunity to do that, to be able to make those
19 shifts and take that responsibility. My question is
20 that for, for FOCUS and any addition partners that
21 are more formal parts of this, will those kinds of
22 shifts be suggestions, will they be required in
23 order to participate? Like how are, how are we
24 thinking of that? Like that is open to anybody.

25 MS. HUDSON: So the slide that was -- do

1 you still have this possibly? No. So if you look
2 at the slide that is Principles and Partnership.

3 COMMISSIONER PACKNETT: Mm-hmm.

4 MS. HUDSON: I believe there are four
5 bullet points on it.

6 COMMISSIONER PACKNETT: Yes.

7 MS. HUDSON: That is a slide that was
8 really meant to articulate the posture with which we
9 would expect a core partner to enter in, and
10 understanding, as many people have said about their
11 organizations, you know, based on what's happened in
12 the last year since we started this process, I think
13 understanding steps that might be taken is
14 acceptable as opposed to you must do this right now
15 before we start talking.

16 COMMISSIONER PACKNETT: Sure.

17 MS. HUDSON: But that is the posture
18 with which we would expect a partner to come
19 forward, and I think that, that as we talked to FSG
20 and Policy Link about accountability, about
21 training, about, about looking at the racial equity
22 lens of the poor, that those will be things that
23 would be required of partners, as well. But that's,
24 that's something that as we look at the MOU and as
25 we look at the design, that will solidify. But, you

1 know, ultimately, if we're doing it right and we are
2 really centering on the call to action, the
3 signature priorities and racial equity, anybody who
4 partners with us in a core way would almost have to
5 embody that in order to be legit. You know, I think
6 anybody who would partner with the core and didn't
7 move to or actually embody the principles that are
8 outlined in the report would open themselves up to a
9 lot of push back. So it's almost, it's almost a no
10 brainer, but I believe that it is something that we,
11 we aim to articulate specifically, at least as an
12 intent.

13 COMMISSIONER PACKNETT: That's helpful,
14 thank you. And I'm glad to hear you talk about
15 accountability in the design of this moving forward
16 to those specific things.

17 My last question is specifically for
18 FOCUS, and it is an extension of this question that
19 I just asked. So in this Principles and Partnership
20 slide, the first one is to embody the application of
21 the Racial Equity Lens. If you were to apply the
22 Racial Equity Lens to FOCUS's work right now, what
23 would be your assessment of what you would have to
24 shift, or evolve, or change in order to meet the
25 standard that Nicole just discussed? And I, you

1 know, I'm assuming that you've done some of this
2 thinking, given that your, your organizational
3 principle shifted, and so I'm wondering as a result
4 of that what can we expect will change?

5 MS. AKANDE-BARTSCH: Well, that's a good
6 question. As we outlined before in our
7 presentation, what we did is we made a decision to
8 put our best foot forward in terms of applying for
9 this is we looked for alignment. And the alignments
10 that we looked for were along those policies or
11 these principles of partnership, and we felt that
12 there were things that we knew that we met, and
13 there was areas of opportunity for us to grow.

14 As I mentioned before, as we embarked on
15 our strategic plan, we looked inward. And one of
16 the decisions that we made related to our values,
17 for example, is just in using the term diversity and
18 inclusion. We felt that equity was much more of a
19 term that was forward looking. And in light of the
20 challenges of our community and the work that needs
21 to be done, that's an area that we could focus on.
22 And so an initial step is in looking at even our
23 curriculum in terms of how are we applying that lens
24 across the board. And additionally, that's
25 something that trickles down to even the training

1 that we do. So we have seven leadership programs
2 across the board, about to become eight, those are
3 things that we're being intentional about in our
4 training of applying that lens across the breadth of
5 our programming.

6 COMMISSIONER PACKNETT: Thank you.

7 CO-CHAIR WILSON: Any other questions
8 from commissioners or community?

9 MR. JACKSON: Yeah. Champions of
10 change. You know, we got a lot of public officials,
11 we got a lot of corporate leaders, and we need
12 champions of change, we need people who sign on the
13 dotted line that they're going to support the work
14 of the Ferguson Commission and FOCUS to make this
15 happen. And at Reverend Wilson's church a couple of
16 weeks ago, Tom Irwin and the guy from the regional
17 business.

18 CO-CHAIR WILSON: Joe Reagan.

19 MR. JACKSON: Joe Reagan from the
20 Regional Chamber were there, and they said that they
21 would support financing the 25-year financing Racial
22 Equity Fund, so I think, you know, as part of this
23 process, you need some high level people to step out
24 and say (indicating): I signed up. I'm sincere
25 about this. I believe in the racial equity

1 framework. And, and that includes political
2 leaders, too. So I think that, you know, public
3 means something. So I think, you know, if we have
4 people who believe that will do that, ask them to
5 sign on the dotted line, and that will make a
6 difference in terms of the PR of the whole effort in
7 the future.

8 CO-CHAIR WILSON: We'll take two more,
9 and then we'll go into the design conversation.

10 MR. KING: Just a practical question, we
11 learned tonight that the Research Partnership
12 dropped out of FOCUS presentation. When you say
13 that FOCUS would be the fiscal agent, does that also
14 mean St. Louis Community Foundation dropped out?

15 MS. AKANDE-BARTSCH: As it is right now,
16 because the, we've been asked to consider being the
17 fiscal agency -- agent rather, it's similar to the
18 work that we've done when we worked on the HUD
19 project. So it's not necessarily a new area for us,
20 it's something that, you know, we're under
21 consideration, under serious consideration in moving
22 forward.

23 MR. KING: And the St. Louis Community
24 Foundation is out of the mix then.

25 MS. AKANDE-BARTSCH: You know, I don't

1 want to say that in the affirmative, because this is
2 something that is still, we're still exploring, how
3 this is going to play out.

4 CO-CHAIR WILSON: Co-Chair McClure.

5 CO-CHAIR McCLURE: So just continue just
6 a little bit more clarity on the fiscal agent role,
7 so the United Way has been a fiscal agent for the
8 Commission, the Commission has been an independent
9 body that made the decisions with regard to the
10 expenditure of the funds allotted to us, would you
11 see that -- and this would be posed to Bethany.
12 Would you see that Forward Through Ferguson
13 independent entity would have a similar kind of
14 relationship with fiscal agent is FOCUS or whatever
15 it is, that, much like the commissioners have with
16 the United Way?

17 MANAGING DIRECTOR JOHNSON-JAVOIS: So
18 little bit of background, we were able when we met
19 with FOCUS leadership to actually ask specifically
20 that representative from United Way Rosie Stafford
21 to joint us to share the background work of
22 tactically what it is that they, what role that they
23 play, it was a three-page document that shared that,
24 what kind of fiscal agent we need for government
25 funds, private funds and other. In the conversation

1 we could tell that FOCUS leadership was used to
2 being fiscal agent and took down both these notes to
3 say didn't seem to be problematic to explore what
4 that would mean.

5 Second thing we also did is that there's
6 another opportunity to leverage the structure or
7 infrastructure that is provided through the Ready By
8 21 efforts, which they shared those documents, as
9 well, for consideration. So Yemi, if you can speak
10 to anything that you're thinking internally that
11 might help to answer the question about fiscal
12 agency. From my perspective, it felt very strongly
13 that that was a viable possibility.

14 MS. AKANDE-BARTSCH: So as I mentioned
15 before, FOCUS St. Louis a couple of years ago worked
16 on a HUD grant, and we had a lot of community
17 collaborators that we worked on this grant with, and
18 so part of our responsibility was just in the
19 oversight in grants administration, so it's not
20 completely unfamiliar territory with FOCUS in terms
21 of what that entails. And so at the meeting that we
22 had recently with getting a better understanding of
23 what their Ready By 21 structure was and how United
24 Way has served as a fiscal agent for the Commission,
25 it doesn't seem like something that's completely out

1 of the realm of possibility, and so as we continue
2 the conversation, it's an outlining what
3 specifically is that going to look like moving
4 forward.

5 MANAGING DIRECTOR JOHNSON-JAVOIS: How
6 would that impact your resources? You may want to
7 speak to that.

8 MS. AKANDE-BARTSCH: So right now, using
9 the model that we had used before for the HUD
10 project, we actually have an accountant that we
11 subcontract with, and so similar to the HUD project,
12 that consultant has helped us manage all of what
13 went along with the grants administration for that
14 particular one. And so that would be something that
15 we would explore in detail as we flush this out in
16 the future.

17 CO-CHAIR WILSON: Thank you. Any other
18 questions from commissioners?

19 (No response.)

20 CO-CHAIR WILSON: Any from the
21 community? Maybe one more? Burning question?

22 (No response.)

23 CO-CHAIR WILSON: Seeing none, then
24 we'll launch into a period of design conversation
25 among commissioners. We'll have some guidance, I

1 would imagine, from Staff, but I think more than
2 anything else, we are seeking to respond to what's
3 been presented to us to suggest now going from kind
4 of interrogatory or questioning what's happened,
5 having some clarification, getting a more, little
6 more declarative about changes that we would like to
7 see in the design of this particular structure or
8 partnership.

