

# City of Sanford

## Race, Equality, Equity and Inclusion Committee Final Report 2023





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# Executive Summary

In 2023, the Race, Equality, Equity and Inclusion (REEI) Committee introduced new members and hosted Sanford Speaks, focusing on police and community relations. Detailed feedback and recommendations for the Sanford Police Department (SPD), including the establishment of a co-patrol model or behavioral response unit, as well as adopting a trauma-informed police department, are found within this report. The collaborative design and planning process for the Pathways to Reconciliation project began this year, as well. An additional recommendation included in the report addresses inclusive prayer at City Commission meetings.

While establishing a culture of racial equality, equity, and inclusion is an ongoing process at the City of Sanford, this report includes key recommendations for the City Commission for the immediate future and highlights the accomplishments of the REEI committee for the 2023 year.

# The Work in Context

Sanford is a community that values, nurtures and encourages the diversity of its residents. Despite progress in addressing explicit discrimination, racial inequities continue to be pervasive across all indicators for success, including in education, criminal justice, employment, housing, public infrastructure, and health.

Many current inequities are sustained by historical legacies, structures, and systems that repeat patterns of exclusion, despite the lack of explicit intention. Without sustained leadership support and intentional intervention, the city will continue to perpetuate racial inequities. Government has the ability to explicitly integrate racial equity into operations and policy change to drive systemic change. The City of Sanford recognizes the need to continuously take steps to unite the community, improve community relations, and address racial inequity, and thus created a focused intervention to address racial equity with the establishment of the Race, Equality, Equity and Inclusion (REEI) Committee.

The concept for the REEI committee took root after a local community organizer proposed a plan in June of 2021 to paint a Black Lives Matter mural on the pavement of Historical Goldsboro Boulevard in front of Sanford's Police Department. This came in response to the killings of George Floyd, Brianna Taylor, Ahmad Aubery and others, followed by local and nationwide protests.

Meetings with members of Black Lives Matter, Social Justice advocates, and residents of the Goldsboro community prompted Sanford commissioners to approve Resolution No. 2937 on February 22, 2021 creating the Race, Equality, Equity and Inclusion Advisory Committee. The resolution states:

The City of Sanford recognizes racism and social inequities unfairly disadvantage specific individuals and communities and sap the strength of the whole society through the waste of human resources... The collective prosperity of the City depends upon the equitable access to opportunity for every resident regardless of the color of their skin or social status (City of Sanford Resolution 2937).

With Resolution No. 2937 in place, the work of addressing racial equity began with intentionality. The work of the committee was to recommend strategies and actions to reduce racial inequities and improve success for all groups in the City.

# Progress Toward the Recommendations

Throughout the year, the REEI Committee has made progress toward key indicators of the recommendations made in the inaugural report to the board of commissioners. They are as follows:

## **#1 - Establish an REEI Standing Committee:**

- Establish a standing committee at the City of Sanford that reports to the City Manager and City Commission to provide infrastructure to address issues of inequity and injustice. The REEI Committee will:
  - Recommend a process for committee membership and length of service to the Mayor and City Commission.
  - Consider and recommend how the committee will interact with and help inform all committees at the City of Sanford.
  - Weave the Pathways to Reconciliation project and the committee together.
  - Recommend guidelines for inclusive practices for use by city employees, committees, and community partners.
  - Continue to host community dialogues in order to normalize conversations about race and build trust with communities of color within the city.
  - Continue community conversations on difficult topics that affect the culture of the city to ensure we are addressing all aspects of community and social justice (race, ethnicity, housing, economics, employment, LGBTQ inclusion, etc.)

## **#3 - Communication of REEI and DEI Vision, Values, and Actions:**

- Communicate REEI initiatives through the City's webpages, podcasts, social media and documents.

## **#4 - City Government - Policy and Plans**

- Establish a culture of REEI at City Hall by offering training for all City employees in diversity, equity and inclusion.

## **#6 - Hiring and Training:**

- Recommended training for the City of Sanford Commissioners in equity, racial equity, including the Cost of Poverty Experience and the Racial Wealth Gap Simulation.

## **#13 - City and Community Events:**

- Proactively support diversity and inclusion in the planning and execution of events.
- Continue to support important culturally significant local events that educate residents and visitors on the rich and diverse history within Sanford.

## **#14 - Memorialize Sanford History:**

- Create a *Pathways to Reconciliation* project focusing on the history of race relations with kiosks featuring history and stories at Fort Mellon Park. (approved by the City Commission).

## **#15 - Policing:**

- Host community dialogues with SPD and residents to continue to assess relations between citizens and police through facilitated, guided discussion with an independent consultant.

- Support and communicate programs related to crime prevention and intervention for residents.
- Seek an update from SPD on the adoption of the eight (8) policies in the #8CantWait Campaign to bring immediate change to Police Departments in 2020 following the death of George Floyd.
  - Ban Chokeholds & Strangleholds
  - Require De-Escalation
  - Require Warning Before Shooting
  - Requires Exhausting all Alternatives Before Shooting
  - Duty to Intervene
  - Ban Shooting at Moving Vehicles
  - Require Use of Force Continuum
  - Require Comprehensive Reporting
- Increase transparency regarding community policing and events taking place at the SPD through an annual report to the community, to include the following aggregated data:
  - police citations and arrests by race and age
  - police department diversity data by race, gender, and religion

## Key Recommendations

### 2023 Recommendations

#### **Inclusive Prayer**

An indicator of Recommendation #1 from REEI's 2022 report is to "recommend guidelines for inclusive practices for use by city employees, committees, and community partners." To that end, a recommendation being made, and coming from citizen concerns, is for the City Commission to adopt protocol for inclusive prayer at City Commission meetings. Given the religious diversity of the City of Sanford, the REEI Committee recommends a more intentional approach to inviting faith and humanist practitioners from diverse traditions to open meetings. Further guidance is found in the appendix section of this report.

#### **Racial Wealth Gap Simulation Training for the Board of Commissioners**

In consideration of Recommendation #6 from the 2022 report, for training for the City of Sanford Commissioners in equity, racial equity, the REEI Committee recommends the City Commission partner with the REEI Committee to train together in the Racial Wealth Gap Simulation in the spring of 2024.

#### **City of Sanford Employee Training**

In consideration of Recommendation #4 from the 2022 report, to establish a culture of REEI at City Hall by offering training for all city employees in diversity, equity and inclusion, the REEI Committee recommends the City of Sanford move forward with training in 2024.

# Recommendations: Sanford Police Department

In response to Recommendation #15 from the 2022 report, the REEI Committee lays out the following recommendations. The REEI Committee, with the Peace and Justice Institute (PJI), compiled and analyzed the results of the Community Oriented Policing Services (COPS) survey data from the two Sanford Speaks events (outlined in detail in this report) to discern key findings and other pertinent information believed to be beneficial to understand police and community relations and the community's current equity climate.

Four (4) significant recommendations for the Sanford Police Department emerged from resident feedback and REEI committee insight:

1. Emphasize hiring for diversity to create a police force that reflects the community.

**Citizen feedback:**

- a. Discern why black applicants are denied positions, and take into consideration systemic issues which may have disproportionately disqualified black applicants.
  - b. Hire more black officers to match local demographics (27% black).
  - c. Continue hiring from the community.
2. Begin a co-patrol model of policing to support the increasingly frequent encounters with persons with mental health issues and/or living homelessness, as well as issues involving youth in schools.

**Citizen feedback:**

- Train police staff with relevant communication skills.
  - Consult with mental health professionals.
  - Include mental health professionals on calls to help LEOs with mental health concerns.
  - Codify selfcare for police officers, e.g. able to take a mental health day if they ask (like other jobs allow).
  - Update and phase in new trainees with mental health professionals.
  - Increase mental health training and maybe hire a mental health professional to take mental health crisis pressure off of officers serving as law enforcement negotiators, escalators, social workers, etc.
3. Develop a trauma informed police department.

A police department becoming trauma-informed benefits both law enforcement officers and the communities they serve. The REEI Committee recommends the Sanford Police Department train and develop a trauma-informed approach for the following reasons:

- **Enhanced Officer Well-being:** Trauma-informed policing recognizes the toll that exposure to traumatic events can take on officers' mental health. Training and support systems can help officers cope with stress, reducing the risk of burnout and mental health issues, promoting resilience and well-being among law enforcement personnel.
- **Improved Community Relations:** Communities that have experienced trauma may be distrustful or fearful of law enforcement. A trauma-informed approach recognizes the impact of historical and individual trauma on community members and aims to rebuild trust. By understanding and responding to trauma, police



departments can improve relationships with the community and foster a sense of safety and collaboration.

- **Reduced Use of Force Incidents:** Trauma-informed training equips officers with a better understanding of how trauma can influence behavior. This awareness can help officers de-escalate situations more effectively, reducing the likelihood of the use of force. It promotes a compassionate and empathetic approach to individuals who may be in crisis.
- **Increased Officer Effectiveness:** Trauma-informed training provides officers with tools to recognize signs of trauma and respond appropriately. This can enhance their ability to communicate effectively, build rapport with individuals in distress, and resolve situations more peacefully. Officers become better equipped to navigate complex and sensitive interactions.
- **Improved Cultural Competence:** Trauma-informed policing emphasizes cultural competence, ensuring that officers understand and respect the diverse backgrounds and experiences of the communities they serve. This can lead to more equitable and just law enforcement practices.
- **Prevention of Secondary Trauma:** Law enforcement officers often witness or experience traumatic events indirectly, leading to secondary trauma. A trauma-informed approach includes strategies to prevent and address secondary trauma, ensuring that officers are supported in managing the emotional impact of their work.
- **Reduced Officer Burnout:** High levels of stress and exposure to trauma can contribute to burnout among police officers. A trauma-informed approach prioritizes the well-being of officers, providing them with the tools and resources to cope with the challenges of their profession and reducing the risk of burnout.
- **Enhanced Community Safety:** By building trust and improving communication between law enforcement and the community, a trauma-informed approach can contribute to enhanced community safety. When community members feel heard and supported, they are more likely to collaborate with law enforcement in addressing public safety concerns.
- **Reduced Recidivism:** By addressing the root causes of behavior, such as trauma, trauma-informed policing can contribute to reducing recidivism. Focusing on rehabilitation and support services may be more effective in breaking the cycle of criminal behavior.
- **Alignment with Modern Policing Values:** A trauma-informed approach aligns with evolving values in modern policing, emphasizing empathy, community engagement, and a holistic understanding of public safety. It reflects a commitment to continuous improvement and adaptability in response to the changing needs of communities.

Becoming trauma-informed is not only beneficial for the well-being of police officers but also for building stronger, more trusting relationships with the communities they serve, ultimately contributing to safer and healthier communities.

# Consultation with the Peace and Justice Institute

The City of Sanford contracted with the Peace and Justice Institute (PJI) as consultants to support the work of the Race, Equality, Equity and Inclusion Committee. Over the last two years, PJI has helped the newly formed committee, now a permanent committee at the City, train together, host community dialogues, and develop an actionable equity plan with recommendations for the City of Sanford. PJI has provided continuous consultation and engagement throughout the REEI Committee’s work, including engagement in the selection, preparation, and development of the committee, community education and dialogue, and reporting in support of city needs.

The newly formed standing committee included all former members of REEI who were invited and chose to continue. Several additional members were selected by city staff to roundout the membership for the 2022-2023 year.

## Race, Equality, Equity and Inclusion Committee



REEI Committee Pictured (2023): Front Row: Venise White, Tarama Johnson, Dr. Patrice Anderson, Rev. Meghan Killingsworth, Kimberly Waters, Mike Foster, Maria Lord (community member), Barabara Coleman-Foster, Dr. Velma Williams, City of Sanford Mayor Art Woodruff, Pastor Tony Hernandez, Anwar Syed, Sanford Police Chief Cecil Smith, Nicole Osburn (city staff), Rachel C. Allen (PJI consultant), Andrew Thomas, (PJI Advisory Council), Edwige ‘Eddie’ Josue (city staff). Not Pictured: Kenneth Bentley and Turner Clayton.

## Committee Guidelines

Term Length:	2 yrs
Term Expiration:	September 30th
Meetings:	Monthly; Utility Training Room, 1 <sup>st</sup> Floor, Sanford City Hall
Staff Liaison:	Nicole Osburn
Staff administration:	Pamela Smith

15 Members: One member appointed by the Mayor, one appointed by each Commissioner and the remaining members selected by the City Manager or his designee.

Governing legislation: Resolution No. 3068 approved by the Commission on September 26, 2022.

## REEI Committee Membership

1. Dr. Patrice Anderson
2. Kenneth Bentley
3. Turner Clayton
4. Barbara Coleman-Foster
5. Michael Foster- Committee Co-Chair
6. Pastor Tony Hernandez
7. Tamara Johnson
8. Rev. Meghan Killingsworth
9. Anwar Syed
10. Dr. Kimberly Waters
11. Venise White
12. Dr. Velma Williams - Committee Co-Chair

### **City of Sanford Staff:**

Nicole Osburn, Community Relations & Neighborhood Engagement Director  
Pamela Smith, Administrative Specialist III

### **Consultant: Peace and Justice Institute:**

Rachel C. Allen, Executive Director

## REEI Committee Goals and Objectives for 2023

1. Support the establishment of the standing REEI committee.
2. Attend the City Commission and Executive Management Team Meetings as requested.
3. Collaborate with the City to address the recommendations of the REEI Final Report.
4. Convene two (2) community dialogues in partnership with the Sanford Police Department
5. Work with the City to plan training for City of Sanford employees in partnership with Human Resources.
6. Convene the REEI monthly meetings and ad hoc meetings as needed.
7. Coordinate city departments and committees around the Pathways to Reconciliation project visioning and planning to include a budget proposal.
8. Coordinate and support facilitation of community meetings to generate ideas about the Pathways to Reconciliation project and the history that will be memorialized in Sanford.

# Sanford Speaks: Community Dialogue Events



## Sanford Speaks: Police and Community Dialogue

In 2023, Sanford’s community dialogues, named Sanford Speaks, focused on police and community relations as Recommendation #15 from the committee’s first report suggests.

The City of Sanford, Florida is committed to creating safe, inclusive, and equitable spaces for everyone who lives, works, plays, and visits. The City of Sanford and Sanford Police Department, in partnership with The Peace and Justice Institute, are continuing to build upon the national conversation for more equitable communities, but we can’t do it without the residents and business owners of Sanford providing their views and unique perspectives.

Community dialogues serve to normalize conversations about policing and race, with the goal of improving community relations, decision-making, and resource allocation leading to more racially equitable policies and programs.

Guided by the Peace and Justice Institute, the programming, designed to create a safe space for engaging in difficult conversations, cultivates a healthy and accountable culture centered on inclusive excellence. As such, two, two-and-a-half hour Sanford Speaks events were developed and facilitated to educate and create a safe space for Sanford Police and residents from multiple districts to express concerns, needs, and visions for the community in relation to policing, equity, diversity, and inclusion.

Participant feedback as well as quantitative and qualitative assessment data from each session was recorded for the purpose of presenting this report for the city commission. Following each event, committee members met to discuss participant feedback and assessment data. The debrief meetings served the REEI Committee.

The events focused on topics regarding the residents, business owners, and the Sanford Police Department.

**Goals:**

- Establish clear parameters for communication -- how we speak and listen to others.
- Strengthen interpersonal relationships through dialogue and trust-building.
- Become personally and culturally aware by recognizing unconscious bias.
- Testify to share your story. Only you can tell what happened and how it impacted you.

**Our Commitment:**

- To create an environment where all people feel welcomed, safe, valued, and heard.
- To update the community on what we heard and our actionable steps.
- To continue the conversation.

## Sanford Speaks Event Sessions

180 individuals attended the two Sanford Speaks events. Attendance was up 30% this year over last.

Survey Data was collected at each event:

- |                               |              |
|-------------------------------|--------------|
| ● Survey Data July 19, 2023   | 47 responses |
| ● Survey Data August 22, 2023 | 48 responses |

### Session One

When: Wednesday, July 19, 2023, 6:00 p.m. – 9:00 p.m.  
Where: Dr. Velma H. Williams West Side Community Center  
919 Persimmon Ave., Sanford, FL 32771

90 attendees

The Mayor and Community Relations & Neighborhood Engagement Director attended the event. The City Manager welcomed the community.



## Session Two

When: Wednesday, August 22, 2023, 5:15 p.m. – 8:30 p.m.

Where: Sanford Civic Center  
401 East Seminole Blvd., Sanford, FL 32771

90 attendees

The City Manager welcomed the group. The Mayor and Community Relations & Neighborhood Engagement Director attended the event.



## Sanford Speaks Participant Feedback

KEEP. STOP. START.

Small Group Discussion

These questions were posed in small group discussions during the Sanford Speaks Events:

- What do we recommend the Sanford Police Department KEEP doing?
- What do we recommend the Sanford Police Department STOP doing?
- What do we recommend the Sanford Police Department START doing?

## COMMENTS OF ATTENDEES ARE AS FOLLOWS:

### KEEP: July 19, 2023 Event

- Community before corrections
- Transparency without publicity
- Maintain and surface up to date data on police staff and crime
- Diversity of new hires, especially women of all ethnicities
- Keep doing REEI work/events
- Fast response
- Community Engagement
- Continue engagement, relationships, conversations
- Keep crime on decline
- Diversity of the police force - hiring from minority community
- Promotion from within
- New training to change the approach of Sanford PD
- Shifting of mindset to advance community outreach
- Social media communication and personalizing officers
- Participation in community events
- Being awesome
- Community, Diverse, Leadership, Engagement in the community, Knowing Community and Explorer's program
- Weekly snapshot by Community Service Area
- Neighborhood Watch Program
- Hiring academy and diverse hiring - cadets
- Training in defensive tactics and "I can't wait".
- Explorers
- Community engagement, outreach, book library (shop with a cop)
- Educating the public on what you are doing (Great Job)
- Hiring Sanford grown officers
- Supporting and partnering with other organizations to increase youth program
- Doing what they're doing
- Doing open forums/ providing opportunities for the community to be informed and engaged
- Paying cadets/recruiting
- Having new hires go on ride-alongs while in the academy and attend community outreach events. This has had an impact on the officer's perspectives
- Emphasis on diversity and having a police force that reflects the community

### KEEP: August 22, 2023 Event

- Hiring from community
- Keep event with trailer
- Keep reading with kids and offering books
- Building relationship
- Patrolling in community



- Engagement with community
- Keep teen count/civil citations
- Positive interactions
- Maintain CAD training
- Recruiting cadets from the community
- Training officers on the importance of making positive contacts and connections in the community
- Online reporting
- Community Activities Trailer
- Increase patrols in school zones
- Keep talking - communication with community
- Hire more
- Keep officers
- Money to keep and benefits tuition scale
- Community policing
- Take home car
- PAL corp sponsors
- Community relationship building
- Community engagement activities
- Diversity in hiring/staffing
- Community policing, outreach, engagement
- Remain transparent
- Culturally responsive
- Customer service
- All voices matter
- Homelessness is not a criminal act but a socioeconomic condition
- People are worthy as a basic human right
- Community outreach
- Gift card
- Marketing events
- Ethnic training (more training use of Fora)
- Paying recruits in the academy
- Paying bonuses to police officers
- Community outreach
- Relationships with youth
- Diversity in the department
- More events like this
- Participating in these forums
- Sanford Speaks
- West Side Rec Meetings
- Activities with kids
- Listening and being empathetic
- Be with the community (around)
- Continue to use discretion

STOP: July 19, 2023 Event

- Giving commands without context/rationale e.g. "exit the vehicle so we can talk safely while on the highway."
- Profiling (based on vehicle/appearance)
- Stop getting involved in civil matters
- Forgetting humanity of those in the community
- Associating poverty with inherent crime
- Over Policing areas and underpolicing others
- Officer exodus to higher paying areas
- Unfair profiling
- End turnover of police staff

STOP: August 22, 2023 Event

- Don't militarization of equipment
- Assuming based on race or color
- Speaking with disrespect to homeless
- Assuming without all facts
- Stigma of mental health
- Stories of aggression and harassment
- Tailgating
- Bad hiring and rehiring deceitful officers
- Assuming and passing judgment
- Stop asset forfeiture when there was no crime - if it applies, but this is probably an issue in other areas around the state
- Making assumptions
- Bias during stops/activity
- Be aware of crowds (hostile) vs. normal
- Discrimination

START: July 19, 2023 Event

- 2020 data include better promotion community services
- Chat and talks increase
- It's okay to show 2020 data - there's stories there to share
- Training police staff w/relevant communication skills
- Codify selfcare for police officers, e.g. able to take a mental health day if they ask (like other jobs allow)
- Education/Community Response
- Follow up - track results, measure outcomes
- Hire more officers
- Start re-entry program
- Getting more black applicants
- Discern why black applicants who are denied are, and take into consideration systemic issues which may have disproportionately disqualified black applicants

- Increased strict response for officers who violate rules/procedures because it contributes to community suspicion/mistrust
- Invite outside entities to the SPD events
- If not already doing it, make sure young people know about it
- Increase competitive salaries
- Hourly subsidy
- Educating the youth
- More youth program casting positive image
- More traffic enforcement downtown
- Start a Citizen's Police Academy

START: August 22, 2023 Event

- Hiring
- More gun safety
- Education
- Gun locks
- Consulting of mental health professionals
- Updating and phasing with new trainees with mental health professionals
- Better screening/vetting of officers (recruits)
- Pushing events through social media, churches, stores and services, etc.
- Presenting at Seminole State College (topics/workshops of interest to students)
- Focusing on high crime and drug areas
- More focus on schools and helping to mold the youth
- Communicate more on traffic stops
- Hire more
- Live in city housing incentive
- First responder incentives
- Have an open house for police department
- Increasing hiring of black officers to match local demographics (27% black)
- Keep hiring from the community
- Increase mental health training and maybe hire a mental health professional to take mental health crisis pressure off of officers serving as law enforcement negotiators, escalators, social workers, etc.
- Name the problems with recruitment so the community can help and name early recruitment of youth as a priority
- Dispelling myth sessions.
- Facts for officers
- Q and A
- You-tube
- Social Media
- Slow down and listen
- Community policing where residents and law enforcement know one another
- More community outreach
- More downtown foot patrol

- More bike patrols in neighborhoods
- Evening activities to interact with police
- Event at a brewery
- “Dinner with Police”
- Increase pay
- Tents at events to interact with community
- Getting young/new officers here
- Maybe a mentor program for young officers
- Learning the law (people can record)
- Training for large crowds again
- Engaging with the community
- Hiring more people
- More staff
- Cards for positive experiences

## Sanford Speaks Surveys

The REEI Committee chose to use the Community Oriented Policing Services (COPS) with the Department of Justice in order to help the police department improve its services, processes, and reputation.

The survey is designed for a law enforcement agency to gather opinions and experiences from members of its community. The survey assesses five key components that involve your local law enforcement agency:

- Community involvement
- Safety
- Procedural justice
- Performance
- Contact and satisfaction

The “Community Survey on Public Safety and Law Enforcement” was developed by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office) with the support of ICF International and law enforcement experts.

## Community Oriented Policing Services (COPS) SURVEY

<https://drive.google.com/file/d/1LnpOlikheEBqO6n1-Im5uQBFLNkH2hyo/view?usp=sharing>

## July 19, 2023 Sanford Speaks Survey Data

**SURVEY DATA:**

<https://drive.google.com/file/d/1YYzNzKI6bYtnqaUB0U-Ukl3Knl7ISi75/view?usp=sharing>

## August 22, 2023 Sanford Speaks Survey Data

**SURVEY DATA:**

<https://drive.google.com/file/d/1Nnelj2aRzXXZj3L0kcghiRLPLTRkkPcL/view?usp=sharing>

Find Survey data in the appendix of this report

# Pathways to Reconciliation

This year the REEI Committee began work on Recommendation #14: **Memorialize Sanford History**

- Promote the museums in Goldsboro and downtown Sanford to increase awareness of city history.
- Capture and memorialize lesser known local community stories and history.
- Create a *Pathways to Reconciliation* project focusing on the history of race relations with kiosks featuring history and stories at Fort Mellon Park. (approved by the City Commission).

The REEI Committee is in the collaborative design phase, envisioning the project and beginning communications with city departments and staff. A recommendation and budget request will be brought to the commission in the spring of 2024 for review and approval.

## Three things the project will include:

- A physical place
- Oral histories and “missing histories”
- Ongoing education and programming

## Questions to consider:

- Is there a path to reconciliation?
- What is the story being told?
- What do we want people to see, think, feel and do?

## Possible Partners:

- Goldsboro Museum
- Sanford Museum: <https://sanfordfl.gov/government/parks-and-recreation/museum/>
- RICHES UCF: <https://riches.cah.ucf.edu/>
- Story Corp: <https://storycorps.org/>
- The Monument Project: <https://www.mellon.org/ideas/monuments-and-memory>
- Seminole County Museum
- Florida Humanities Community Grant: <https://floridahumanities.org/funding-opportunities/community-project-grants/>

## Resources:

- [Transforming Historical Harms](#)
- [Coming To The Table:](#)

## This project demonstrates the City of Sanford is:

- Willing to admit to the history of racial injustice
- Taking the steps to heal historic harms
- Moving toward racial equity and the awareness that black lives always mattered

Dialogue with community stakeholders will be hosted in 2024 to gain resident input.

# Appendix



## Sanford Speaks Program Overview

- Welcome from the Mayor and Chief of Police
- REEI Update: Recommendation #15: Policing
- Goals for Our Time Together Tonight:
  - Increase awareness and understanding of police practices.
  - Strengthen interpersonal relationships through the sharing of personal stories and experiences.
  - Develop trust and sensitivity to support interactions with one another.
  - Expand citizen engagement
- Guidelines for our time together: Principles for How We Treat Each Other
- The Power of Story: Story is placed at the center of our work for this time together. Through personal stories, minds are opened and lives are transformed as we come to know each other more deeply and begin to break down barriers between us.
- Group dialogue
- [Report from the Sanford Police Department](#) - Chief Cecil Smith
- Group Talks: The groups discuss what they have heard and shared and process the evening. Together they generate thoughts, comments, suggestions and ideas.
- COPS Survey Completion
- Hear Voices from the Room
- Call to Action - Vision and Personal Action Step
- Closing

# Principles For How We Treat Each Other

## OUR PRACTICE OF RESPECT AND COMMUNITY BUILDING

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1. **Create a hospitable and accountable community.** We all arrive in isolation and need the generosity of friendly welcomes. Bring all of yourself to the work in this community. Welcome others to this place and this work, and presume that you are welcomed as well. Hospitality is the essence of restoring community.
2. **Listen deeply.** Listen intently to what is said; listen to the feelings beneath the words. Strive to achieve a balance between listening and reflecting, speaking and acting.
3. **Create an advice free zone.** Replace advice with curiosity as we work together for peace and justice. Each of us is here to discover our own truths. We are not here to set someone else straight, to “fix” what we perceive as broken in another member of the group.
4. **Practice asking honest and open questions.** A great question is ambiguous, personal and provokes anxiety.
5. **Give space for unpopular answers.** Answer questions honestly even if the answer seems unpopular. Be present to listen not debate, correct or interpret.
6. **Respect silence.** Silence is a rare gift in our busy world. After someone has spoken, take time to reflect without immediately filling the space with words. This applies to the speaker, as well – be comfortable leaving your words to resound in the silence, without refining or elaborating on what you have said.
7. **Suspend judgment.** Set aside your judgments. By creating a space between judgments and reactions, we can listen to the other, and to ourselves, more fully.
8. **Identify assumptions.** Our assumptions are usually invisible to us, yet they undergird our worldview. By identifying our assumptions, we can then set them aside and open our viewpoints to greater possibilities.
9. **Speak your truth.** You are invited to say what is in your heart, trusting that your voice will be heard and your contribution respected. Own your truth by remembering to speak only for yourself. Using the first person “I” rather than “you” or “everyone” clearly communicates the personal nature of your expression.
10. **When things get difficult, turn to wonder.** If you find yourself disagreeing with another, becoming judgmental, or shutting down in defense, try turning to wonder: “I wonder what brought her to this place?” “I wonder what my reaction teaches me?” “I wonder what he’s feeling right now?”
11. **Practice slowing down.** Simply the speed of modern life can cause violent damage to the soul. By intentionally practicing slowing down we strengthen our ability to extend nonviolence to others—and to ourselves.
12. **All voices have value.** Hold these moments when a person speaks as precious because these are the moments when a person is willing to stand for something, trust the group and offer something they see as valuable.
13. **Maintain confidentiality.** Create a safe space by respecting the confidential nature and content of discussions held in the group. Allow what is said in the group to remain there.

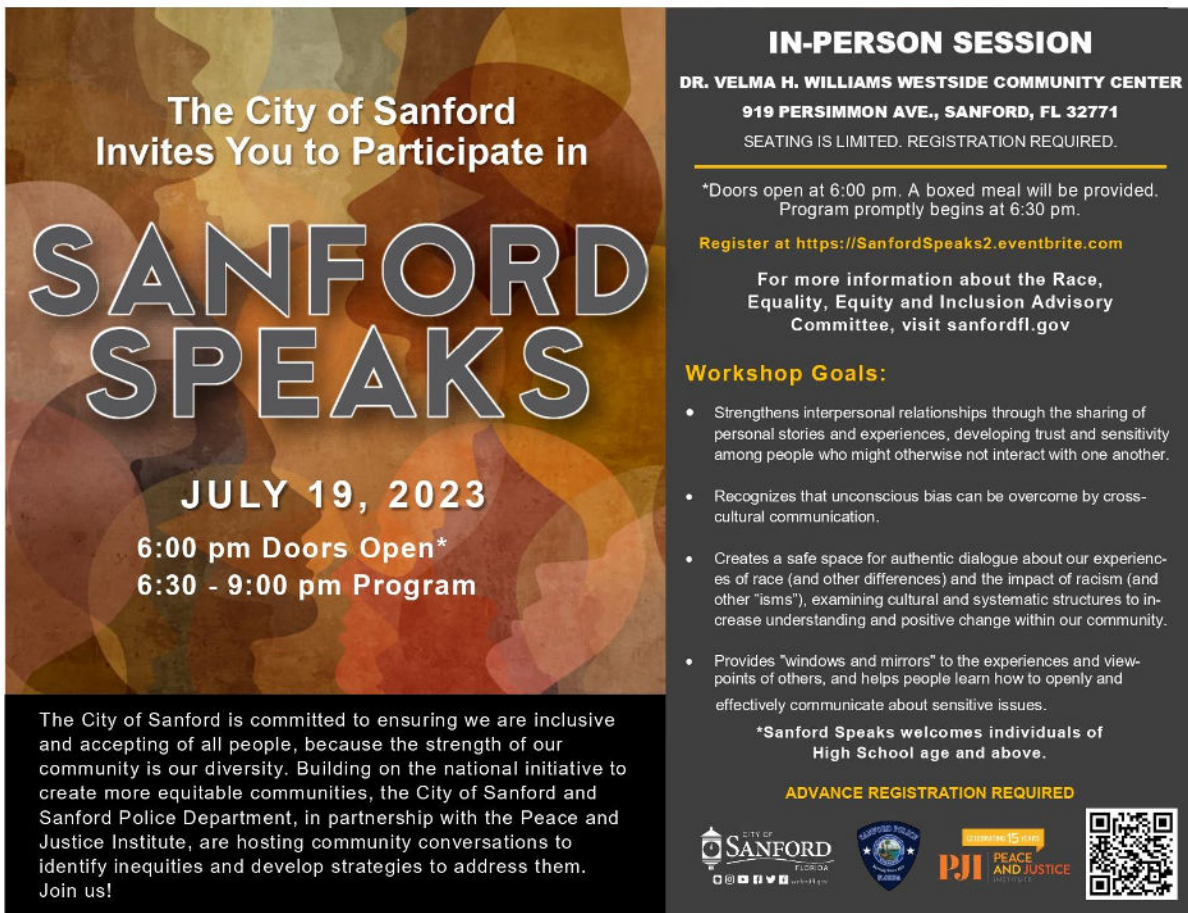


*Prepared by the Peace and Justice Institute with considerable help from the works of Peter Block, Parker Palmer, the Dialogue Group and the Center for Renewal and Wholeness in Higher Education.*  
**All People. All Voices. All Matter.** | [peacejusticeinstitute.org](http://peacejusticeinstitute.org)

ENGLISH



# Sanford Speaks Flier

The flier features a background of overlapping, semi-transparent silhouettes of human heads in various shades of brown and orange. The text is overlaid on this background. The main title 'SANFORD SPEAKS' is in large, bold, white-outlined letters. Below it, the date 'JULY 19, 2023' and the times '6:00 pm Doors Open\*' and '6:30 - 9:00 pm Program' are listed. The right side of the flier is a dark grey box containing event details, goals, and logos. The bottom left of the flier has a black box with white text explaining the city's commitment to inclusivity.