9 So is there any input on changes that
10 you would like to see for the sake of design to
11 share with staff, a post in the condition change to
12 go back as we kind of structure this?

13 COMMISSIONER PACKNETT: This isn't
14 necessarily a change, but just a suggestion, and I
15 understand that the design is still being
16 undertaken, so for consideration as you guys do it,
17 I think, I think that these principles and
18 partnership are really strong. I would suggest
19 that, I don't know if it would be the leadership
20 council of Forward Through Ferguson, or some other
21 diverse body that would be a part of assessing the,
22 the amount to which partners are achieving these
23 things, right? Offering suggestions to partners,
24 and offering support as they move toward those
25 suggestions I think could be -- could add to this

1 formal accountability that you were talking about,
2 but also engage in, leverage rather the diverse
3 voices that will be at the table in that process
4 that I trust and believe, given where this has
5 evolved, will greatly include youth and grass roots
6 leadership.

7 CO-CHAIR WILSON: This is a similar
8 comment. I actually, I want to pick up on two
9 points. First, from a design standpoint, I think
10 from a governance perspective, either this, if there
11 is no governance for the partnership, then the
12 governance of FOCUS St. Louis becomes a default
13 governing body of Forward Through Ferguson. My
14 suggestion here is that whatever design include an
15 articulated leadership council very specifically for
16 the partnership that is not the governance of FOCUS,
17 but rather is in conversation with both parties, it
18 has responsibility for oversight of the MOU to make
19 sure that parties on both sides are actually caring
20 for their commitment to the MOU.

21 Finally there, I would also suggest
22 while we speak to the potential relationship with
23 FSG and Policy Link here, rather, and I think on the
24 post January 1 includes, we say potentially, we
25 reference several times that we could get out of the

1 partnership, I would suggest strengthening the
2 language to say that post January 1, we actually
3 speak to executing an agreement with FSG and Policy
4 Link for staff and volunteer training, ongoing
5 coaching, and external assessment, those three
6 critical functions being a part of an executed
7 agreement that is a part of the overall partnership
8 understanding, as well.

9 CO-CHAIR McCLURE: If I might build on
10 that comment just a bit, I think one of the things
11 that the Commission knows, and perhaps many in the
12 audience know, is that we have benefited during this
13 journey, during this work, from lots of national
14 advice that folks that have had learning, you all
15 remember Barbara Johnson came and spoke to us about
16 the New Orleans experience, and it was from that
17 notion that the longitudinal long-term nature of
18 what we're doing came to have some flesh and some
19 meaning. Others perhaps a bit more behind the
20 scenes and not on public testimony, but nonetheless,
21 giving us their learning. One encouraging dynamic
22 to me is that FSG and Policy Link have been very
23 willing to step to this table and help us, and so to
24 put some more formal structure around that,
25 particularly in an early formation time of the

1 Forward Through Ferguson work, and movement of more
2 partners to the table, helping FOCUS understand how
3 they might improve what they do as a partner I think
4 will give us, will give the leadership council and
5 the team in Forward Through Ferguson a really robust
6 national model, because as they have said, this is,
7 this is new, we're doing it differently than others
8 have done it, but our community requires this to be
9 done differently, the Commission has been a
10 different, a different approach, and so I think it's
11 really a continuation of what we've done to leverage
12 national knowledge into our particular circumstance.

13 CO-CHAIR WILSON: We note that we do
14 have Commissioner Blackmon with us via technology,
15 so I'd just ask staff maybe, maybe if not now, but
16 it may be an opportunity at some point to engage
17 her, so if we have a capacity to shoot her a note
18 for when, she may want to have comment or input.
19 Don't put her immediately on the screen.

20 COMMISSIONER PULLIAM: Excuse me,
21 Co-chair Wilson, can I ask a question? For the
22 leadership council, did I understand you to say that
23 you would appreciate in the advanced design
24 specifically delineated eligibility, or requirement
25 for participation in that body, as well as

1 governance that lays out what the roles and
2 responsibilities of that council would be?

3 CO-CHAIR WILSON: I think, I think both
4 of those are appropriate. At this point I just want
5 clarification that there would be one. Because in
6 our questioning it seemed that there wasn't
7 commitment that there would be one.

8 COMMISSIONER PULLIAM: Oh.

9 CO-CHAIR WILSON: That there could be,
10 but there wasn't necessarily, so I just want clarity
11 that there will be a body.

12 COMMISSIONER PULLIAM: There will be
13 one.

14 CO-CHAIR WILSON: There will be a body,
15 a leadership body. And that -- so that's what I was
16 saying.

17 MS. HUDSON: And you were
18 differentiating between a governing body of the
19 entity and a governing body of the partnership,
20 correct?

21 CO-CHAIR WILSON: Yes. Because that --

22 MR. HYATT: Yeah.

23 CO-CHAIR WILSON: -- quite frankly, I
24 don't see that there is another -- there is no other
25 entity legally.

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1 MS. HUDSON: Right.

2 CO-CHAIR WILSON: But there is a
3 partnership here.

4 MR. HYATT: Right.

5 COMMISSIONER NEGWER: Starsky?

6 CO-CHAIR WILSON: Yes.

7 COMMISSIONER NEGWER: I have a question.
8 I was wondering if there would be a consideration of
9 a name change of Forward Through Ferguson. Ferguson
10 is a community of 21,000, a very diverse community
11 that is, quite frankly, going through its own
12 healing process, and it's gone through a great deal
13 in this past year, and they are trying to move
14 forward, so I think the Forward Through Ferguson can
15 have positive connotations, it's just, it's just a
16 constant reminder that we won't forget, but there is
17 economic issues, and there are a variety of other
18 issues that the City of Ferguson is dealing with.

19 MS. HUDSON: Thank you for that.

20 CO-CHAIR McCLURE: And I'll just offer a
21 comment, Scott, so thank you for the candor and
22 concern behind your comment. And we thought long
23 and hard, as you know, even before titling the
24 report Forward Through Ferguson, about that, and as
25 you know from the very beginning, we have clearly

1 said this is about our region, and this is about
2 what's happening in our entire region, some of that
3 was frustrating to some of the leadership in
4 Ferguson who wanted us to focus more on things
5 specific to that community, so we kind of heard that
6 in different dynamics. And as, and thoughtfully,
7 and this was not a decision taken lightly and we've
8 talked a lot with our staff team and others that
9 were thinking through the process of communication
10 and messaging, the Ferguson name has become to be
11 more than Ferguson, of course, and more than the
12 community, and I understand your statement it's a
13 reminder that, of what occurred there, but it has
14 become a national, if not an international, symbol
15 of much broader issues.

16 COMMISSIONER NEGWER: And that's my
17 point.

18 CO-CHAIR McCLURE: Yeah, and I
19 understand. And as much as, you know, from a
20 Ferguson perspective individually, we may not want
21 that to be, it is. And it is kind of a reality, and
22 so my own thought personally, and I think the reason
23 which we proceeded down this line and the reason I
24 would support continuing to keep that branding is it
25 does have a we're moving through these issues, and

1 we're moving through the issues raised by what
2 happened in events surrounding Ferguson, and that is
3 something I think we just, we need to embrace in
4 order to move forward. So I understand you may
5 disagree with that, and I certainly understand the
6 rationale behind that, but I think nonetheless, it
7 is kind of where we are and something we need to
8 own.

9 COMMISSIONER NEGWER: I'll just ask you
10 to reconsider.

11 CO-CHAIR WILSON: Understand.

12 COMMISSIONER CARR: I would agree with
13 Commissioner Negwer about the name of Ferguson. We
14 can use the name Ferguson to market activities that
15 we're doing, but Ferguson is a community of 21,000
16 people, of businesses that are trying to move
17 forward. I deal internationally with lots of
18 individuals, and the name Ferguson has a negative
19 connotation. We have the opportunity by changing
20 the name to signify that we're dealing with the St.
21 Louis region as a whole, not that we're dealing with
22 a small municipality. Ferguson needs healing,
23 Ferguson needs growth, Ferguson needs support. I
24 believe it's ill-advised, I believe it's
25 inappropriate for us to use the name Forward Through

1 Ferguson. We can find an alternative name which is
2 more appropriate, which is a positive, and which has
3 not utilized the events in Ferguson as a marketing
4 mechanism for what we do. I feel very strongly, and
5 I would so move.

6 CO-CHAIR WILSON: When you say -- I want
7 to clarify how you closed. Did you say: I so move?

8 COMMISSIONER CARR: Yes. I so move that
9 we find a different name other than Forward Through
10 Ferguson.

11 CO-CHAIR WILSON: And when you say that,
12 you mean a different name for what?

13 COMMISSIONER CARR: A different name, a
14 different name for the entity, whatever it is. I
15 don't know what this entity is.

16 CO-CHAIR WILSON: Yeah.

17 COMMISSIONER CARR: Whether it's a
18 501(c)3, or a 501(c)4, or a private corporation, or
19 whatever it is, but we have a, we've been
20 distributed with a listing of a column of Forward
21 Through Ferguson. I don't know what that is, I
22 believe it's inappropriate to use the name Ferguson,
23 and I, I really agree with what Commissioner Negwer
24 has said. We should find a different name other
25 than Ferguson. We can use St. Louis, we can use,

1 you know, region, focus on the region, but I believe
2 with the creativity that we have, we can find a
3 positive name that we can use.

4 CO-CHAIR WILSON: So we do have a motion
5 on the floor. My question is do we have a second?

6 COMMISSIONER NEGWER: I will second.

7 CO-CHAIR WILSON: Okay, we have a motion
8 and a second that we, as far as the discussion
9 regarding the name for the successor partnership
10 and/or entity, that we find a different name other
11 than Ferguson or some construction of the name that
12 does not include Ferguson. I want to check in just
13 for the sake of accountability, this seems to be, it
14 is not -- it seems not to be a designed conversation
15 element, does not seem to be critical to the core of
16 the succession, so I just want to check in about
17 accountability for, for the recusals, because this
18 does not seem to be a germane issue for myself and
19 for Commissioner Pulliam.

20 CO-CHAIR McCLURE: So using the power of
21 the co-chair, I'll make a, I'll make a judgment that
22 the recusal would not apply to this particular vote,
23 but would welcome the Commission to vote on that, if
24 anyone wishes to challenge that ruling of the chair
25 you are welcome to do so, but because this does not

1 relate to the question of FOCUS partnership, but
2 does relate to the question of ongoing design and
3 structure, then Felicia and Starsky will vote on
4 this, so if there's any challenge, someone make a
5 motion to rule otherwise.

6 (No response.)

7 CO-CHAIR McCLURE: Okay, hearing none
8 then.

9 CO-CHAIR WILSON: That being the case,
10 and recognizing that we do have, I want to make sure
11 that we just kind of communicate back and forth to
12 Reverend Blackmon, I want to make sure she has
13 capacity to follow the conversations, I'm noting
14 that she has some broken elements here, so we may
15 misvote here, so maybe it's best to go roll call
16 vote here just to note who we have the opportunity
17 to capture and we don't, so I'll ask for the
18 assistance of our Managing Director here.

19 So the motion on the floor has been
20 moved by Commissioner Carr, seconded by Commissioner
21 Negwer is that the Commission, in consideration of a
22 successor entity in partnership to implement the
23 Commission's work find a different name other than
24 Forward Through Ferguson for the branding of such
25 initiative.

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1 MANAGING DIRECTOR JOHNSON-JAVOIS: Okay.

2 Taking a roll call.

3 MS. HUDSON: Discussion?

4 CO-CHAIR WILSON: I'm sorry, is there
5 further discussion? Commissioner Sly.

6 COMMISSIONER SLY: I don't have it,
7 Becky.

8 COMMISSIONER JAMES-HATTER: Actually,
9 Rasheen really grabbed the mic, but I'm going to, I
10 have -- my thing was I want to hear the
11 conversation, and I'm empathetic to both sides of
12 this story, so I do want to hear the discussion.
13 I've heard part of it from the co-chair about why
14 it's important, and I certainly hear from the, our
15 other two commissioners, I'm curious about is it
16 bigger than this, and are there other opportunities?
17 So I'm just, I'm going to turn it over, I just
18 wanted a discussion.

19 COMMISSIONER GORE: Could I just
20 follow-up on that?

21 CO-CHAIR WILSON: Commissioner Aldridge,
22 and then Commissioner Gore.

23 COMMISSIONER ALDRIDGE: Thank you. I
24 don't agree too many times throughout this process
25 with T.R., but I kind of want to on one point. I

1 also don't really understand what this Forward
2 Through Ferguson is, is it the Ferguson Commission
3 Staff, is it going to be some of us, is it going to
4 be a more unflinching arm of two bodies and focus is
5 going to be more of a program type of way of using
6 maybe some unflinching ways through the program?
7 I'm not really sure what the unflinching -- or if
8 it's going to be two things or one thing, but I
9 disagree with, with my fellow commissioners, I don't
10 think that Forward Through Ferguson, changing the
11 name or keeping -- or keeping the name is, is a bad
12 thing that we need to get rid of, I think as we look
13 back at this last year, of course when you, when you
14 hear Ferguson, one thing comes to mind, Mike Brown.
15 Of course when you think of Ferguson you think
16 police brutality, but in reality, as we've been
17 saying for a long time, it is deeper than Ferguson,
18 it is deeper than, than just St. Louis, and it's
19 deeper than just police brutality, and that's why
20 we, as a Commission, kind of understood that even
21 though it happened in Ferguson, it is deeper than
22 that, that we were going to continue to push forward
23 and going to continue to work on issues outside of
24 just police brutality, but like my friend said next
25 to me, it's kind of hard to say let's, let's take

1 away, or let's get rid of the Ferguson part, it's,
2 I -- mean that's, what happened happened, we can't
3 not say what happened in Ferguson happened, and I
4 don't think any of us on this Commission, or even
5 the Commission, itself, has painted what happened in
6 Ferguson as a negative light, and like you said,
7 it's like taking, it's like taking away Selma, you
8 know, Selma is Selma, and you just -- I mean it is
9 what it is. And it is nothing negative to it, it is
10 history, and we have to own it, and we got to move
11 forward and we got to figure out ways that we are
12 going to make it positive. And if you look at what
13 it says, Forward Through Ferguson, is, is not
14 painted in a negative light. The people in Ferguson
15 have been going through a lot this last year, but
16 that's why we are here to try to help them, not just
17 try to help Ferguson, but to help the whole region,
18 help communities like Ferguson that have been left
19 out, so Forward Through Ferguson, also Forward
20 Through Dellwood, Forward Through Bellfontaine,
21 Forward Through Jennings, but unfortunately, we
22 can't say Forward Through, you know, the whole St.
23 Louis County because we all know all the
24 municipalities are really jacked up and we need to
25 change them, but, you know, we, we got one right

1 here that people are trying to paint something
2 positive about, and we see that a negative situation
3 did happen in Ferguson, but folks are not going to
4 continue to let that darkness be dark, we're trying
5 to make some positive, we're trying to shine a
6 light, we're trying to move forward through
7 Ferguson, so I would hope that my other fellow
8 commissioners vote no on this and we continue to use
9 what we've been using since we released the report.
10 I mean our report appropriately is Forward Through
11 Ferguson, so I mean if we change the name now, it's
12 not like, you know, our report is not still called
13 Forward Through Ferguson.

14 COMMISSIONER ISOM: I was going to make
15 a comment, but I agree with everything Rasheen just
16 said.

17 COMMISSIONER GORE: So I was going to
18 just make the, just to me it's a, it's a process
19 point, I think valid issues have been raised on both
20 sides. This wasn't something that was on the agenda
21 for this evening, I haven't given it much thought,
22 because it's an issue that just came up for me. We
23 talked previously about the fact that we called it a
24 the Ferguson Commission but had a broader mandatory
25 than that, but that's something we talked about

1 previously.

2 To me, this issue should be the first
3 order of business for this organization whenever
4 it's established and a structure is set up, they
5 should take this issue up and decide what they want
6 to name themselves, and it, that we, as a
7 Commission, should really -- we don't need to get
8 involved in that, and it doesn't need to be decided
9 tonight, that's why I remind you of it, I think it's
10 something that's worthy of a further discussion
11 being put on the agenda at the last second and
12 discussed right now.

13 CO-CHAIR WILSON: Do you offer that as
14 an amendment?

15 COMMISSIONER GORE: I offer that as a
16 explanation as to why I'm going to vote no on the
17 motion.

18 CO-CHAIR WILSON: Okay.

19 COMMISSIONER GORE: But that I do think
20 that it is something that is worthy of further
21 discussion and consideration than it's going to
22 probably get tonight.

23 CO-CHAIR WILSON: Is there further
24 discussion? Commissioner Blackmon?

25 COMMISSIONER BLACKMON: Hi. I'm

1 following as best I can, some of the conversation is
2 broken. I understand that there is a recommendation
3 on the table to change the name from Forward Through
4 Ferguson to what?

5 MS. HUDSON: Something.

6 MANAGING DIRECTOR JOHNSON-JAVOIS:
7 Something else.

8 CO-CHAIR WILSON: There's not a
9 recommendation as to what the core of the
10 recommendation is to remove Ferguson as a reference.
11 In care for the citizens of the city.

12 COMMISSIONER BLACKMON: Okay. I feel
13 that it's important that we stay, we keep in front
14 of us what brought us to this place. We are
15 beginning to face Ferguson, I think that the
16 implementation of the work that the Commission has
17 done will be the forward movement, but it is
18 important that we remember what brought us to this
19 place, and anything that takes away from that
20 remembrance I believe would be harmful to this
21 process. So I'm in favor of keeping Forward Through
22 Ferguson, because I want to see us move forward.
23 That's about it.