The City of Sanford  
Invites You to Participate in

# SANFORD SPEAKS

**JULY 19, 2023**  
**6:00 pm Doors Open\***  
**6:30 - 9:00 pm Program**

The City of Sanford is committed to ensuring we are inclusive and accepting of all people, because the strength of our community is our diversity. Building on the national initiative to create more equitable communities, the City of Sanford and Sanford Police Department, in partnership with the Peace and Justice Institute, are hosting community conversations to identify inequities and develop strategies to address them. Join us!

## IN-PERSON SESSION

**DR. VELMA H. WILLIAMS WESTSIDE COMMUNITY CENTER**  
**919 PERSIMMON AVE., SANFORD, FL 32771**  
SEATING IS LIMITED. REGISTRATION REQUIRED.

\*Doors open at 6:00 pm. A boxed meal will be provided. Program promptly begins at 6:30 pm.

Register at <https://SanfordSpeaks2.eventbrite.com>





For more information about the Race, Equality, Equity and Inclusion Advisory Committee, visit [sanfordfl.gov](http://sanfordfl.gov)

### Workshop Goals:

- Strengthens interpersonal relationships through the sharing of personal stories and experiences, developing trust and sensitivity among people who might otherwise not interact with one another.
- Recognizes that unconscious bias can be overcome by cross-cultural communication.
- Creates a safe space for authentic dialogue about our experiences of race (and other differences) and the impact of racism (and other "isms"), examining cultural and systematic structures to increase understanding and positive change within our community.
- Provides "windows and mirrors" to the experiences and viewpoints of others, and helps people learn how to openly and effectively communicate about sensitive issues.

**\*Sanford Speaks welcomes individuals of High School age and above.**

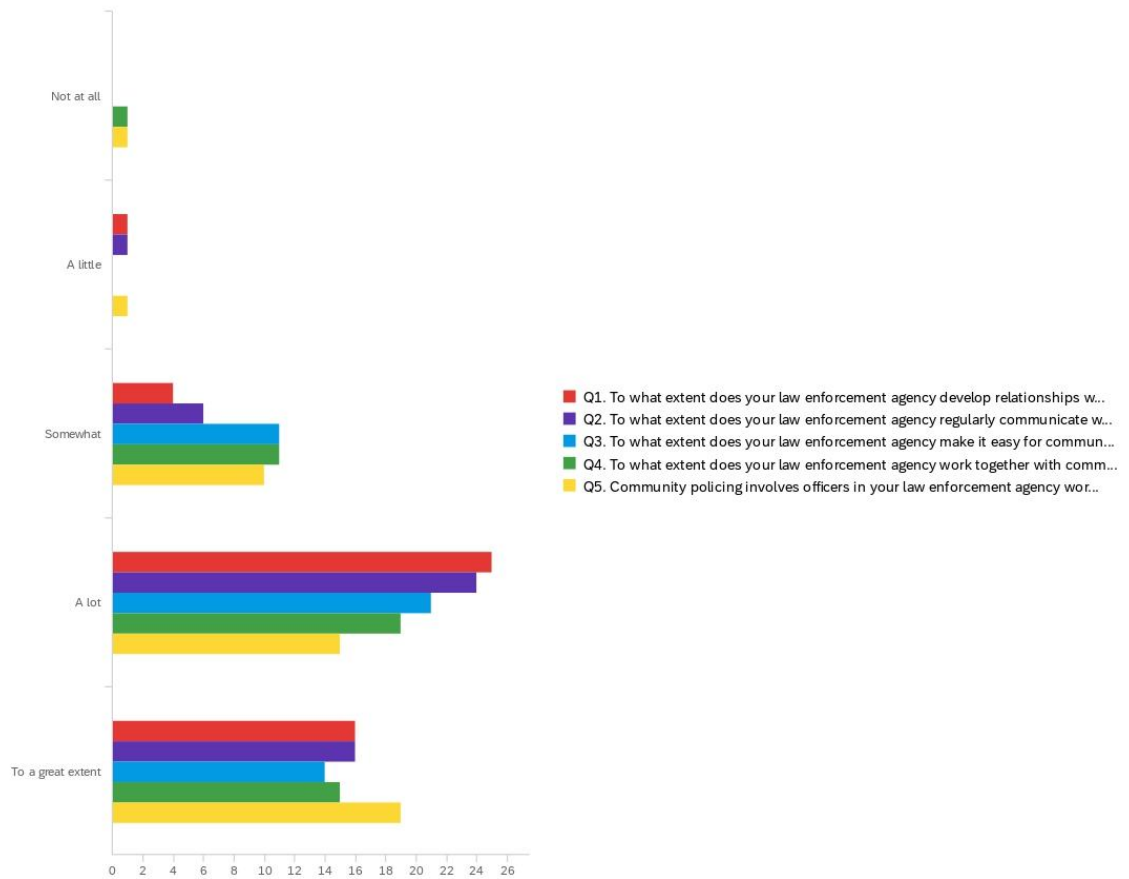
**ADVANCE REGISTRATION REQUIRED**



# Sanford Speaks July 19th, 2023: COPS Survey

2023 Sanford Speaks - Community Survey on Public Safety July 19  
October 24, 2023 6:21 AM MDT

## Q1-5 - COMMUNITY INVOLVEMENT

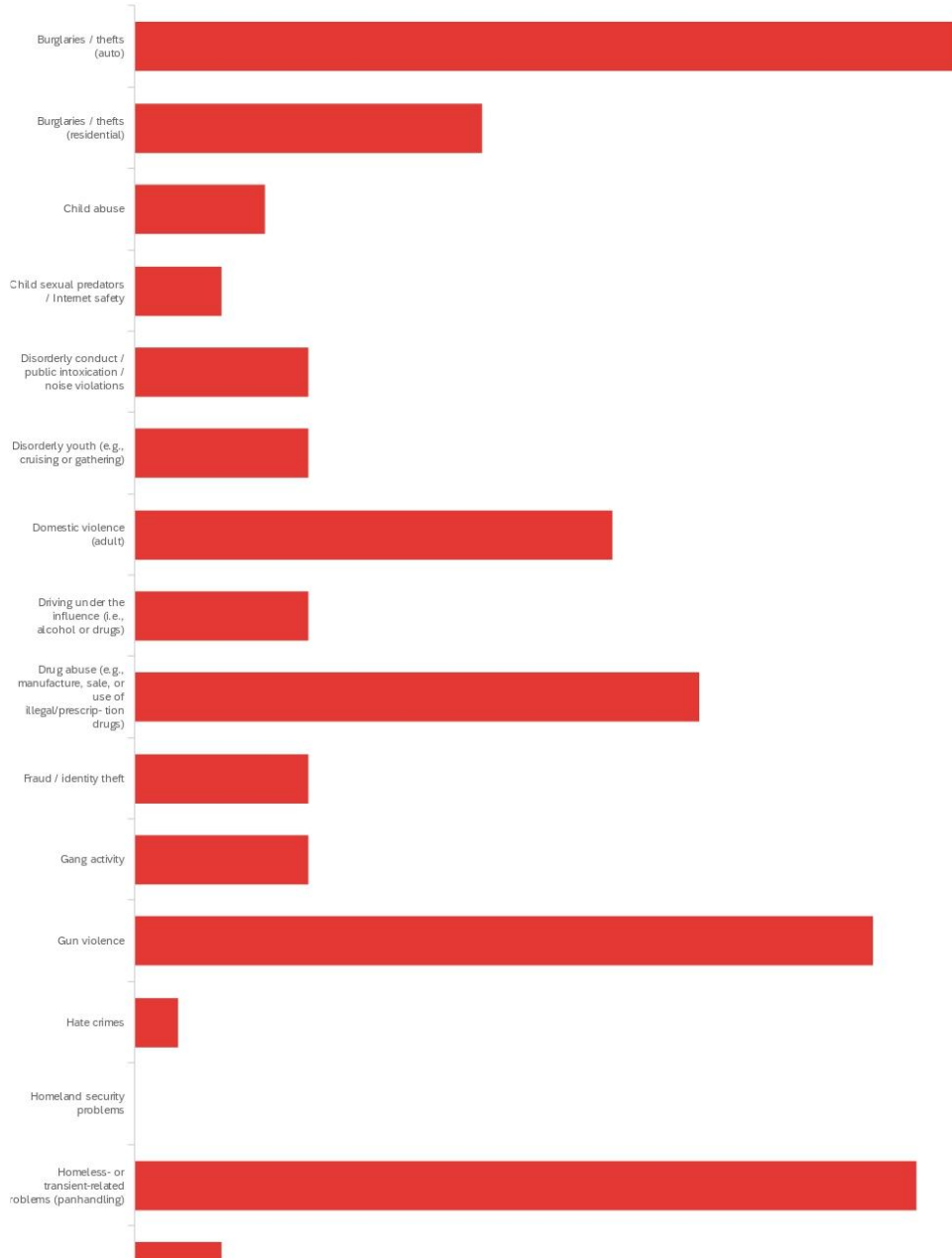


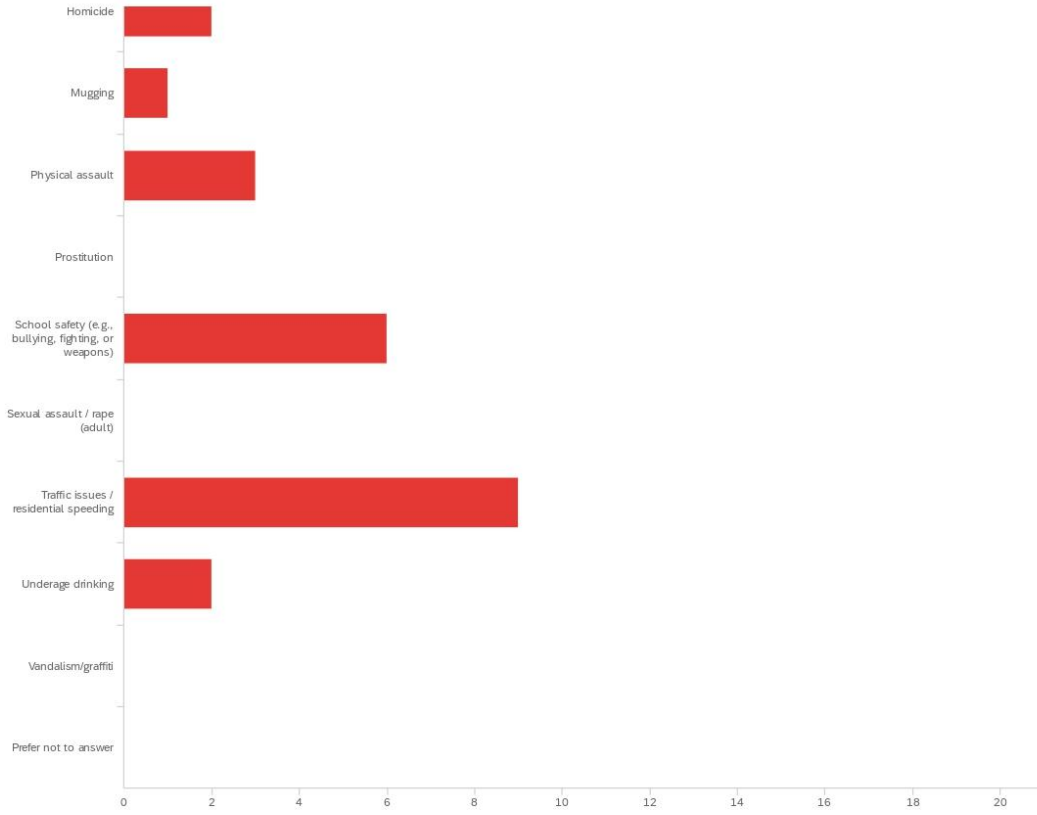
#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q1. To what extent does your law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?	0.00% 0	2.17% 1	8.70% 4	54.35% 25	34.78% 16	46
2	Q2. To what extent does your law enforcement agency regularly communicate with community members (e.g., websites, e-mails, or public meetings)?	0.00% 0	2.13% 1	12.77% 6	51.06% 24	34.04% 16	47
3	Q3. To what extent does your law enforcement agency make it easy for community members to provide input (e.g., comments, suggestions, and concerns)?	0.00% 0	0.00% 0	23.91% 11	45.65% 21	30.43% 14	46
4	Q4. To what extent does your law enforcement agency work together with community members to solve local problems?	2.17% 1	0.00% 0	23.91% 11	41.30% 19	32.61% 15	46
5	Q5. Community policing involves officers in your law enforcement agency working with the community to address the causes of crime in an effort to reduce the problems themselves through a wide range of activities. Based on this definition, to what extent do you think your law enforcement agency practices community policing?	2.17% 1	2.17% 1	21.74% 10	32.61% 15	41.30% 19	46

Showing rows 1 - 5 of 5

Q6 - SAFETY Q6. Please select the three (3) issues you think are the greatest problems

within your community.





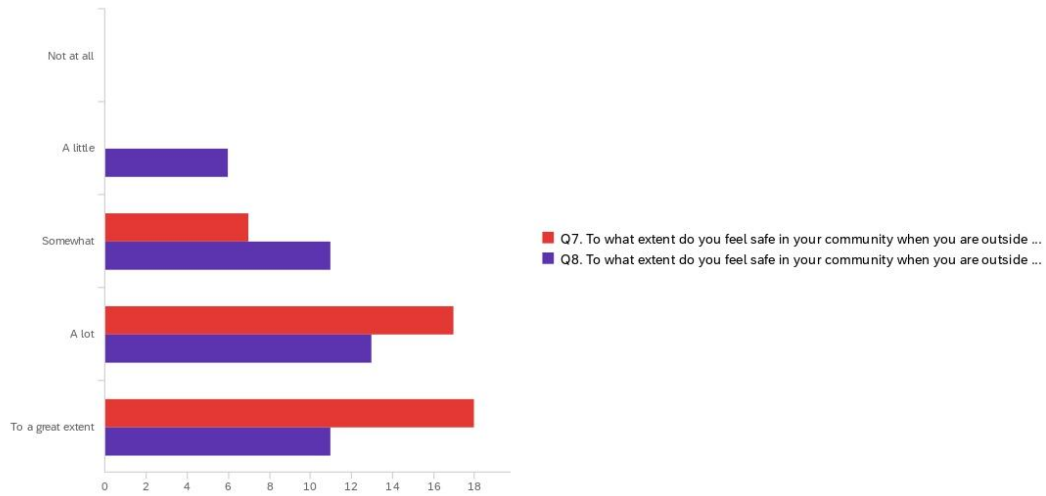
Please select three issues which you think are the greatest problem within your community.