24 CO-CHAIR WILSON: Thank you very much,
25 Commissioner Blackmon. Is there any further

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1 discussion on our amendment? Commissioner Packnett.
2 COMMISSIONER PACKNETT: I just want to
3 second what Commissioner Aldridge and Commissioner
4 Blackmon said. In addition, I think this is a
5 critical opportunity to apply our Racial Equity
6 Lens, because as someone who has been trained
7 thoroughly and trains others in racial equity,
8 culturally responsive leadership, et cetera, one of
9 the important attributes of that is, to say it a
10 plain way, is to name a thing a thing. And, you
11 know, when we think about this word healing, it can
12 mean all different kinds of processes for all
13 different kinds of people, but to comment that was
14 made by someone in the public earlier, it's
15 important to recognize that typically for people
16 living in marginalized communities, it is the fact
17 that we don't name the places of our discontent that
18 lead to our lack of healing, right, that, that lead
19 to the erasure of the things that have happened to
20 us. And so I think it's important not to continue
21 the practice that we so often do in St. Louis of
22 sweeping the things we don't want to talk about
23 under the rug, because quite frankly, that's how we
24 got here. Instead, let's make a choice to continue
25 to be unflinching and call a thing a thing.

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1 CO-CHAIR WILSON: Commissioner Negwer.

2 COMMISSIONER NEGWER: I just want to
3 make it clear, that was not the intent to sweep this
4 under the rug. This is strictly a, as I mentioned,
5 a process for Ferguson. That is my position.

6 COMMISSIONER PACKNETT: Sure.

7 COMMISSIONER NEGWER: It was for the
8 City of Ferguson, the citizens of Ferguson.

9 COMMISSIONER PACKNETT: Sure, and I, and
10 I am saying that this conversation about healing,
11 again, can mean multiple things for multiple people,
12 and so you're offering a perspective that taking the
13 name out could mean healing out for some, and I'm
14 offering the perspective that keeping the name in
15 means healing for some.

16 COMMISSIONER NEGWER: Correct. And as
17 you said, all politics (inaudible).

18 CO-CHAIR WILSON: Commissioner Pulliam.

19 COMMISSIONER PULLIAM: Thank you. I
20 live in Ferguson, I understand the pain, the
21 agitation, the uncomfortable space, the fatigue of
22 the connotation, the definition that saying
23 Ferguson, the context of what Ferguson is, but that
24 is what the work is for. If we don't have Ferguson
25 there, in 365 days people will forget what we're

1 moving forward with, and that's a problem. We're
2 moving forward through a very specific situation
3 that has caused grief and pain and angst, and
4 economic deprevity and health disparities, and that
5 pain is what we need to keep our eyes on, because
6 that's what this work is about. So I live there, I
7 know it's difficult for me, it's difficult for my
8 neighbors, but this is not easy work, these are
9 difficult times, and we have to go forward through
10 the difficulty.

11 CO-CHAIR WILSON: I'd like to just
12 quickly offer in this context the capacity for
13 redefining. We began the discussion on tonight by
14 talking about the number of page views, 68,000 page
15 views at Forward Through Ferguson, so perhaps that
16 means something to people as a product of this work
17 that is different, it means something as relates to
18 resolutions, it means something as it relates to
19 innovative process that they're engaging 26,000
20 times people have visited this work, and 2100 folks
21 have downloaded even the pdf version of the 189-page
22 report or 196-page report, so I think there's
23 additional value there. So I add that as my comment
24 as part of the discussion, as well.

25 Perhaps it's appropriate now if there's

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1 no further unreadiness, to call the roll on the
2 question.

3 MANAGING DIRECTOR JOHNSON-JAVOIS: Okay,
4 please signify by aye or nay. Reverend Starsky.

5 CO-CHAIR WILSON: Nay.

6 MANAGING DIRECTOR JOHNSON-JAVOIS: Rich
7 McClure.

8 CO-CHAIR McCLURE: No.

9 MANAGING DIRECTOR JOHNSON-JAVOIS: Kevin
10 Ahlbrand.

11 COMMISSIONER AHLBRAND: No.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 Rasheen Aldridge.

14 COMMISSIONER ALDRIDGE: No.

15 MANAGING DIRECTOR JOHNSON-JAVOIS: Pastor
16 Traci Blackmon.

17 COMMISSIONER BLACKMON: Nay.

18 MANAGING DIRECTOR JOHNSON-JAVOIS: T.R.
19 Carr.

20 COMMISSIONER CARR: Aye.

21 MANAGING DIRECTOR JOHNSON-JAVOIS: Gabe
22 Gore.

23 COMMISSIONER GORE: No.

24 MANAGING DIRECTOR JOHNSON-JAVOIS: Becky
25 James-Hatter.

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1 COMMISSIONER JAMES-HATTER: Nay.
2 MANAGING DIRECTOR JOHNSON-JAVOIS: Dan
3 Isom.
4 COMMISSIONER ISOM: No.
5 MANAGING DIRECTOR JOHNSON-JAVOIS: Scott
6 Negwer?
7 COMMISSIONER NEGWER: Yes.
8 MANAGING DIRECTOR JOHNSON-JAVOIS:
9 Brittany Packnett.
10 COMMISSIONER PACKNETT: Nay.
11 MANAGING DIRECTOR JOHNSON-JAVOIS:
12 Felicia Pulliam?
13 COMMISSIONER PULLIAM: No.
14 MANAGING DIRECTOR JOHNSON-JAVOIS: Pat
15 Sly?
16 COMMISSIONER SLY: No.
17 MANAGING DIRECTOR JOHNSON-JAVOIS: Byron
18 Watson.
19 COMMISSIONER WATSON: Nay.
20 MANAGING DIRECTOR JOHNSON-JAVOIS: Rose
21 Windmiller.
22 COMMISSIONER WINDMILLER: No.
23 MANAGING DIRECTOR JOHNSON-JAVOIS: 13.
24 13 nos.
25 CO-CHAIR WILSON: So add that the

1 Commission has decided not to take action on the
2 name of the initiative to the point of Commissioner
3 Gore, that does not preclude the Commission has also
4 not taken affirmative action for the future of the
5 partnership.

6 Is there further discussion regarding
7 the design of the partnership that has been placed
8 before us in response to the elements here? I would
9 suggest when we are trying to find ourselves as
10 landed at language to, to provide some affirmative
11 direction around to go forward on the road map or go
12 Forward Through Ferguson, so if there are particular
13 elements -- well, let me ask first, Staff, is there
14 language that is to be presented to us as relates to
15 a motion to move forward, or are we responding to
16 language on a motion that aligns here, or do we need
17 to construct that?

18 MANAGING DIRECTOR JOHNSON-JAVOIS: Yes.
19 I need get my -- actually get my phone. Okay.
20 Okay, let's look at the following proposed language
21 for consideration. The request from Staff tonight
22 and the presenters would be to approve the
23 partnership and direct Staff and Co-chairs to
24 negotiate and sign agreement with FOCUS St. Louis
25 and other partners consistent with principles and

1 responsibilities as outlined in the presentation,
2 and as outlined in the feedback in the design
3 process.

4 CO-CHAIR WILSON: Could you reread,
5 please? So what Staff is proposing for us to
6 respond to is a motion to approve the partnership
7 and direct Staff and Co-chairs to negotiate and sign
8 an agreement for FOCUS St. Louis consistent with
9 principles and responsibilities that aligned in the
10 presentation.

11 MANAGING DIRECTOR JOHNSON-JAVOIS: And
12 the subsequent feedback in the design process.

13 CO-CHAIR WILSON: Including subsequent
14 feedback which we have noted in a couple of ways on
15 design format, the inclusion of a leadership
16 council, the structuring for an agreement with FSG
17 and Policy Link for staff coaching, training and
18 excellent assessment.

19 Were there other elements of design for
20 this conversation that we want to make sure we get
21 in?

22 COMMISSIONER PACKNETT: I had suggested
23 that the, the leadership council act in a formal way
24 of evaluation and accountability toward the
25 principles of partnership.

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1 MANAGING DIRECTOR JOHNSON-JAVOIS:

2 Actually noting you the grass roots leadership.

3 COMMISSIONER PACKNETT: Yes.

4 CO-CHAIR WILSON: Any further
5 discussion, or is there anyone who is willing to
6 make said motion?

7 CO-CHAIR McCLURE: I'll, for purposes of
8 getting the motion on the floor, I'll certainly make
9 the motion as the staff as presented it, with the
10 addition of the design elements as identified in the
11 definition.

12 COMMISSIONER PACKNETT: Second.

13 CO-CHAIR WILSON: Co-Chair McClure has
14 moved and Commissioner Packnett has seconded, we
15 note as we go into discussion in this phase and
16 particular action of the recusals that were noted
17 before are, of course, in effect for Commissioner
18 Pulliam and myself.

19 Is there further discussion regarding
20 design? Commissioner Ahlbrand.

21 COMMISSIONER AHLBRAND: Just one
22 question, and when we're talking about signing
23 contracts, are we talking about this MOU, or is that
24 MOU something that this entity that is going to sign
25 with FOCUS? Is the Commission going to sign the

1 MOU, or is this other entity going to sign the MOU?

2 MANAGING DIRECTOR JOHNSON-JAVOIS: The
3 Commission is not, as the Commission sunsets
4 December 31, but the Commission would have, as
5 you've had put into that, so the expectation is that
6 an MOU would be developed and signed between the
7 partners Forward Through Ferguson, quote end quote,
8 plus FOCUS St. Louis.