#	Field	Choice Count
1	Burglaries / thefts (auto)	14.07% 19
2	Burglaries / thefts (residential)	5.93% 8
3	Child abuse	2.22% 3
4	Child sexual predators / Internet safety	1.48% 2
5	Disorderly conduct / public intoxication / noise violations	2.96% 4
6	Disorderly youth (e.g., cruising or gathering)	2.96% 4
7	Domestic violence (adult)	8.15% 11
8	Driving under the influence (i.e., alcohol or drugs)	2.96% 4
9	Drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs)	9.63% 13
10	Fraud / identity theft	2.96% 4
11	Gang activity	2.96% 4
12	Gun violence	12.59% 17
13	Hate crimes	0.74% 1
14	Homeland security problems	0.00% 0
15	Homeless- or transient-related problems (panhandling)	13.33% 18
16	Homicide	1.48% 2
17	Mugging	0.74% 1
18	Physical assault	2.22% 3
19	Prostitution	0.00% 0
20	School safety (e.g., bullying, fighting, or weapons)	4.44% 6
21	Sexual assault / rape (adult)	0.00% 0
22	Traffic issues / residential speeding	6.67% 9
23	Underage drinking	1.48% 2
24	Vandalism/graffiti	0.00% 0
25	Prefer not to answer	0.00% 0

135

Showing rows 1 - 26 of 26

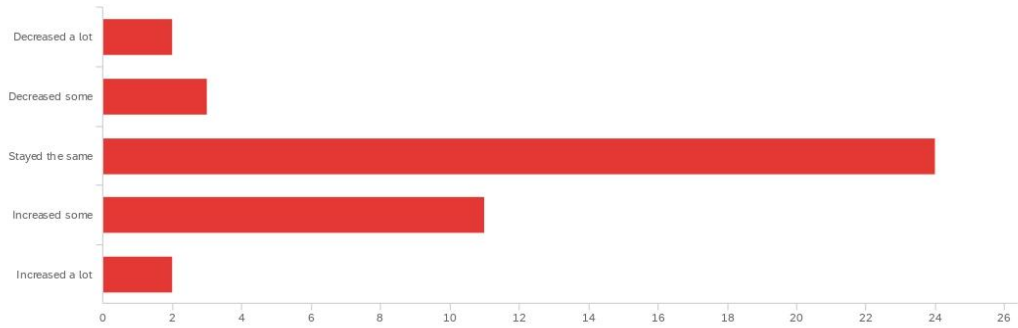
Q7-8 - Q7-8



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q7. To what extent do you feel safe in your community when you are outside alone during the day?	3.00	5.00	4.26	0.73	0.53	42
2	Q8. To what extent do you feel safe in your community when you are outside alone at night?	2.00	5.00	3.71	1.02	1.04	41

#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q7. To what extent do you feel safe in your community when you are outside alone during the day?	0.00% 0	0.00% 0	16.67% 7	40.48% 17	42.86% 18	42
2	Q8. To what extent do you feel safe in your community when you are outside alone at night?	0.00% 0	14.63% 6	26.83% 11	31.71% 13	26.83% 11	41

Q9 - Q9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?

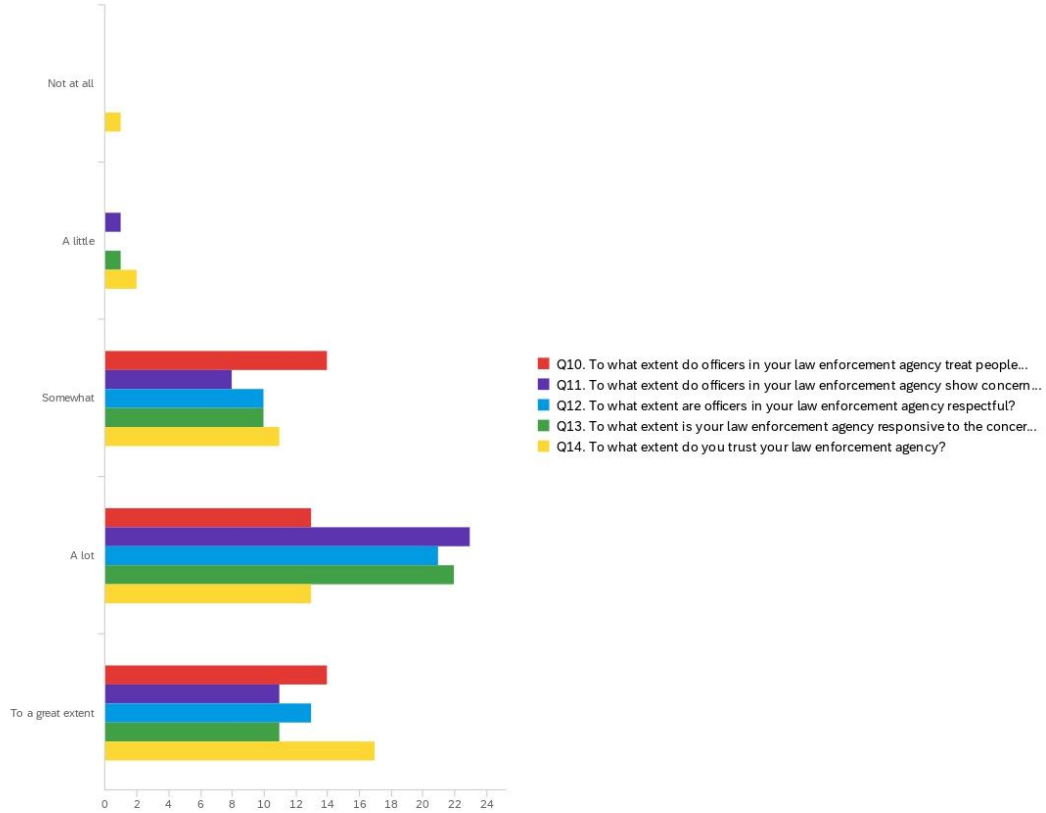


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?	1.00	5.00	3.19	0.82	0.68	42

#	Field	Choice Count
1	Decreased a lot	4.76% 2
2	Decreased some	7.14% 3
3	Stayed the same	57.14% 24
4	Increased some	26.19% 11
5	Increased a lot	4.76% 2
		42



## Q10-14 - PROCEDURAL JUSTICE

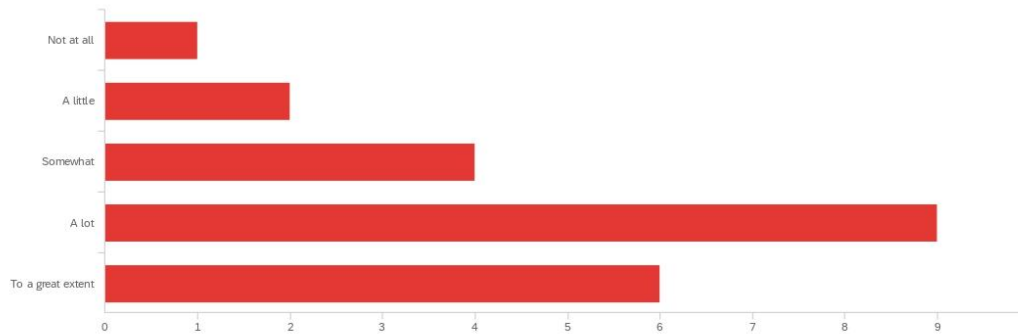


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q10. To what extent do officers in your law enforcement agency treat people fairly?	3.00	5.00	4.00	0.83	0.68	41
2	Q11. To what extent do officers in your law enforcement agency show concern for community members?	2.00	5.00	4.02	0.73	0.53	43
3	Q12. To what extent are officers in your law enforcement agency respectful?	3.00	5.00	4.07	0.72	0.52	44
4	Q13. To what extent is your law enforcement agency responsive to the concerns of community members?	2.00	5.00	3.98	0.75	0.57	44
5	Q14. To what extent do you trust your law enforcement agency?	1.00	5.00	3.98	1.01	1.02	44

#	Field	Not at all		A little		Somewhat		A lot		To a great extent		Total
1	Q10. To what extent do officers in your law enforcement agency treat people fairly?	0.00%	0	0.00%	0	34.15%	14	31.71%	13	34.15%	14	41
2	Q11. To what extent do officers in your law enforcement agency show concern for community members?	0.00%	0	2.33%	1	18.60%	8	53.49%	23	25.58%	11	43
3	Q12. To what extent are officers in your law enforcement agency respectful?	0.00%	0	0.00%	0	22.73%	10	47.73%	21	29.55%	13	44
4	Q13. To what extent is your law enforcement agency responsive to the concerns of community members?	0.00%	0	2.27%	1	22.73%	10	50.00%	22	25.00%	11	44
5	Q14. To what extent do you trust your law enforcement agency?	2.27%	1	4.55%	2	25.00%	11	29.55%	13	38.64%	17	44

Showing rows 1 - 5 of 5

Q15 - Q15. If you had contact with an officer in your law enforcement agency during the past 12 months, to what extent did the officer sufficiently explain his or her actions and procedures?

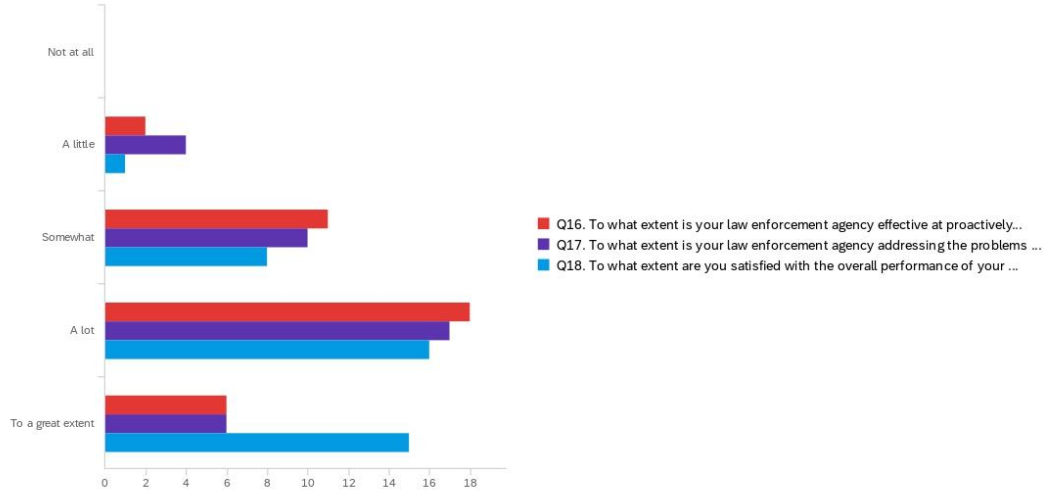


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q15. If you had contact with an officer in your law enforcement agency during the past 12 months, to what extent did the officer sufficiently explain his or her actions and procedures?	1.00	5.00	3.77	1.08	1.18	22

#	Field	Choice Count
1	Not at all	4.55% 1
2	A little	9.09% 2
3	Somewhat	18.18% 4
4	A lot	40.91% 9
5	To a great extent	27.27% 6
		22

Showing rows 1 - 6 of 6

## Q16-18 - PERFORMANCE

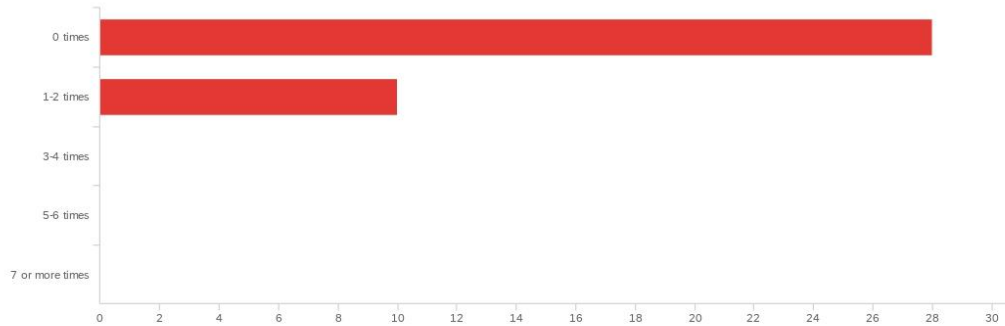


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q16. To what extent is your law enforcement agency effective at proactively preventing crime?	2.00	5.00	3.76	0.79	0.62	37
2	Q17. To what extent is your law enforcement agency addressing the problems that really concern you?	2.00	5.00	3.68	0.87	0.76	37
3	Q18. To what extent are you satisfied with the overall performance of your law enforcement agency?	2.00	5.00	4.13	0.81	0.66	40

#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q16. To what extent is your law enforcement agency effective at proactively preventing crime?	0.00% 0	5.41% 2	29.73% 11	48.65% 18	16.22% 6	37
2	Q17. To what extent is your law enforcement agency addressing the problems that really concern you?	0.00% 0	10.81% 4	27.03% 10	45.95% 17	16.22% 6	37
3	Q18. To what extent are you satisfied with the overall performance of your law enforcement agency?	0.00% 0	2.50% 1	20.00% 8	40.00% 16	37.50% 15	40

Showing rows 1 - 3 of 3

Q19a - CONTACT & SATISFACTION Q19a. How many times in the past 12 months have you had contact with your law enforcement agency for traffic issues (e.g., citation, warning, or vehicle crash)?

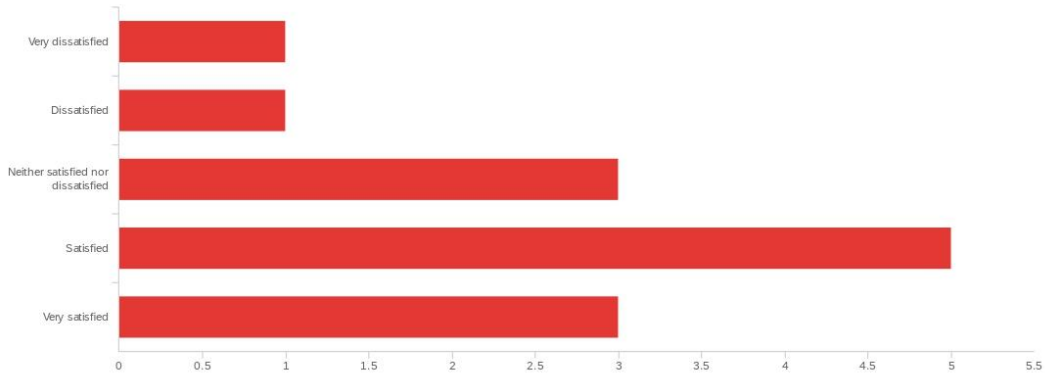


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	CONTACT & SATISFACTION Q19a. How many times in the past 12 months have you had contact with your law enforcement agency for traffic issues (e.g., citation, warning, or vehicle crash)?	1.00	2.00	1.26	0.44	0.19	38

#	Field	Choice Count
1	0 times	73.68% 28
2	1-2 times	26.32% 10
3	3-4 times	0.00% 0
4	5-6 times	0.00% 0
5	7 or more times	0.00% 0
		38

Showing rows 1 - 6 of 6

Q19b - Q19b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for traffic issues?

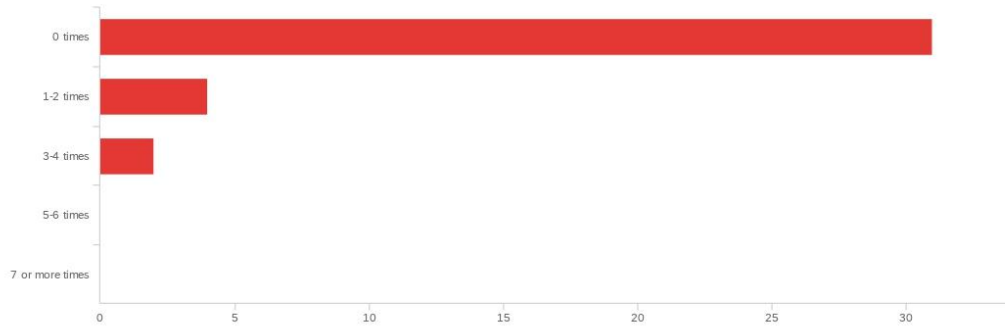


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q19b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for traffic issues?	1.00	5.00	3.62	1.15	1.31	13

#	Field	Choice Count
1	Very dissatisfied	7.69% 1
2	Dissatisfied	7.69% 1
3	Neither satisfied nor dissatisfied	23.08% 3
4	Satisfied	38.46% 5
5	Very satisfied	23.08% 3
		13

Showing rows 1 - 6 of 6

Q20a - Q20a. How many times in the past 12 months have you had contact with your law enforcement agency for 911 emergency calls?

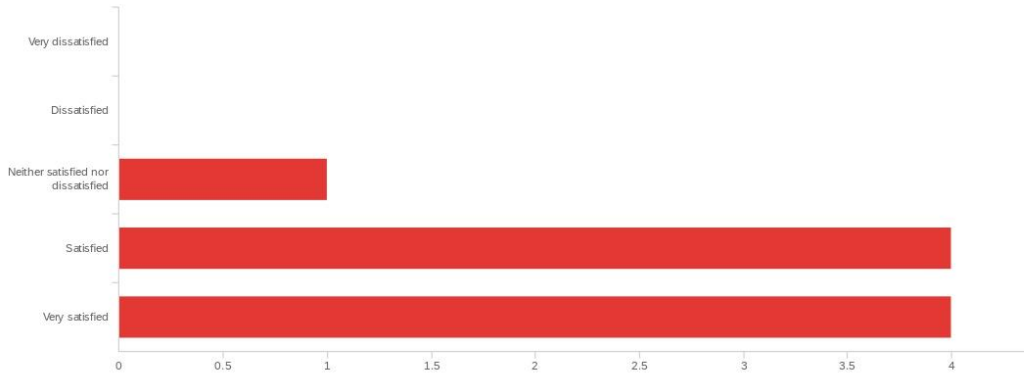


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q20a. How many times in the past 12 months have you had contact with your law enforcement agency for 911 emergency calls?	1.00	3.00	1.22	0.53	0.28	37

#	Field	Choice Count
1	0 times	83.78% 31
2	1-2 times	10.81% 4
3	3-4 times	5.41% 2
4	5-6 times	0.00% 0
5	7 or more times	0.00% 0
		37

Showing rows 1 - 6 of 6

Q20b - Q20b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for 911 emergency calls?



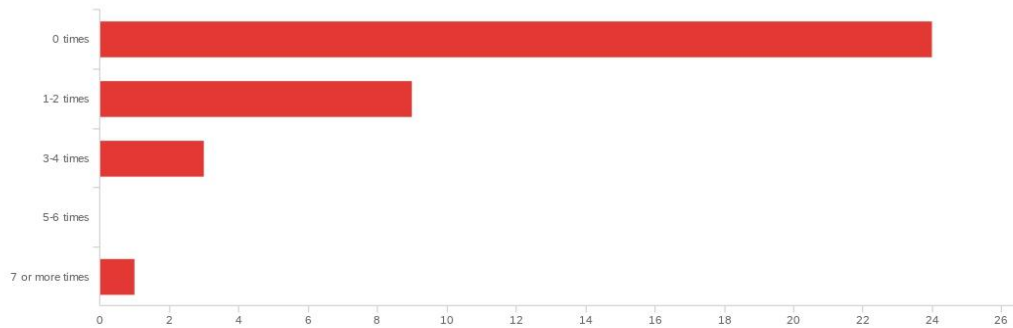
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q20b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for 911 emergency calls?	3.00	5.00	4.33	0.67	0.44	9

#	Field	Choice Count
1	Very dissatisfied	0.00% 0
2	Dissatisfied	0.00% 0
3	Neither satisfied nor dissatisfied	11.11% 1
4	Satisfied	44.44% 4
5	Very satisfied	44.44% 4
		9

Showing rows 1 - 6 of 6



Q21a - Q21a. How many times in the past 12 months have you had contact with your law enforcement agency for non-emergency calls (e.g., to report a crime or suspicious activity)?

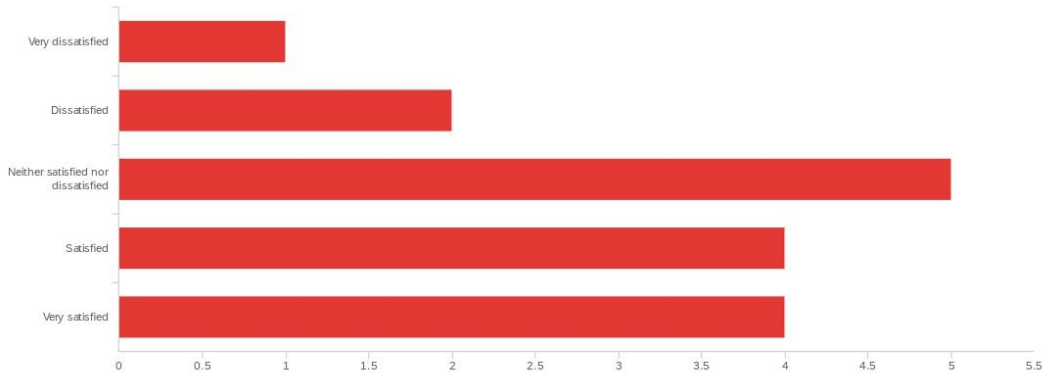


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q21a. How many times in the past 12 months have you had contact with your law enforcement agency for non-emergency calls (e.g., to report a crime or suspicious activity)?	1.00	5.00	1.51	0.86	0.74	37

#	Field	Choice Count
1	0 times	64.86% 24
2	1-2 times	24.32% 9
3	3-4 times	8.11% 3
4	5-6 times	0.00% 0
5	7 or more times	2.70% 1
		37

Showing rows 1 - 6 of 6

Q21b - Q21b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergency calls?

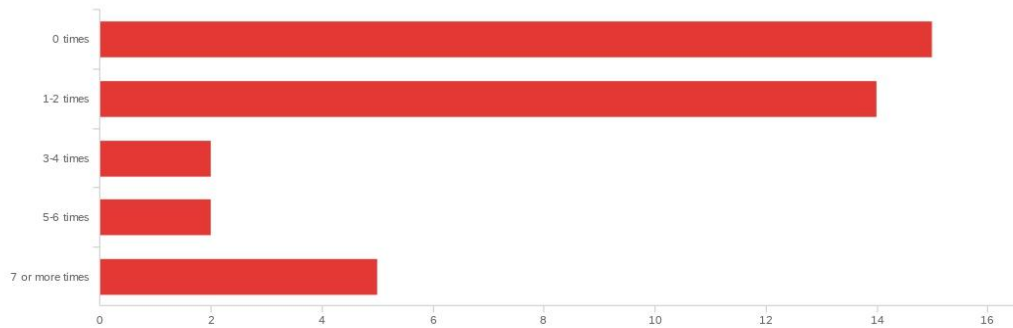


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q21b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergency calls?	1.00	5.00	3.50	1.17	1.38	16

#	Field	Choice Count
1	Very dissatisfied	6.25% 1
2	Dissatisfied	12.50% 2
3	Neither satisfied nor dissatisfied	31.25% 5
4	Satisfied	25.00% 4
5	Very satisfied	25.00% 4
		16

Showing rows 1 - 6 of 6

Q22a - Q22a. How many times in the past 12 months have you had contact with your law enforcement agency for other contacts or interactions (e.g., attend a community meeting or talk to an officer on patrol)?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q22a. How many times in the past 12 months have you had contact with your law enforcement agency for other contacts or interactions (e.g., attend a community meeting or talk to an officer on patrol)?	1.00	5.00	2.16	1.35	1.82	38

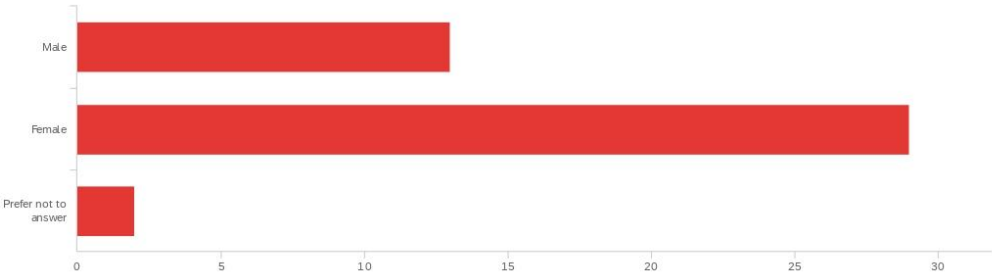
#	Field	Choice Count
1	0 times	39.47% 15
2	1-2 times	36.84% 14
3	3-4 times	5.26% 2
4	5-6 times	5.26% 2
5	7 or more times	13.16% 5
		38

Q-23 How many years have you lived in your community?





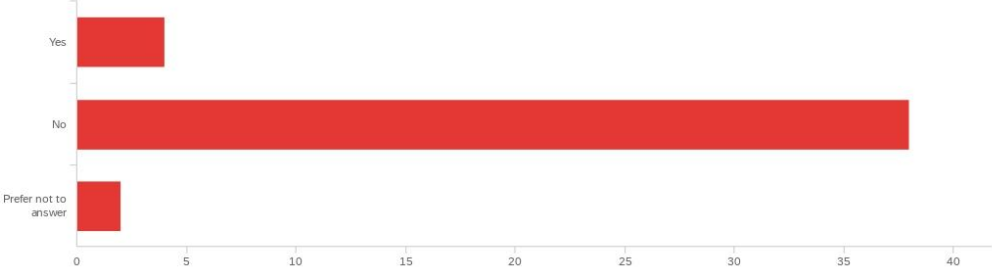
Q24 - Q24. What is your gender?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q24. What is your gender?	1.00	3.00	1.75	0.53	0.28	44

#	Field	Choice Count
1	Male	29.55% 13
2	Female	65.91% 29
3	Prefer not to answer	4.55% 2
		44

Q25 - Q25. Are you Hispanic or Latino?

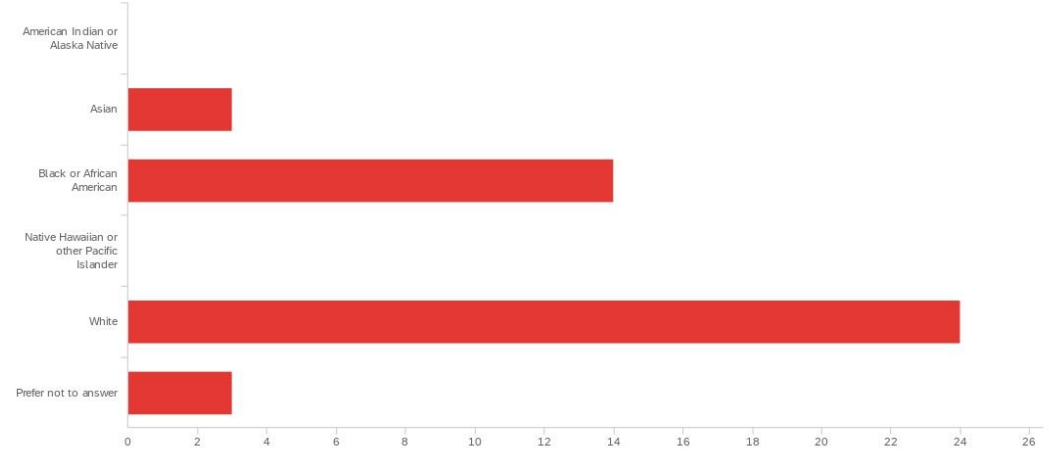


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q25. Are you Hispanic or Latino?	1.00	3.00	1.95	0.37	0.13	44

#	Field	Choice Count
1	Yes	9.09% 4
2	No	86.36% 38
3	Prefer not to answer	4.55% 2
		44

Showing rows 1 - 4 of 4

Q26 - Q26. What is your race?



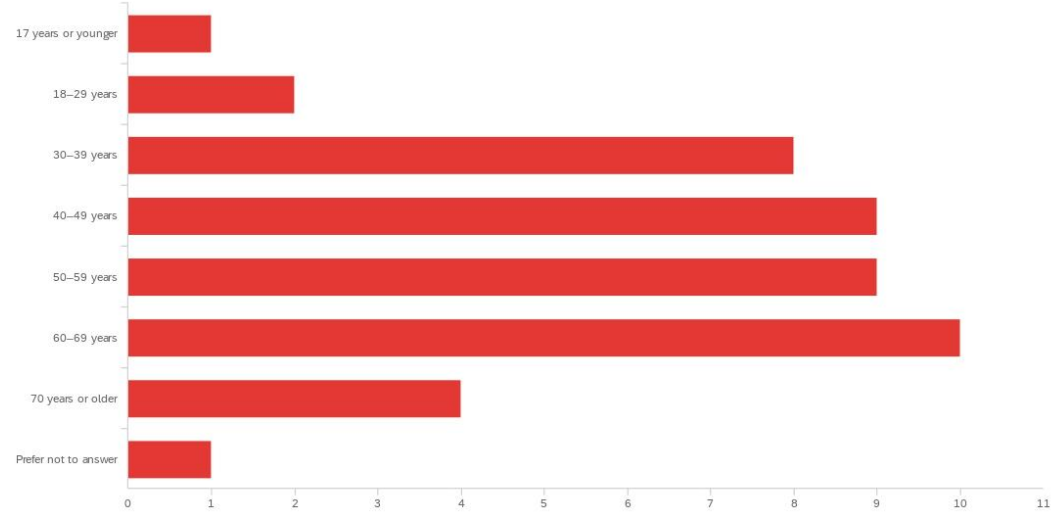
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q26. What is your race?	2.00	6.00	4.23	1.17	1.36	44

#	Field	Choice Count
1	American Indian or Alaska Native	0.00% 0
2	Asian	6.82% 3
3	Black or African American	31.82% 14
4	Native Hawaiian or other Pacific Islander	0.00% 0
5	White	54.55% 24
6	Prefer not to answer	6.82% 3

44

Showing rows 1 - 7 of 7

Q27 - Q27. What is your age group?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q27. What is your age group?	1.00	8.00	4.68	1.55	2.40	44

#	Field	Choice Count
1	17 years or younger	2.27% 1
2	18-29 years	4.55% 2
3	30-39 years	18.18% 8
4	40-49 years	20.45% 9
5	50-59 years	20.45% 9
6	60-69 years	22.73% 10
7	70 years or older	9.09% 4
8	Prefer not to answer	2.27% 1

44

Showing rows 1 - 9 of 9



Q28 - Q28. Please provide any additional feedback, ideas, or comments below for the Sanford Police Department.

Q28. Please provide any additional feedback, ideas, or comments below for t...

Love the diversity in the staff. Would recommend communication training, de-escalation training, sensitivity, training, the soft skills in working with the

In the last 12 months my interaction with law enforcement has been limited. That may be because the Police department is doing what is needed, where it is needed. The Chief has expressed the initiatives being undertaken to serve the needs of the community. That is excellent and poised for continuous improvement for the City of Sanford.

Keep up the good work!

Keep up the good work and vision Tomsk Samfird a safe and beautiful place for all.

To see SPD open to learning from the community: awesome!

Suggestion to start: have mental health professionals available to assist LEOs on patrol or calls involvement with people in a mental health crisis.

I think a good idea would be for the officers to give out water due the hot months of the year at the parks. Let meet these youths and adults where they are.

They are doing great job keep it up!!!!

Patrolling at night in the neighborhoods

Keep up the good work

They're wonderful

NA

Na

Keep doing and improving

Thanks

Keep up the good work

Thank you for participating in Sanford Speaks. It is a wonderful opportunity for the community to connect openly with officers.

Not a Sanford resident

I neither live nor work in the City of Sanford, but these discussions and forums are very engaging .