9 COMMISSIONER AHLBRAND: So I guess my,
10 the only thing -- well, I'm confused on a lot, a lot
11 of times, but in the motion it talked about
12 directing co-chairs to sign contracts. What would
13 that entail?

14 CO-CHAIR WILSON: Well, it says, it
15 directs the co-chairs to -- wait a minute. To
16 the -- yeah, to negotiate and sign. So that may be
17 inappropriate.

18 CO-CHAIR McCLURE: Yeah.

19 CO-CHAIR WILSON: That may be an
20 inappropriate.

21 CO-CHAIR McCLURE: And I just caught
22 that, so let me -- here's the way I see that playing
23 out. In effect, I think between now and the 31st
24 we're operating as a proxy for the leadership
25 council, but have no authority to act, which is

1 unusual from the last two or four months we've had
2 no authority, so, but at the end of the day the
3 leadership council is the one, or the governing
4 entity, whatever that turns out to be, would be the
5 one that would have to make that agreement and sign
6 it, so all we're doing is providing guidance and
7 advice to get them started with our best call at
8 what this might look like. And they can take that
9 or not take that. And my own hope would be that
10 the, the folks that transition to this are so
11 closely aligned, if not part of what we have done,
12 that that becomes pretty much a reflection of what
13 we have done.

14 But it is confusing and fuzzy, and I get
15 that, so the amendment to amend the motion which I
16 made on behalf of staff would be to, to say that we
17 would develop a draft memorandum of understanding
18 with the perspective partners and leave the question
19 of contracts out, because we have no legal authority
20 to sign the contracts.

21 COMMISSIONER AHLBRAND: That would be
22 the amendment I offer.

23 CO-CHAIR McCLURE: I would accept that
24 as a friendly amendment.

25 CO-CHAIR WILSON: Any further

1 discussion?

2 (No response.)

3 CO-CHAIR WILSON: Seeing and hearing
4 none, accepting that as a friendly amendment, we'll
5 invite again a roll call vote on this action to
6 approve the partnership and direct staff and
7 co-chairs to negotiate a draft and agreement of
8 Memorandum of Understanding with FOCUS St. Louis
9 consistent with the principles and responsibilities
10 outlined in the presentation, and the design
11 elements noted by commissioners in discussion.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:
13 Reverend Starsky Wilson.

14 CO-CHAIR WILSON: Aye.

15 MANAGING DIRECTOR JOHNSON-JAVOIS: Rich
16 McClure.

17 CO-CHAIR McCLURE: Aye.

18 CO-CHAIR WILSON: Oh, I'm sorry.
19 Abstain. Thank you.

20 MANAGING DIRECTOR JOHNSON-JAVOIS: Rich
21 McClure.

22 CO-CHAIR McCLURE: Aye.

23 MANAGING DIRECTOR JOHNSON-JAVOIS: Kevin
24 Ahlbrand.

25 COMMISSIONER AHLBRAND: Aye.

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1 MANAGING DIRECTOR JOHNSON-JAVOIS:

2 Rasheen Aldridge.

3 COMMISSIONER ALDRIDGE: Aye.

4 MANAGING DIRECTOR JOHNSON-JAVOIS: Pastor

5 Traci Blackmon.

6 COMMISSIONER BLACKMON: Aye.

7 MANAGING DIRECTOR JOHNSON-JAVOIS: T.R.

8 Carr.

9 COMMISSIONER CARR: Aye.

10 MANAGING DIRECTOR JOHNSON-JAVOIS: Gabe

11 Gore?

12 COMMISSIONER GORE: Aye.

13 MANAGING DIRECTOR JOHNSON-JAVOIS: Becky

14 James-Hatter.

15 COMMISSIONER JAMES-HATTER: Aye.

16 MANAGING DIRECTOR JOHNSON-JAVOIS: Dan

17 Isom.

18 COMMISSIONER ISOM: Aye.

19 MANAGING DIRECTOR JOHNSON-JAVOIS: Scott

20 Negwer?

21 COMMISSIONER NEGWER: Aye.

22 MANAGING DIRECTOR JOHNSON-JAVOIS:

23 Brittany Packnett?

24 COMMISSIONER PACKNETT: Aye.

25 MANAGING DIRECTOR JOHNSON-JAVOIS:

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1 Felicia Pulliam?

2 COMMISSIONER PULLIAM: Abstain.

3 MANAGING DIRECTOR JOHNSON-JAVOIS: Pat

4 Sly?

5 COMMISSIONER SLY: Aye.

6 MANAGING DIRECTOR JOHNSON-JAVOIS: Byron

7 Watson.

8 COMMISSIONER WATSON: Aye.

9 MANAGING DIRECTOR JOHNSON-JAVOIS: Rose

10 Windmiller?

11 COMMISSIONER WINDMILLER: Aye.

12 MANAGING DIRECTOR JOHNSON-JAVOIS:

13 That's 15 yeas, two abstentions. I mean 13. 13

14 yeas, two abstentions.

15 CO-CHAIR WILSON: Thank you. I want to

16 thank the staff team and team of FOCUS and many

17 advisors, and Serena and others who have worked

18 tirelessly since our last meeting to work through

19 these issues and develop an approach with guidance

20 from United Way and what we've learned from them, so

21 this truly I think is a picture of how we learned as

22 we move forward, and what we initially thought might

23 make sense turned out to be different and better.

24 So thank you so much, all of you.

25 We're going to move to the

1 administrative part of our agenda, and we have four
2 topics here which Bethany will walk us through,
3 update on the Community Playbook, no review of
4 policy strategy, the Racial Fund Update, and then
5 approval of the minutes.

6 MANAGING DIRECTOR JOHNSON-JAVOIS:
7 Absolutely. So on your agenda, the first item is an
8 update only, there's no need for action.

9 The Community Playbook is something that
10 in conversation with Robert Wood Johnson Foundation,
11 thinking about national best practices, the staff
12 and leadership there thought that it would be an
13 appropriate idea and opportunity to document the
14 information as to how specifically the design and
15 the tactics and the launching and the closeout of
16 the Ferguson Commission happened so that we would
17 have a leave behind, if you will, a legacy document
18 the others will be able to leverage and capture
19 beyond our sunset. The intended audience is thought
20 to be comparable organizations, local and national,
21 seeking to address the system level policy
22 initiatives, and the lessons learned we feel would
23 be instructive for citizens and just in thinking
24 about how to design and think about policy level
25 work. The time line that we have laid out, we are

1 taking actually the evaluation that we have engaged
2 in from Trueman to put the lessons learned in this
3 playbook, in addition to a series of interviews that
4 have happened across staff and co-chairs for a
5 dissemination of post January 1. It would live on
6 the website, right now if you go to Forward Through
7 Ferguson it would have its own distinct place within
8 that work that it could be downloaded, and we have
9 had additional conversation with Robert Wood Johnson
10 Foundation staff, who are excited to think with
11 Commission Staff about the relief strategy and the
12 dissemination strategy on a national level.

13 So I wanted to provide that update both
14 to commissioners and to community as that part of
15 the funding that we received, the \$100,000, is going
16 to these efforts to fulfill that commitment for
17 Robert Wood Johnson Foundation.

18 Second -- if there's no questions on
19 that. I'm going to ask Tony Wyche, one of the
20 specific roles that the Ferguson Commission has
21 played thinking about these final three-quarters in
22 addition to the importance to review our design
23 work, thinking about the external evaluation and
24 monitoring, and also thinking of our strategy as
25 related to policy, and thinking about the 2016

1 legislative session. So I'm going to ask Tony, who
2 has been a consultant procured through the State and
3 Public Affairs Services to come to provide an update
4 to all of us, and for those of you that are still
5 hanging on in the audience, the thick document that
6 we've given you that's entitled A Guidebook, the
7 policy, please pull that out, that's what we're
8 going to be reviewing at this time.

9 MR. WYCHE: Thank you, Bethany. I was
10 contracted to serve as a resource to the Commission
11 for Public Affairs, which means that my role has
12 been to develop strategy for policy centered on the
13 calls to action in the report and to engage elected
14 officials and key stakeholders on matters related to
15 the report. I should note up front that the
16 contract prohibits me from lobbying, so I'm not able
17 to ask staff or legislators or anybody else to
18 introduce, or sponsor, or author legislation, or
19 take any specific action.