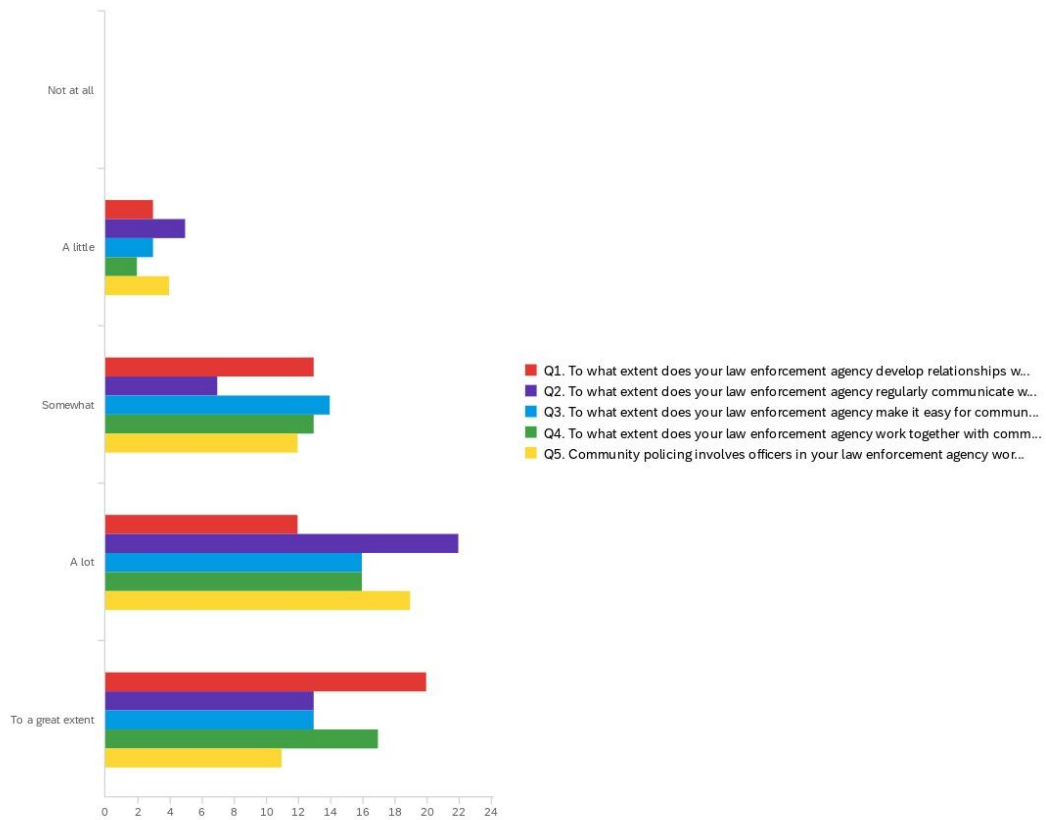
End of Report

# Sanford Speaks August 22nd, 2023: COPS Survey

2023 Sanford Speaks - Community Survey on Public Safety August 22

August 28, 2023 1:19 PM MDT

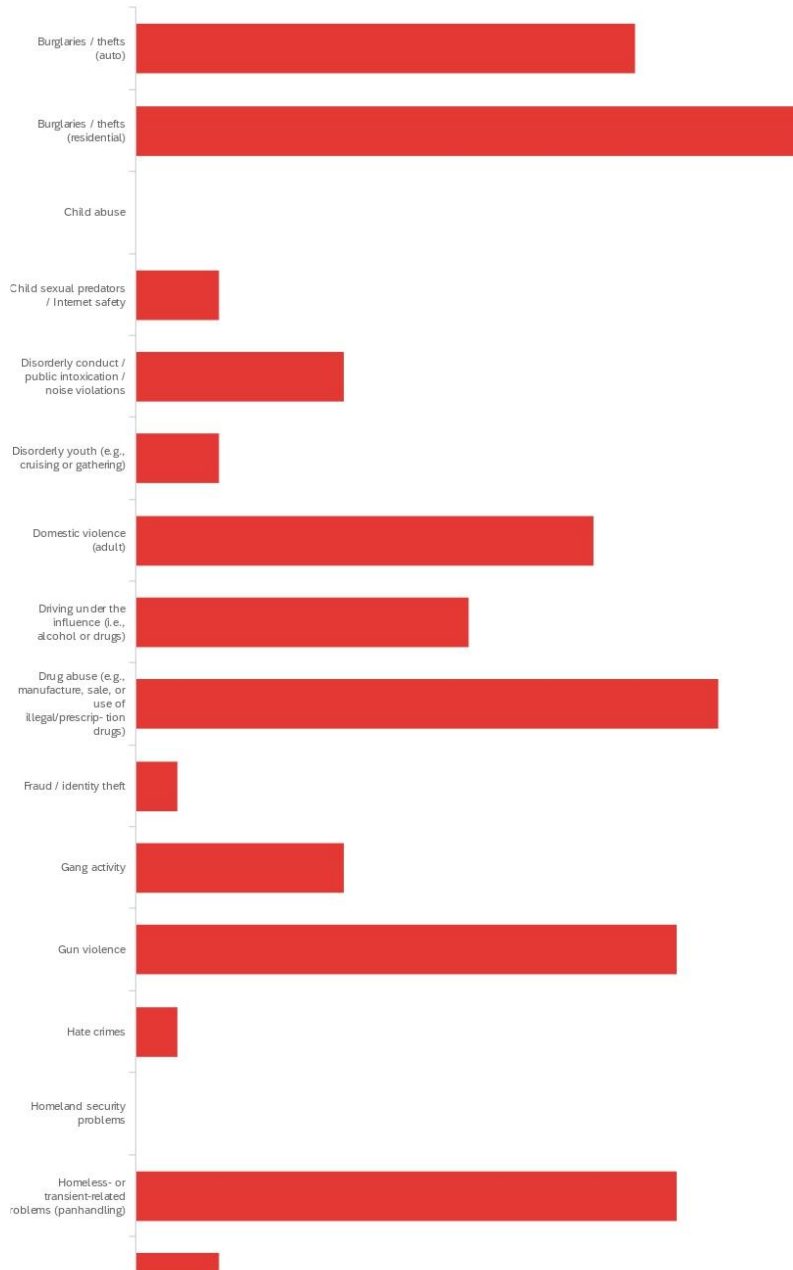
## Q1-5 - COMMUNITY INVOLVEMENT

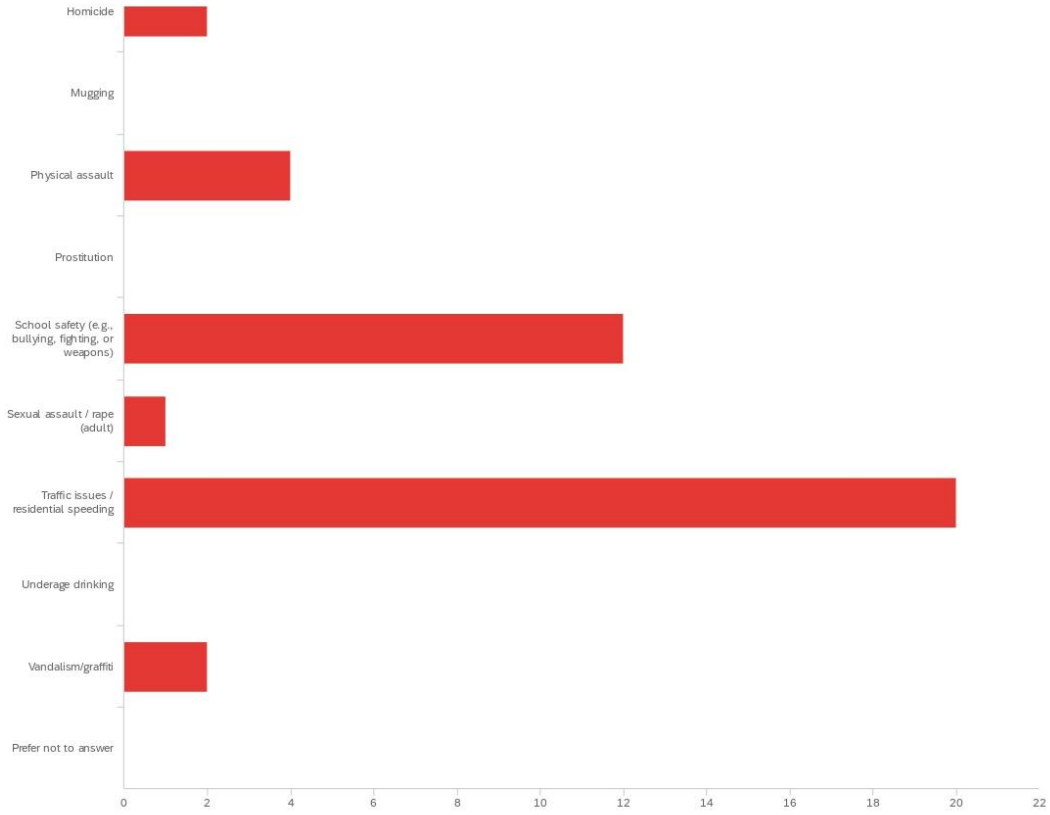


#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q1. To what extent does your law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?	0.00% 0	6.25% 3	27.08% 13	25.00% 12	41.67% 20	48
2	Q2. To what extent does your law enforcement agency regularly communicate with community members (e.g., websites, e-mails, or public meetings)?	0.00% 0	10.64% 5	14.89% 7	46.81% 22	27.66% 13	47
3	Q3. To what extent does your law enforcement agency make it easy for community members to provide input (e.g., comments, suggestions, and concerns)?	0.00% 0	6.52% 3	30.43% 14	34.78% 16	28.26% 13	46
4	Q4. To what extent does your law enforcement agency work together with community members to solve local problems?	0.00% 0	4.17% 2	27.08% 13	33.33% 16	35.42% 17	48
5	Q5. Community policing involves officers in your law enforcement agency working with the community to address the causes of crime in an effort to reduce the problems themselves through a wide range of activities. Based on this definition, to what extent do you think your law enforcement agency practices community policing?	0.00% 0	8.70% 4	26.09% 12	41.30% 19	23.91% 11	46

Q6 - SAFETY Q6. Please select the three (3) issues you think are the greatest problems

within your community.

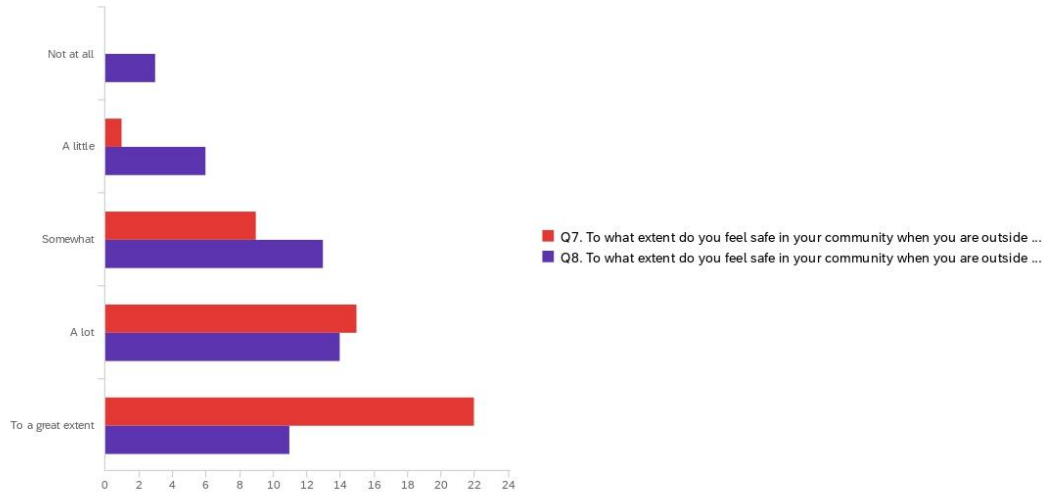




#	Field	Choice Count
1	Burglaries / thefts (auto)	8.33% 12
2	Burglaries / thefts (residential)	11.11% 16
3	Child abuse	0.00% 0
4	Child sexual predators / Internet safety	1.39% 2
5	Disorderly conduct / public intoxication / noise violations	3.47% 5
6	Disorderly youth (e.g., cruising or gathering)	1.39% 2
7	Domestic violence (adult)	7.64% 11
8	Driving under the influence (i.e., alcohol or drugs)	5.56% 8
9	Drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs)	9.72% 14
10	Fraud / identity theft	0.69% 1
11	Gang activity	3.47% 5

#	Field	Choice Count
12	Gun violence	9.03% 13
13	Hate crimes	0.69% 1
14	Homeland security problems	0.00% 0
15	Homeless- or transient-related problems (panhandling)	9.03% 13
16	Homicide	1.39% 2
17	Mugging	0.00% 0
18	Physical assault	2.78% 4
19	Prostitution	0.00% 0
20	School safety (e.g., bullying, fighting, or weapons)	8.33% 12
21	Sexual assault / rape (adult)	0.69% 1
22	Traffic issues / residential speeding	13.89% 20
23	Underage drinking	0.00% 0
24	Vandalism/graffiti	1.39% 2
25	Prefer not to answer	0.00% 0
		144

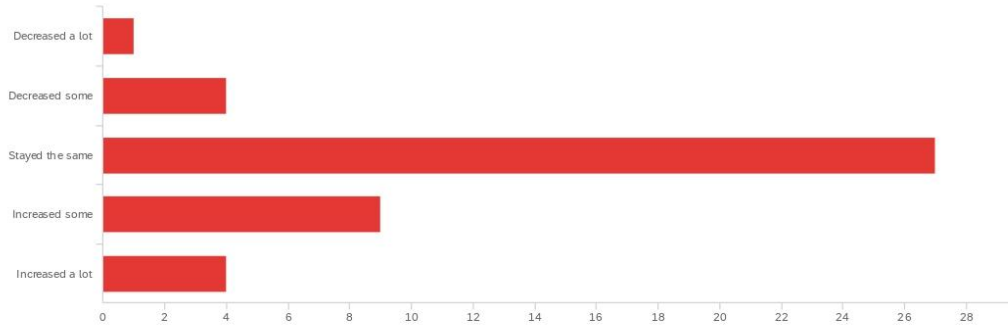
Q7-8 - Q7-8



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q7. To what extent do you feel safe in your community when you are outside alone during the day?	2.00	5.00	4.23	0.83	0.69	47
2	Q8. To what extent do you feel safe in your community when you are outside alone at night?	1.00	5.00	3.51	1.16	1.36	47

#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q7. To what extent do you feel safe in your community when you are outside alone during the day?	0.00% 0	2.13% 1	19.15% 9	31.91% 15	46.81% 22	47
2	Q8. To what extent do you feel safe in your community when you are outside alone at night?	6.38% 3	12.77% 6	27.66% 13	29.79% 14	23.40% 11	47

Q9 - Q9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?

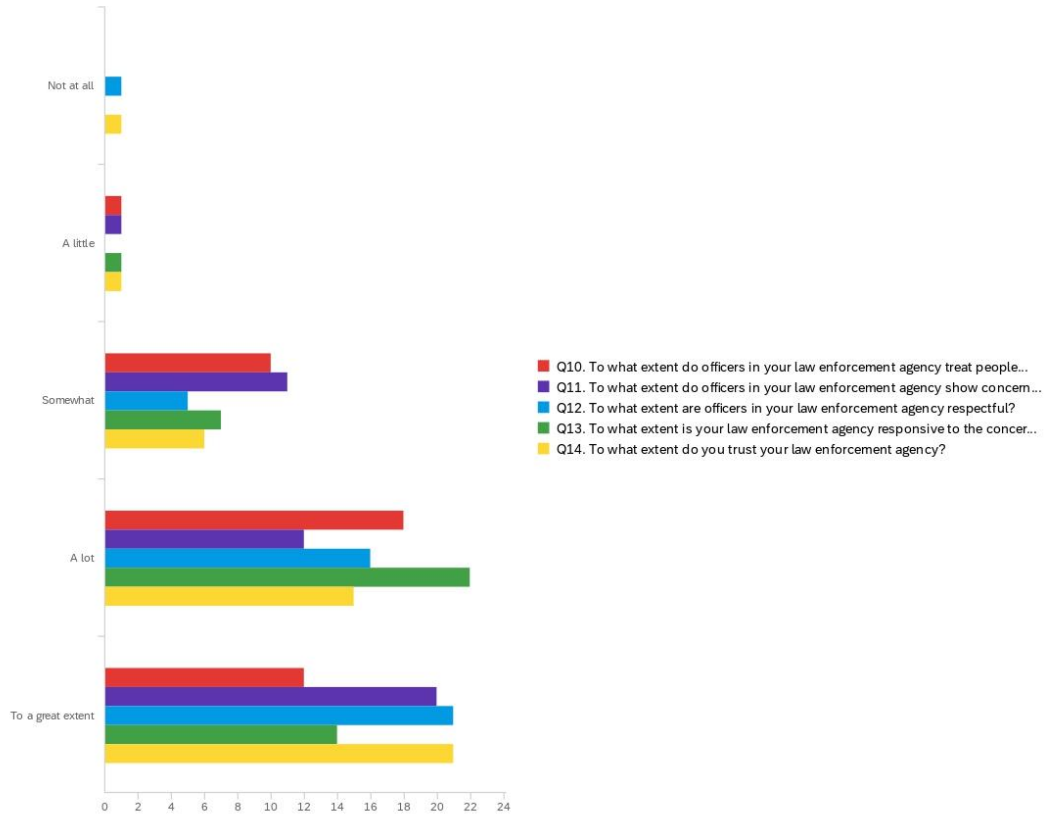


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q9. Over the last 12 months, to what extent have your feelings of safety in your community increased, decreased, or stayed the same?	1.00	5.00	3.24	0.82	0.67	45

#	Field	Choice Count
1	Decreased a lot	2.22% 1
2	Decreased some	8.89% 4
3	Stayed the same	60.00% 27
4	Increased some	20.00% 9
5	Increased a lot	8.89% 4
		45

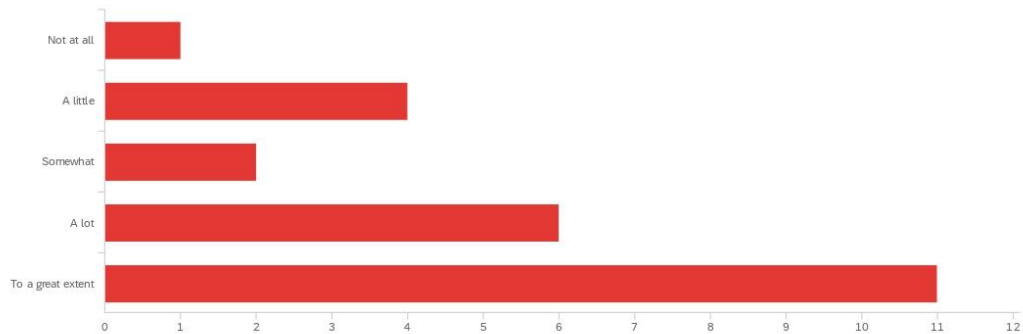


## Q10-14 - PROCEDURAL JUSTICE



#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q10. To what extent do officers in your law enforcement agency treat people fairly?	0.00% 0	2.44% 1	24.39% 10	43.90% 18	29.27% 12	41
2	Q11. To what extent do officers in your law enforcement agency show concern for community members?	0.00% 0	2.27% 1	25.00% 11	27.27% 12	45.45% 20	44
3	Q12. To what extent are officers in your law enforcement agency respectful?	2.33% 1	0.00% 0	11.63% 5	37.21% 16	48.84% 21	43
4	Q13. To what extent is your law enforcement agency responsive to the concerns of community members?	0.00% 0	2.27% 1	15.91% 7	50.00% 22	31.82% 14	44
5	Q14. To what extent do you trust your law enforcement agency?	2.27% 1	2.27% 1	13.64% 6	34.09% 15	47.73% 21	44

Q15 - Q15. If you had contact with an officer in your law enforcement agency during the past 12 months, to what extent did the officer sufficiently explain his or her actions and procedures?