20 So the first action I took upon coming
21 on board was to develop four elected officials and
22 stakeholders very specific detailed lists of all the
23 calls to action where they were listed as an
24 accountable body, and then met with a whole host of
25 elected officials, and mainly with their staffs,

1 that includes everybody from the mayor of St. Louis,
2 to the St. Louis County executive, state
3 legislators, statewide officials such as the
4 Attorney General and Governor, members of our
5 congressional delegation for the region, and other
6 civic groups and other -- and organizations, and
7 those meetings are ongoing. In those meetings I
8 worked with those officials' offices to educate them
9 on the content of the calls to action that are in
10 the report, and to see where we can be of assistance
11 to them. But beyond the calls to action, we felt it
12 was important that they understand the intent and
13 vision of the Commission, as well. We didn't want
14 this just to be an exercise in people checking boxes
15 on calls to action, and I think you've heard a lot
16 about this tonight, that we wanted to demonstrate
17 the Commission's vision for implementation of
18 policy, and as it's outlined in this guidebook in
19 three key ways. One, the difference between policy
20 and programmatic change; two, applying a Racial
21 Equity Lens to the policy changes they're looking
22 at; and three, aligning their policy that they may
23 want to introduce with additional calls to action as
24 they're listed in the report. So as you, you have
25 with you I developed this guidebook for policy

1 makers, and as drafted, it's targeted to elected
2 officials, but it certainly is practical for other
3 policy makers and everyone else in general. It
4 outlines the Commission's vision on the policy
5 program, Racial Equity Lens issues, it provides some
6 user friendly side by sides I think to help clarify
7 the difference between say a policy and program,
8 what it's like to apply a Racial Equity Lens to
9 something and not to do so, and it provides a
10 concrete example of just what we're talking about.
11 It takes a case study from the report and works it
12 throughout all of these principles to demonstrate
13 the Commission's vision and how it would be applied
14 to a particular call to action. And I hope to
15 include any feedback that you all may have in a
16 final version of this that we can distribute in the
17 next few days.

18 Lastly, I just wanted to provide a very
19 brief update on some stakeholders actions that align
20 with the calls to action in the report over the past
21 couple of months. As has been mentioned, the St.
22 Louis Regional Chamber and Civic Progress have
23 publicly committed to a 25-year managed Fund For
24 Racial Equity. Recently the St. Louis County
25 Council passed legislation on uniformed policing

1 standards that align very close with several of the
2 calls to action from the report. At the federal
3 level Senator Blunt has, is working on legislation
4 dealing with child hunger and child informed
5 schools. At the statewide level Governor Nixon has
6 recently signed an executive order promoting
7 diversity and greater awareness of opportunities for
8 minority and women-owned businesses, and Attorney
9 General Koster just recently took steps to deal with
10 predatory debt collection.

11 In addition, the state legislature, as
12 many of you know, the prefiling period for
13 legislation started last week, and some legislators
14 have already filed bills, and there are others in
15 process, that include several things that align with
16 the calls to action from the report, including
17 increasing the minimum wage statewide, reforming
18 municipal codes to address nuisance violations,
19 raising the cap on low income housing tax credit
20 projects, and then several from the Justice For All
21 priority area, including the requirement of body
22 cameras, use of force legislation, both Tennessee
23 versus Garner, and establishing a use of force
24 database statewide. Also racial profiling and
25 establishing a community relations training program

1 for peace officers. Those have all been prefiled,
2 and we expect there to be a few more coming up in
3 the next few weeks. So I know we don't have a lot
4 of time, but I just wanted to provide that brief
5 snapshot, and I don't know if there's any questions
6 or anything I can answer now or after the, the
7 meeting.

8 CO-CHAIR McCLURE: We will take just a
9 moment and see if the commissioner questions to
10 build on your comments on responses to calls of
11 action, I would note that a number of bodies that
12 were called are not necessarily legislative, but
13 they're executive --

14 MR. WYCHE: Yes.

15 CO-CHAIR McCLURE: -- and have authority
16 to act, and so the post commission, at the direction
17 of the Governor, has recently adopted at least a
18 movement toward the training standards --

19 MR. WYCHE: Right.

20 CO-CHAIR McCLURE: -- and officer
21 wellness, and culturally sensitive training, those
22 kinds of things, that were worked out very
23 laboriously and over a long period of time between
24 the working group co-chaired by Commissioner
25 Packnett and Commissioner Isom, and so that's in

1 addition to that.

2 Are there questions for Tony from any
3 members of the Commission?

4 COMMISSIONER PACKNETT: I have a
5 question. I just want to thank you for your
6 attention to the Racial Equity Lens in this work, I
7 know it's often not applied to policy it's good to
8 have it here.

9 MR. WYCHE: Thanks. It was in addition,
10 like I said, to just getting folks to check boxes,
11 we wanted to kind of shift their thinking, whether
12 it's on something from the report, or something
13 else, that they're thinking these issues through.

14 COMMISSIONER PACKNETT: Thank you.

15 CO-CHAIR WILSON: I was just going to
16 ask what else you needed from us to formalize the
17 document in order to be able to post it, we do think
18 particularly community groups who are having this
19 conversation would benefit from the document, as
20 well.

21 MR. WYCHE: The quicker the better, so I
22 don't have anything to --

23 CO-CHAIR McCLURE: Why don't we just
24 give it a day, commissioners, that absolutely has
25 it, and staff will collect comments, or we'll send

1 them independently to the staff and we'll get those
2 to you and then --

3 MANAGING DIRECTOR JOHNSON-JAVOIS: We're
4 ready.

5 CO-CHAIR McCLURE: You're ready.

6 MANAGING DIRECTOR JOHNSON-JAVOIS: Yes.

7 CO-CHAIR WILSON: Move approval of the
8 implementing policy recommendations from Ferguson
9 Commission report document as previously
10 distributed.

11 CO-CHAIR McCLURE: Is there a second?

12 COMMISSIONER WINDMILLER: Second.

13 CO-CHAIR McCLURE: Second. Any
14 discussion? Understand, it's a living document.
15 We're moving forward tonight saying this is a great
16 idea, and it is.

17 MR. WYCHE: Thank you.

18 CO-CHAIR McCLURE: Okay. All those in
19 favor please say aye.

20 Any opposed?

21 I, too, would say this is an excellent
22 document, I'm speaking to a group on Thursday
23 interested in education policy, and I'm going to use
24 this as a great way to apply the Racial Equity Lens,
25 and I will also say, in addition to that, Felicia

1 and I spoke to the Civic Engagement Leadership Group
2 of a major St. Louis company a couple days ago, and
3 we used some of the staff work applying the Racial
4 Equity Lens to the opportunity that's arrived, our
5 recommendations which they were most interested in,
6 and light bulbs started to go off when they looked
7 at public transit and other things, and so it's very
8 helpful when you do it at this level of detail. So
9 thank you, and thanks to the staff that worked on
10 that.

11 MR. WYCHE: Thank you.

12 COMMISSIONER PULLIAM: Question. Will
13 this be on the website, as well? So this will go
14 on.

15 MANAGING DIRECTOR JOHNSON-JAVOIS: We
16 can now post this document as officially approved
17 tonight.

18 Thank you, Tony, for that, and the next
19 piece of the planning and administration is to ask
20 Co-Chair Wilson to talk to the update of the Racial
21 Equity Fund.

22 CO-CHAIR WILSON: I'll remain seated,
23 it's just a brief update, so I think most of this we
24 covered in the last meeting, as I mentioned before.
25 One of the recommendations under the three core

1 recommendations under racial equity in the report is
2 the establishment of a 25-year managed Fund For
3 Racial Equity infrastructure throughout the region.
4 We had occasion just before the last meeting to sit
5 with the group that was convened by a local
6 collaborative of funders who were interested in
7 diversity, equity and inclusion. Those I believe 33
8 funders represented the funding agencies in the room
9 helped us to construct and to consider thought about
10 how we build this fund together. They gave input to
11 a presentation that was provided later that week, on
12 that Friday of that week just before our last
13 meeting to charitable officers and legislative
14 affairs representatives from regional business
15 council and civic progress firms, and we received
16 positive feedback there. It has since continued in
17 discussion with others who were outside of those
18 circles who had an interest in it. I also should
19 note with appreciation not only the public
20 commitment center were noted from the executive
21 directors of civic process and CEO of the regional
22 business -- the regional chamber, I'm sorry, but
23 also the work that is happening behind the scenes,
24 so the regional chamber, and part of their
25 commitment was to both commit first to the areas

1 where they were identified accountable bodies, where
2 they found appropriate, where they found
3 appropriate, but then also to learn more with other
4 accountable bodies, and so as they were named as an
5 accountable body here, they convened all the other
6 accountable bodies on the Racial Equity Fund to
7 begin to talk about the construction and what the
8 fund could look like. We've also been in
9 conversation with the community foundation about
10 what the structures could be, what oversight looks
11 to be, and what the capacities are. Finally, I'll
12 say -- and so the core areas as we presented last
13 time are for support for implementation, for
14 infrastructure, under this area of infrastructure
15 we've spoken to infrastructure for diversity equity
16 inclusion training and work and support in the
17 region. I added to that also what was a third
18 category last time of this kind of network capacity
19 building for community organizing and advocacy in
20 the region. Just last week Commissioner
21 James-Hatter and I were part of the discussion
22 around this work with some of the immediate past
23 leadership of another large national foundation, and
24 they suggested adding to this framework on
25 innovation, supports for innovations, things that

1 could advance the work and may actually be a
2 programmatic considering the catalytic --
3 considering some of the principles of catalytic
4 philanthropy and offering this opportunity to
5 support social mentors that may draw our programming
6 out and lead to policy implementation, this is part
7 of our thinking now, and so over the course of the
8 coming couple of weeks, we'll have a couple of more
9 intentional discussions about this with the hope to
10 begin to kind of lay out and have a structure in
11 place beginning of January. So that's kind of where
12 we are, it's still moving, it's in conversation, but
13 there's still energy and increased commitment, so we
14 thank God for that. Any questions?