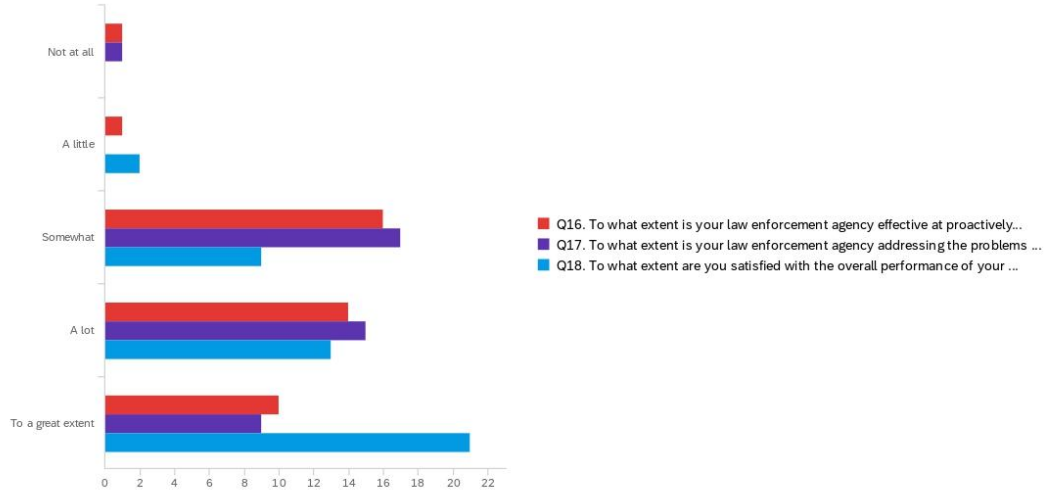


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q15. If you had contact with an officer in your law enforcement agency during the past 12 months, to what extent did the officer sufficiently explain his or her actions and procedures?	1.00	5.00	3.92	1.26	1.58	24

#	Field	Choice Count
1	Not at all	4.17% 1
2	A little	16.67% 4
3	Somewhat	8.33% 2
4	A lot	25.00% 6
5	To a great extent	45.83% 11
		24

Showing rows 1 - 6 of 6

## Q16-18 - PERFORMANCE

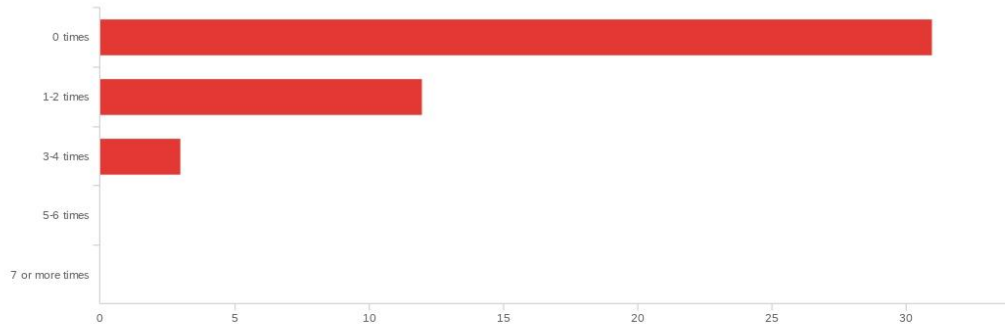


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q16. To what extent is your law enforcement agency effective at proactively preventing crime?	1.00	5.00	3.74	0.93	0.86	42
2	Q17. To what extent is your law enforcement agency addressing the problems that really concern you?	1.00	5.00	3.74	0.87	0.76	42
3	Q18. To what extent are you satisfied with the overall performance of your law enforcement agency?	2.00	5.00	4.18	0.90	0.81	45

#	Field	Not at all	A little	Somewhat	A lot	To a great extent	Total
1	Q16. To what extent is your law enforcement agency effective at proactively preventing crime?	2.38% 1	2.38% 1	38.10% 16	33.33% 14	23.81% 10	42
2	Q17. To what extent is your law enforcement agency addressing the problems that really concern you?	2.38% 1	0.00% 0	40.48% 17	35.71% 15	21.43% 9	42
3	Q18. To what extent are you satisfied with the overall performance of your law enforcement agency?	0.00% 0	4.44% 2	20.00% 9	28.89% 13	46.67% 21	45

Showing rows 1 - 3 of 3

Q19a - CONTACT & SATISFACTION Q19a. How many times in the past 12 months have you had contact with your law enforcement agency for traffic issues (e.g., citation, warning, or vehicle crash)?

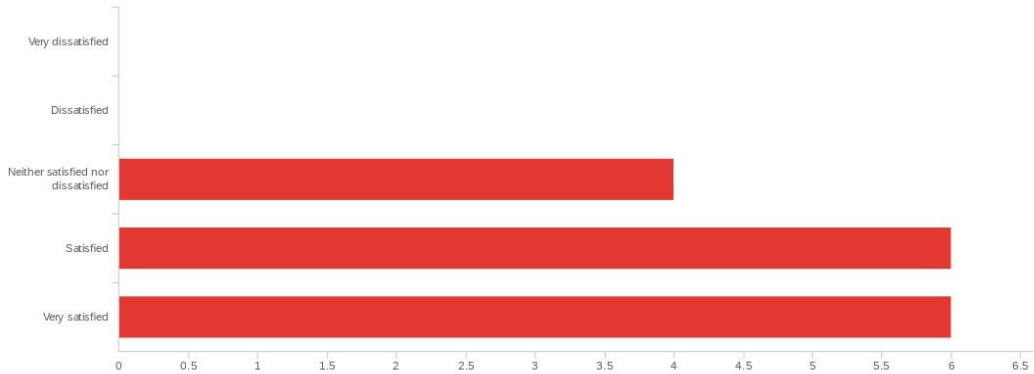


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	CONTACT & SATISFACTION Q19a. How many times in the past 12 months have you had contact with your law enforcement agency for traffic issues (e.g., citation, warning, or vehicle crash)?	1.00	3.00	1.39	0.61	0.37	46

#	Field	Choice Count
1	0 times	67.39% 31
2	1-2 times	26.09% 12
3	3-4 times	6.52% 3
4	5-6 times	0.00% 0
5	7 or more times	0.00% 0
		46

Showing rows 1 - 6 of 6

Q19b - Q19b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for traffic issues?

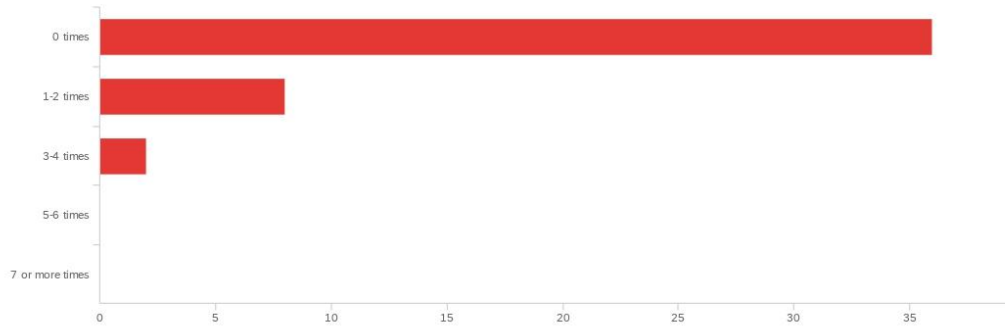


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q19b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for traffic issues?	3.00	5.00	4.13	0.78	0.61	16

#	Field	Choice Count
1	Very dissatisfied	0.00% 0
2	Dissatisfied	0.00% 0
3	Neither satisfied nor dissatisfied	25.00% 4
4	Satisfied	37.50% 6
5	Very satisfied	37.50% 6
		16

Showing rows 1 - 6 of 6

Q20a - Q20a. How many times in the past 12 months have you had contact with your law enforcement agency for 911 emergency calls?

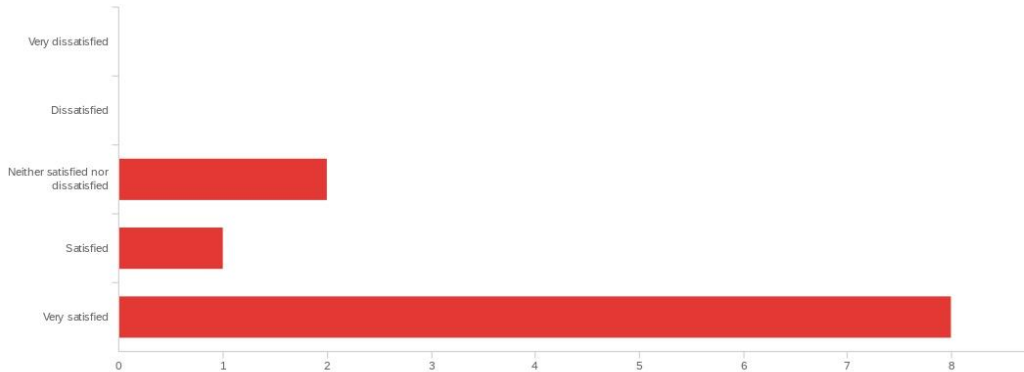


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q20a. How many times in the past 12 months have you had contact with your law enforcement agency for 911 emergency calls?	1.00	3.00	1.26	0.53	0.28	46

#	Field	Choice Count
1	0 times	78.26% 36
2	1-2 times	17.39% 8
3	3-4 times	4.35% 2
4	5-6 times	0.00% 0
5	7 or more times	0.00% 0
		46

Showing rows 1 - 6 of 6

Q20b - Q20b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for 911 emergency calls?

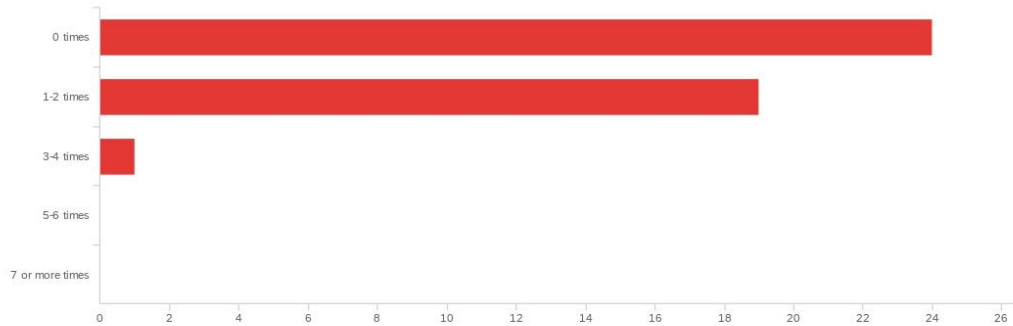


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q20b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for 911 emergency calls?	3.00	5.00	4.55	0.78	0.61	11

#	Field	Choice Count
1	Very dissatisfied	0.00% 0
2	Dissatisfied	0.00% 0
3	Neither satisfied nor dissatisfied	18.18% 2
4	Satisfied	9.09% 1
5	Very satisfied	72.73% 8
		11

Showing rows 1 - 6 of 6

Q21a - Q21a. How many times in the past 12 months have you had contact with your law enforcement agency for non-emergency calls (e.g., to report a crime or suspicious activity)?



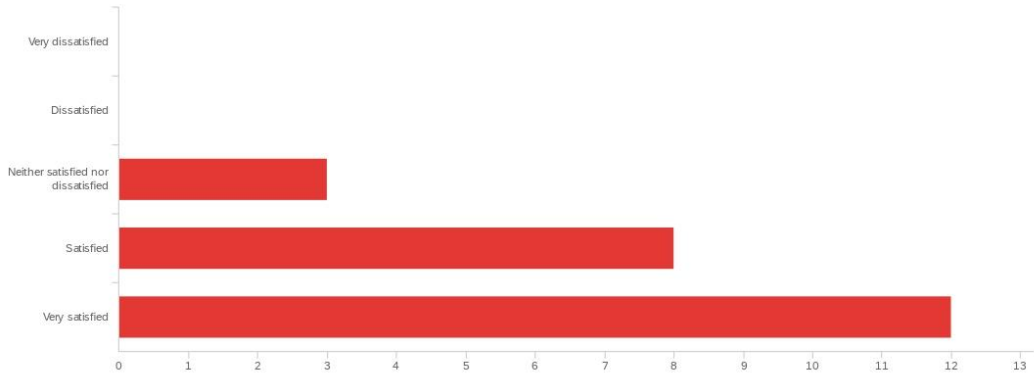
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q21a. How many times in the past 12 months have you had contact with your law enforcement agency for non-emergency calls (e.g., to report a crime or suspicious activity)?	1.00	3.00	1.48	0.54	0.29	44

#	Field	Choice Count
1	0 times	54.55% 24
2	1-2 times	43.18% 19
3	3-4 times	2.27% 1
4	5-6 times	0.00% 0
5	7 or more times	0.00% 0
		44

Showing rows 1 - 6 of 6



Q21b - Q21b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergency calls?

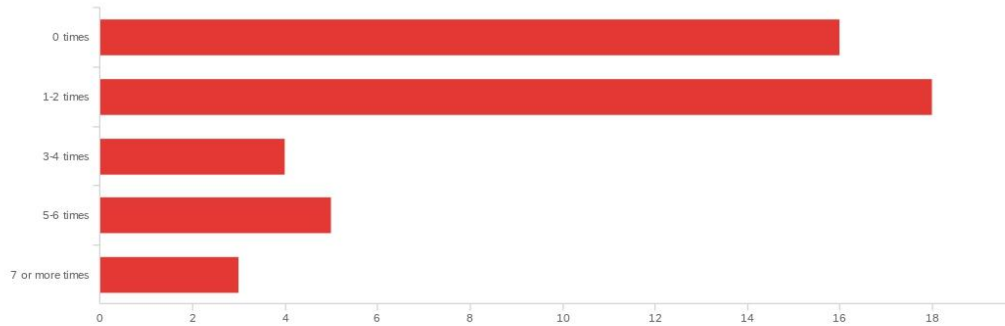


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q21b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for non-emergency calls?	3.00	5.00	4.39	0.71	0.50	23

#	Field	Choice Count
1	Very dissatisfied	0.00% 0
2	Dissatisfied	0.00% 0
3	Neither satisfied nor dissatisfied	13.04% 3
4	Satisfied	34.78% 8
5	Very satisfied	52.17% 12
		23

Showing rows 1 - 6 of 6

Q22a - Q22a. How many times in the past 12 months have you had contact with your law enforcement agency for other contacts or interactions (e.g., attend a community meeting or talk to an officer on patrol)?