15 MANAGING DIRECTOR JOHNSON-JAVOIS: I
16 have one actually, Commissioner Wilson, a couple of
17 commissioners in one-on-one calls asked to clarify
18 the distinction or the connection between Racial
19 Equity Fund and the potential for intermediary
20 partnership that was presented tonight. Are there
21 any thoughts on that?

22 CO-CHAIR WILSON: Yeah, I think first,
23 the Racial Equity Fund would have a larger scope for
24 its funding purposes and intent. So these various
25 categories of support that would be spoken to would

1 be supported by the fund, in and of itself, so it
2 could, should, would, in our proposal at this stage
3 support, provide some support for the core
4 intermediary work and implementation, that's
5 critically important to all of us, but that wouldn't
6 be its exclusive purpose or function, quite frankly.
7 It may also, one of the structural elements when we
8 talked to the community foundation we note is that
9 the fund works as the advisors of the fund
10 structured it. So part of the ongoing negotiation
11 of the conversation is those who fund the fund have
12 some input into what this design looks like. And
13 what we have proposed is also an oversight set of
14 advisors that are weighted for people who are
15 historically impacted by the racial segregation and
16 implications of policy in our region, right, so
17 those folks would also have voice in how funding
18 gets allocated. Again, these are elements that
19 continue to need to be negotiated, but I think the
20 critical point that you make is it's bigger than
21 just implementation, it's implementation, it's
22 infrastructure, and perhaps also innovations that
23 would advance racial equity in the region.

24 CO-CHAIR McCLURE: I want to thank
25 Co-Chair Wilson for his leadership and his helping

1 to conceptualize and structure this with help and
2 input from lots of folks, and I think it responds to
3 the notion that these are long-term challenges, and
4 this is a long-term fund in our region in order to
5 respond to these issues needs to make long-term
6 commitments to that, so thank you for your
7 leadership.

8 We have one final administrative item,
9 to approve the minutes of the last meeting, which
10 the Commission has in front of them, and I will make
11 a motion to approve or amend those minutes.

12 COMMISSIONER ALDRIDGE: So moved.

13 CO-CHAIR McCLURE: So moved from
14 Commissioner Aldridge, is there a second?

15 COMMISSIONER PACKNETT: Second.

16 CO-CHAIR McCLURE: Second by
17 Commissioner Packnett. Any discussion? All those
18 in favor please say aye?

19 Any opposed?

20 (Motion carries.)

21 CO-CHAIR McCLURE: It's a hallmark of
22 our meetings that we take the time that it takes to
23 both do the agenda and to hear as fully and
24 completely as we can, and so in continuing that,
25 even though we are over time, we want to pause here,

1 since this is our last meeting formally as a
2 Commission, to offer any commissioners an
3 opportunity to provide any reflections or comments
4 that they would like to. We've already told them we
5 don't expect to hear from every commissioner unless
6 they all want to speak, but we would certainly offer
7 the opportunity for any of those that would like to.

8 COMMISSIONER PACKNETT: I just want to
9 offer the reflection that actually we're on time,
10 it's 8:39.

11 CO-CHAIR McCLURE: Thank you, Brittany.

12 COMMISSIONER WATSON: I would like to
13 make a quick reflection, I just happened to be
14 looking at this date that sits up at the top of our
15 agenda tonight, and being a former military
16 individual who served in the United States Army, I
17 have a dad who's 97 years old who served in the
18 Battle of the Bulge, and the today is a day that
19 will live in infamy, which is World War II when
20 Pearl Harbor was bombed by the Japanese, and I just
21 wanted to just reflect on the fact that that day
22 will live in infamy. My prayer and hope is that
23 these brothers and sisters that I've served with for
24 the past year will also live in infamy.

25 CO-CHAIR McCLURE: Any other comments?

1 Rasheen?

2 COMMISSIONER ALDRIDGE: Since no one
3 wants to. I guess it's a reflection or a comment,
4 or just something that I'm always saying. Let me
5 begin by saying thank you to our two co-chairs. If
6 it wasn't for you two, I don't think the Commission
7 would have been the way that it is now, unflinching
8 and transformative, and I done said this several
9 times, and I done also been talking about resigning
10 from the Commission, because I done thought it was
11 starting to become very typical and status quo, but
12 you two as co-chairs continued to push and make sure
13 we wasn't just a typical commission, so I thank you
14 for. That I want to thank Ms. Becky -- I always get
15 Becky and Bethany -- Ms. Bethany, Ms. Bethany a
16 huge, a huge thank you for all that you have done,
17 all that you had to take throughout this process,
18 even when you had to switch from a commissioner to
19 director, I appreciate all the hard work that you
20 have done.

21 To the staff, a lot of you guys in the
22 audience do not know, sometimes I say we're
23 figureheads, and they always say don't say that, but
24 it was the staff that really made sure that the work
25 is done, that the report booklet got released. It

1 was the staff that made sure that we were prepped
2 before we come to the meeting and not just say: Oh,
3 what's going on? But making sure that they had, you
4 know, prepped us every time, and it was the staff
5 that also, just with the co-chairs, if it wasn't for
6 Staff, I'm not sure that this Commission would be
7 the Commission that it is today, and to all my
8 commissioners, I love y'all. I love y'all. It has
9 been a process for all of us, and I'm going back to
10 that moment when me and Brittany was actually in the
11 elevator when we was getting sworn in, and we was
12 both thinking like: What are we getting ourself
13 into? People are going to think we're crazy, we're
14 going to be called sellouts, and then walk in the
15 room and just be like it's a whole lot of old
16 people, you know, a whole lot of old white folks,
17 and ain't nothing -- you know. But I honestly can
18 say everyone on this Commission I consider a friend
19 or a good ally. Everyone on this Commission came
20 into this Commission not knowing what was going to
21 happen, but made an oath and said that, you know,
22 what did take place in Ferguson, we wanted to find
23 something positive out of it, no matter what our
24 background was, if it was white, if it was black, if
25 it was poor, if it was rich, if it was Wash U, or if

1 it was just St. Louis Community College, we all
2 wanted to take an oath and say we wanted to make
3 things better. So I know that was a challenge for a
4 lot of us, we come from different fields, law
5 enforcement and protester, you know, but we stuck it
6 out to try to find something positive for our
7 region, and I really appreciate everyone, and like I
8 said, I love y'all.

9 CO-CHAIR McCLURE: Well said. Any
10 others?

11 COMMISSIONER PACKNETT: I did have
12 actual reflections --

13 CO-CHAIR McCLURE: So I want to make a
14 note we are now over time. Commissioner Packnett,
15 we don't, we don't care.

16 COMMISSIONER PACKNETT: I want to echo
17 Commissioner Aldridge and I know everyone's thanks
18 to the co-chairs, to the incredibly tenacious and
19 relentless staff. I often tell folks that the thing
20 that has kept me the most hopeful throughout this
21 process continues to be the people. All of you who
22 keep showing up every single time, whether you can
23 be here virtually, comment on Twitter, be here for
24 half the meeting, the whole meeting, the start, the
25 end, this is your report. It is what it is, because

1 you have made it so. And we are deeply indebted to
2 you, and our region will continue to be deeply
3 indebted to you because you came here with your
4 sleeves rolled up ready to get into the work. And
5 so I am thankful that our co-chairs set forth not a
6 perfect, but a highly democratic process such that
7 those voices could come through not just in input,
8 but in decision making, and so that we could start
9 to build the kind of more equitable systems and
10 structures that we aspire to in this region. But I
11 would be remiss if I didn't remind us what has been
12 said by many commissioners and staff members
13 throughout this process, and that as much pride as
14 we absolutely should take in the steps that we've
15 taken to get to this point, that this is not the
16 win. If there were the win, then we would not have
17 seen over a thousand lives lost to police violence
18 in the last year since this Commission was
19 assembled. I would not be able to name Natasha
20 McKenna and Laquanda Gotall, and Ronald Johnson, and
21 Freddie Gray, VonDerrit Myers or Mansel Malbay, and
22 so I know that we are all committed, as you are all
23 committed, to making sure that this is not the
24 ceiling, but that it is the floor, that this is not
25 the end, but that it is the beginning, and as I

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1 think about what Baltimore, and Chicago, and
2 Ferguson, and all of these regions continue to go
3 through, I am hopeful and optimistic that we will
4 help continue to set a pathway forward.

5 CO-CHAIR McCLURE: Thank you,
6 Commissioner Packnett, very thoughtful. Any other
7 commissioners? I know Bethany has some comments she
8 would like to offer, and so we will give her that
9 opportunity.

10 MANAGING DIRECTOR JOHNSON-JAVOIS: Thank
11 you. I'd like to take the time name the staff that
12 are typically unnamed. If I call your name, please
13 stand Monique Gillium, Nicole Hudson, Karishna
14 Friteyo, Emily Johnson, Tony Wyche, David Dwight,
15 Mark Zimmerman, Rudy Nickens, Kiera Banks, Serena
16 Muhammad. And we also in this group because of the
17 very hard work if Rosie Stafford, if you're still in
18 the room, would you stand so that we can acknowledge
19 you and the role that you played, and Erin Buddy
20 from the United Way, if you are in the room, and a
21 very, very special thanks if they are standing,
22 Jerrica franks, if you would please stand. Jessica
23 Perkins is not here, but she's an integral part and
24 Lorna Godwin, would you please stand? We'd like to
25 acknowledge and thank all of you, and someone else

1 I'm missing? Angela. And Heidi. Thank you. And I
2 need help, see, this is why you have good staff.

3 MR. HYATT: Elaine.

4 MANAGING DIRECTOR JOHNSON-JAVOIS: And
5 Elaine and Rebecca Biddle. And --

6 (Applause, end of comment inaudible.)

7 MANAGING DIRECTOR JOHNSON-JAVOIS: We
8 just needed to honor you and acknowledge you in your
9 work, and you may be seated. Also to FOCUS
10 leadership who are in the room, I want to
11 acknowledge your work with us, I see you all over
12 the place, and thank you for that, you know, there's
13 a commissioner that needs to speak and I'm
14 acknowledging that. The next thing I wanted to do
15 before I close with my five seconds left is my
16 husband is in the room, Laurent Javois. Would you
17 stand? He endured to the end, and I just want to
18 acknowledge my family for the commitment that it's
19 taken for them to loan me to this work. It's been
20 awesome, I am honored, and the work continues and
21 they're ready to do it. So thank you.

22 CO-CHAIR McCLURE: So I guess, Traci
23 wishes to speak, so thank you, and Commissioner
24 Blackmon, you are on the screen if you can hear us.

25 COMMISSIONER BLACKMON: Hi, everyone, I

1 am so sad that I could not be there in person
2 tonight, but I don't want the day to go by without
3 me giving my appreciation, as well, first to Richard
4 Starsky for your incredible leadership in this
5 process, I'm so grateful that I've had the privilege
6 to work and to serve with you both. And also, to
7 the rest of the commissioners whom I have the utmost
8 respect for. If I had to go to battle, I'm glad
9 that it was with the group that was chosen for this.
10 And to this incredible staff led by Bethany, thank
11 you for all the hours that we don't even know about,
12 thank you for all the things that you did to make
13 this a success. I am so grateful, and I know that
14 this is a wonderful start to the battle, it is not
15 over, it's just beginning, so I look forward to
16 seeing all of you guys on the battlefield. Bye bye.

17 CO-CHAIR McCLURE: Thank you very much,
18 Commissioner Blackmon. Thank you for joining us and
19 being a part of the meeting tonight. So before we
20 close, and I, and as only he can do it, I'm going to
21 ask Reverend Wilson if he would adjourn our meeting
22 as he sees fit. We did find this phone on one of
23 the seats at the very back, and so it's right here
24 at Bethany's seat, if it happens to be yours, please
25 come claim it. Reverend Wilson.

1 CO-CHAIR WILSON: So take first personal
2 privilege and continue, I had an opportunity earlier
3 to thank commissioners and to share my great
4 appreciation for my co-chair. I've only shared at
5 one other place, and I'll do it now. The most
6 subversive thing, and I've been engaged over the
7 course of the year, I have dealt with the family
8 strife that comes with this kind of stuff, I have a
9 new three-month old baby at home that I didn't have
10 when we began this work, dealt with the time away,
11 and I have been remarkably supported by the
12 congregation of people at St. John's who gathered
13 together and organized a protest and have never
14 allowed me, even though I never invited them, never
15 allowed me to come into a commission setting or
16 commission room without at least one of them being
17 here, including tonight. So I thank God for their
18 prayers, I thank God for the support of my family,
19 particularly my wife Dr. Latoya Smith-Wilson, and
20 for my boys who have sacrificed over the course of
21 this year. But for all that we've been through,
22 engaged out in protesting in the streets with
23 Brittany Packnett, Traci Blackmon, and Rasheen
24 Aldridge has been arrested, and folks over the
25 course of this year and have people ask: Why would

1 you do that? Don't you know you're co-chairing the
2 Commission? The most subversive action that I have
3 experienced throughout the course of this year was
4 when Rich McClure asked me in one of our weekly
5 meetings at 7:30 in the morning, he recognized the
6 strain that I was dealing with with the church, with
7 the foundation, and with home, and still trying to
8 carry this, he asked me the question: How might I
9 serve you? And I'm going to say that -- I say that
10 because what he engaged is the kind of behavior that
11 built the early church that I serve in now, the
12 First Century church was made up by people who were
13 willing to walk away from a bit of their own
14 privilege in order to walk side by side, walk arm in
15 arm, walk step in step with people who were
16 remarkably marginalized by society. And while my
17 marginalization is more historic than present,
18 because I live with my own privilege, the fact that
19 in this society, in this community, and in this
20 region he would say that to me is a subversive act,
21 and it's the kind of acts that we will all need to
22 engage in in order to truly move forward together.
23 It is a reconciling act that has less to do with me
24 and more to do with him. It has to do with his
25 capacity to see himself as a part of the solution in

1 a real way. To be guided, to be moved, to be
2 transformed by nothing, nothing less than his faith,
3 and to make a sacrifice. And that's the kind of
4 stuff that it takes. It takes that on a personal
5 level, it takes that on an communal level, it takes
6 that on a political level, it's going to take that
7 kind of courage from folks. I wouldn't be Starsky
8 Wilson if I didn't remind something that four out of
9 the five top offices in the state are going to be up
10 in less than a year. There are people zig zagging
11 across this state right now campaigning for votes.
12 What they are saying to you is I'm better than the
13 next guy. I'm better than the next woman. Until
14 they ask: How can I serve you; they've not engaged
15 in the kind of subversion that's required to heal
16 our community and get us to true reconciliation and
17 take us down a path toward equity. And I suggest
18 when they ask: How might I serve you? You tell
19 them that: I spent December 7th till 9:00 -- I'm
20 not going that long -- in a conference room with
21 some folks, because I believe that the 2200 people
22 who committed part of their life to the Forward
23 Through Ferguson report deserve to be listened to,
24 and how might you serve me? Serve them. Tell me
25 which of these policy recommendations you're going

1 to move forward if I trust you with my vote. Tell
2 me where you stand and where you stood as our
3 community dealt with our burning hearts, our burning
4 desires and our burning buildings. And you ask them
5 at the end of the day when the elections are done,
6 I'm talking statewide, I'm talking local, as well,
7 when the elections are done, on that day are they
8 going to eat burgers or are they going to eat steak?

9 Last October Traci and I gathered all
10 day when the established, the esteemed of the legal
11 community was gathered together for the investiture
12 of a federal judge, we were trying to get him on the
13 phone, because we were there at the St. Ann police
14 department trying to get 13 young people out of
15 jail. And at the end of the day when those young
16 people got out of jail, because we finally found at
17 least one judge who wasn't there glad handling
18 shaking everybody else's hand, one judge who would
19 make a call to work to get them out. Thankfully
20 this judge went to a church somewhere where he would
21 listen to his pastor. But they finally came out,
22 one of the members of the Millennial Activists
23 United, we took them down and tried to get them a
24 decent meal, we took them to a steakhouse there in
25 North County, and one of them guys: Look man, we

1 got it, order whatever you want to, you know, he
2 order a burger, he said: Nah, you been in jail all
3 night all day, you just want a burger? He said:
4 Steak is for victory. He said: We'll eat steak
5 later, but tonight we eat burgers.

6 If the win for you is getting elected,
7 we don't need you. If you eat steak because you got
8 what you wanted and the community is still fighting
9 for a generation, you're not the one. We eat
10 burgers now. It's a long time before we get to eat
11 steaks. So tonight we're pleased to be a part of
12 this process, but this is just ground beef. We get
13 to the real work, we get to the real victories when
14 we can say we continue to count down that these
15 policy recommendations have been implemented, that
16 people who have been elected, that people who are
17 the true leaders in this community who have their
18 hands on the levers of power are champions for this
19 kind of positive change.

20 It's not done. It's not done. It's not
21 done. Franky Freeman is still waiting on us to get
22 it done. James Buford is still waiting on us to get
23 it done. Bill Danford is still waiting on us to get
24 it done. Tonight we eat burgers.

25 I invite you to stand with me. It's

1 been our, it's been our practice, and I guess after
2 19 times, after 19 times we can call it a tradition,
3 to close our meeting with a time of silent
4 reflection centering about our place in this work,
5 and where God will have us to be.

6 Thank you, God bless you, and God keep
7 us all.

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9 (Whereupon the meeting was adjourned at 8:55 p.m.)

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CERTIFICATE OF REPORTER

I, Pamela K. Needham, Certified Shorthand Reporter, do hereby certify that there came before me at the Nathaniel J. "Nat" Rivers State Office Building, 4811 Delmar Boulevard, St. Louis, MO, 63109, 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 counsel for, related to, nor employed by any of the parties to the action in which this examination was taken, and further, that I am not a relative or employee of any attorney or counsel employed by the parties thereto, nor financially or otherwise interested in the outcome of the action.

Dated this 8th day of December, 2015.

Pamela K. Needham, RPR, CSR, CCR

FERGUSON COMMISSION MEETING 12/7/2015

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