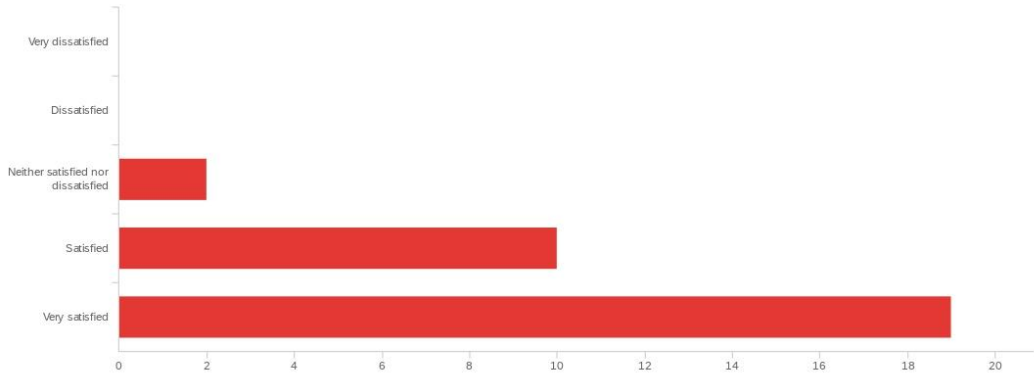


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q22a. How many times in the past 12 months have you had contact with your law enforcement agency for other contacts or interactions (e.g., attend a community meeting or talk to an officer on patrol)?	1.00	5.00	2.15	1.20	1.43	46

#	Field	Choice Count
1	0 times	34.78% 16
2	1-2 times	39.13% 18
3	3-4 times	8.70% 4
4	5-6 times	10.87% 5
5	7 or more times	6.52% 3
		46

Showing rows 1 - 6 of 6

Q22b - Q22b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for other contacts or interactions?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q22b. To what extent are you satisfied with your interaction(s) with your law enforcement agency for other contacts or interactions?	3.00	5.00	4.55	0.61	0.38	31

#	Field	Choice Count
1	Very dissatisfied	0.00% 0
2	Dissatisfied	0.00% 0
3	Neither satisfied nor dissatisfied	6.45% 2
4	Satisfied	32.26% 10
5	Very satisfied	61.29% 19
		31

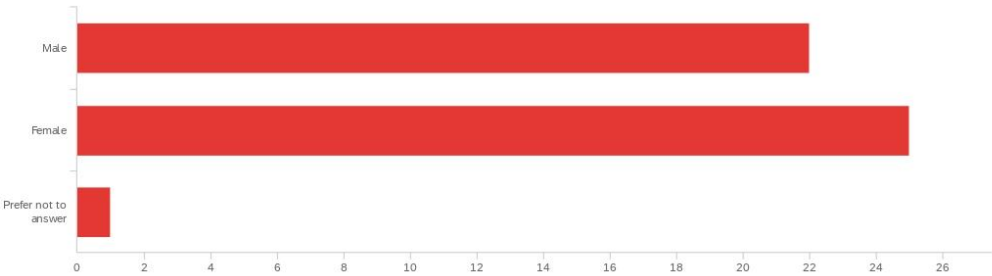
Q 23 - How many years have you lived in your community?



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16
13
1
10
36
8
3
1.5
16
8
4
46
49

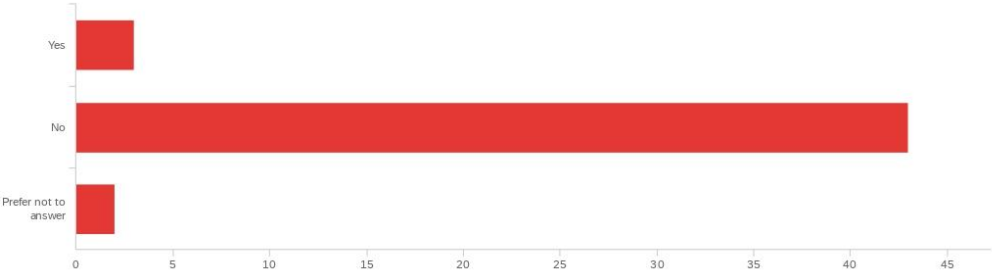
Q24 - Q24. What is your gender?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q24. What is your gender?	1.00	3.00	1.56	0.54	0.29	48

#	Field	Choice Count
1	Male	45.83% 22
2	Female	52.08% 25
3	Prefer not to answer	2.08% 1
		48

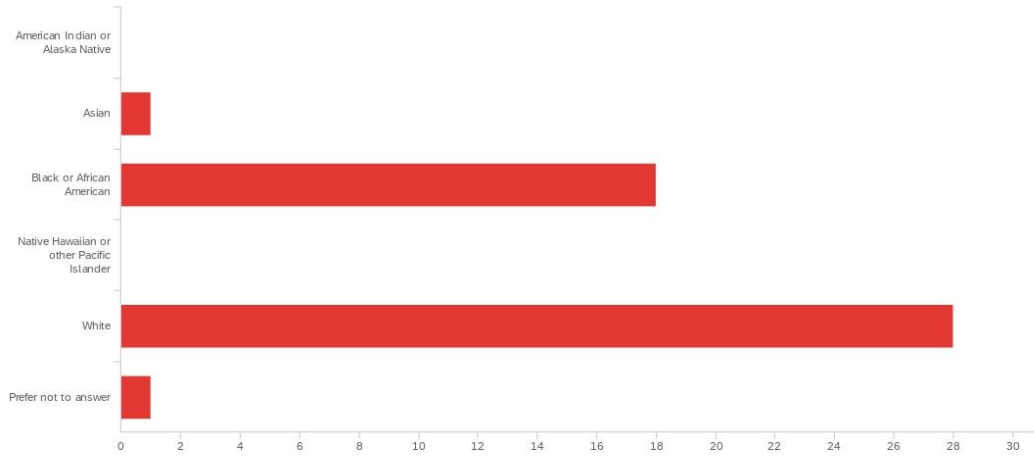
Q25 - Q25. Are you Hispanic or Latino?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q25. Are you Hispanic or Latino?	1.00	3.00	1.98	0.32	0.10	48

#	Field	Choice	Count
1	Yes	6.25%	3
2	No	89.58%	43
3	Prefer not to answer	4.17%	2
			48

### Q26 - Q26. What is your race?

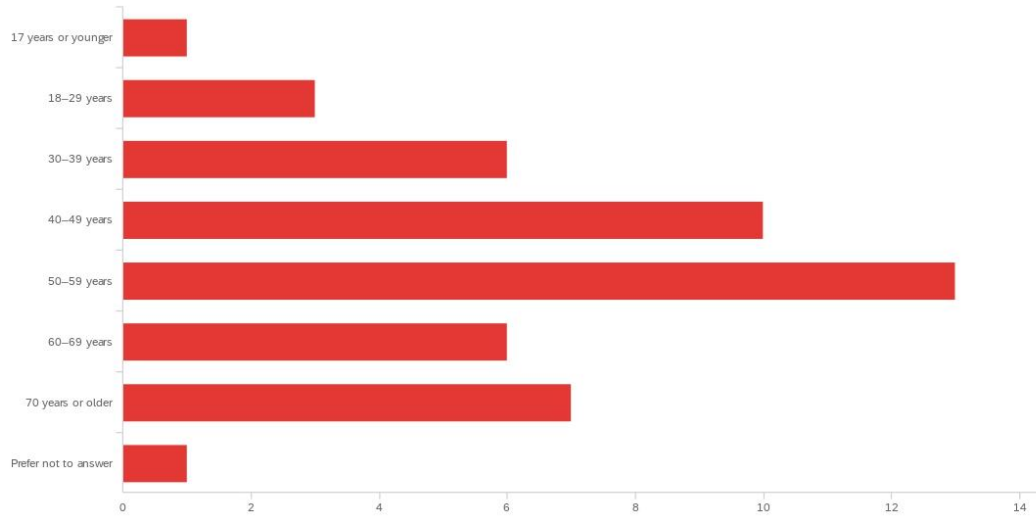


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q26. What is your race?	2.00	6.00	4.21	1.04	1.08	48

#	Field	Choice Count
1	American Indian or Alaska Native	0.00% 0
2	Asian	2.08% 1
3	Black or African American	37.50% 18
4	Native Hawaiian or other Pacific Islander	0.00% 0
5	White	58.33% 28
6	Prefer not to answer	2.08% 1
		48



Q27 - Q27. What is your age group?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Q27. What is your age group?	1.00	8.00	4.74	1.58	2.49	47

#	Field	Choice Count
1	17 years or younger	2.13% 1
2	18-29 years	6.38% 3
3	30-39 years	12.77% 6
4	40-49 years	21.28% 10
5	50-59 years	27.66% 13
6	60-69 years	12.77% 6
7	70 years or older	14.89% 7
8	Prefer not to answer	2.13% 1

47

Showing rows 1 - 9 of 9

Q28 - Q28. Please provide any additional feedback, ideas, or comments below for the Sanford Police Department.

Q28. Please provide any additional feedback, ideas, or comments below for t...

Please continue to listen to public and build positive relationships. Seek out recruitment opportunities.

Thank you for your service and support

I work and play in Sanford. Reside next door in unincorporated Longwood.

Thank you Officer Hamlin for showing discretion and treating me with respect. You were fair and understanding and you treated myself and my son with dignity. Continue to keep up the great work and I will continue to share my story. Thank you Chief Smith for your continued support and proper professional development training.

Would like to see demilitarization in the police department.

Keep up the good work!

SPD is doing a great job in the community.

Very grateful for SPD and their involvement in the community.

N/a

.

Keep doing what you are doing!

Thank you

None

Thank you tot all you do!

I have never interacted with the police force so prefer not to answer should be not applicable

Much positive work with the community and support of schools

Great agency

### Q23 - What is your zipcode?

What is your zipcode?	
32771	33771
32771	32708
32771	32771
32771	32701
32771	32725
32750	32771
32771	32771
32771	32771
32771	32803
32771	32779
32771	32771
32713	32771
32771	32746
32701	32771
32714	34786
32773	32750
32779	32771
32771	32771
32771	32773
32714	
32707-2809	
32771	
32773	
32771	
32771	

# Calendar of REEI Committee Meetings

December 15, 2022

February 20, 2023 New committee member recommendations

March 6, 2023

March 20, 2023 - Inaugural Meeting welcoming new REEI Committee Members

April 3, 2023

May 1, 2023

June 5, 2023

July 17, 2023

July 31, 2023

August 7, 2023

September - No Meeting

October 2, 2023

November 6, 2023

December 4, 2023

# Resources

## Considerations for Inclusive Prayer

The inclusion of prayer at city commission meetings is a practice that varies across different municipalities and regions. It's important to approach this issue with sensitivity to diverse beliefs and in consideration of legal guidelines. Here are some general guidance points:

### Legal Considerations:

- Ensure that any religious practices, including prayer, comply with the principles of the First Amendment of the U.S. Constitution, which prohibits the establishment of an official religion and protects the free exercise of religion.
- Be aware of legal precedents, such as the Supreme Court case *Town of Greece v. Galloway* (2014), which upheld the practice of legislative prayer but emphasized the importance of inclusivity.

### Inclusivity:

- Consider adopting a policy that welcomes prayers from diverse religious and non-religious perspectives to be inclusive of the community's diversity.
- Encourage rotating or inviting representatives from various faith traditions, as well as non-religious community leaders, to offer invocations.

### Voluntary Participation:

- Attendance or participation in prayers should be voluntary for both commissioners and attendees.
- Avoid creating an environment where individuals feel compelled to participate in religious practices against their beliefs.

### Nonsectarian and Inclusive Language:

- Encourage speakers to use inclusive and nonsectarian language in prayers to respect the diversity of beliefs within the community.
- Avoid endorsing or favoring a specific religious denomination.

### Moment of Reflection:

- Consider offering a moment of silence or reflection as an alternative to prayer. This allows individuals to engage in their own form of prayer or contemplation according to their beliefs.

### Community Input:

- Solicit feedback from the community on the issue of prayer at meetings. Consider public opinion and involve the community in decisions related to the format and content of invocations.

### Guidelines for Speakers:

- Develop clear guidelines for those delivering invocations, emphasizing the importance of respecting the diverse beliefs of the community.
- Specify time limits for invocations to ensure that meetings remain focused on civic matters.

### Educational Outreach:

- Provide educational materials or sessions on the importance of inclusivity and respect for diverse beliefs.
- Encourage dialogue within the community to foster understanding and acceptance.

Regular Review:

- Periodically review and evaluate the prayer policy to ensure that it continues to align with legal standards and community expectations.

Alternative Venue:

- If there are concerns about the appropriateness of prayers in a government setting, consider moving religious observances to an alternative venue or event outside of official government meetings.

It's crucial to strike a balance between the freedom of religious expression and the need to maintain a government that is neutral and inclusive. Consulting legal experts and engaging in open dialogue with the community can help ensure that your city commission's approach to prayer is respectful, inclusive, and legally sound.

## Considerations for a Co-Responder Police Model

One of the recommendations for the Sanford Police Department to support the increasingly frequent encounters with persons with mental health issues, living homelessness, or dealing with problems involving youths in schools, is to explore and implement the co-responder model. Below are various resources to begin that process.

## Assessing the Impact of Co-Responder Team Programs: A Review of Research

[https://drive.google.com/file/d/1dHF\\_s\\_sDoWLzFqMsVoeL0Jib2YPQKzUI/view?usp=share\\_link](https://drive.google.com/file/d/1dHF_s_sDoWLzFqMsVoeL0Jib2YPQKzUI/view?usp=share_link)

The co-responder team model for behavioral health crisis response is a police-based intervention that pairs trained police officers with mental health professionals to respond to incidents involving individuals experiencing behavioral health crises. This collaborative crisis response model aims to improve the experiences and outcomes of persons in crisis by providing effective crisis de-escalation, diversion from the criminal justice system, and connection to appropriate behavioral health services. Supporters of the co-responder team model highlight the cost-effectiveness of this response, suggesting its capacity to alleviate pressure on the criminal justice and health care systems. Although not without limitations, the available research examining the processes and impact of co-responder team programs suggest this model may have value for crisis response.

This document provides a review of the available research regarding the implementation and impact of co-responder team programs across several communities. This review is organized into four sections. First, the definition and implementation of the co-responder team model are presented. Second, the impact of co-responder team programs on individuals in crisis, the

criminal justice system, and the health care system is examined. Next, stakeholders' perceptions of co-responder team programs and opinions on the elements that make these programs successful are considered. Finally, the implications for future research and practice are reviewed.

## *Co-Response Models in Policing*, by Ernest Bille, M.P.A., M.P.S.

<https://leb.fbi.gov/articles/featured-articles/co-response-models-in-policing#:~:text=In%20a%20co%2Dresponse%20model.health%20crisis%20and%2For%20homelessness.>

## Orange County Sheriff's Office Behavioral Response Unit

<https://www.ocso.com/en-us/Services/Operational-Services/Uniform-Patrol-Division/Behavioral-Response-Unit>

### **What is it?**

The Behavioral Response Unit is a Co-Responder Model pilot program in which trained mental health clinicians from Devereux Advanced Behavioral Health are paired with Orange County deputies to respond to calls for service involving mental health crisis. The program was launched December 15, 2020 with two Deputy-Clinician teams.

The clinicians are mental health professionals and the deputies all are Crisis Intervention Trained (CIT), and have undergone 40 hours of Crisis Intervention Team training. Together, the clinicians and the BRU deputies participated in 40 hours of specialized Behavioral Response Unit training, which took place earlier this month.

### **Why a Co-Responder Model?**

In 2019, after seeing some national incidents involving people in mental health crisis, Sheriff Mina thought about what the agency could do to prevent some of these tragedies from happening. Even though there are about 400 OCSO CIT-trained deputies, they don't have all the tools needed to help people who are experiencing a mental health crisis.

Sheriff Mina asked his staff to research best practices nationwide, and Major Carlos Torres traveled to California and Miami in early 2020 to look at their models. After reviewing all of the material, Sheriff Mina settled on the Co-Responder Model, pairing mental health clinicians with deputies.

## City of Orlando Community Response Team

<https://www.orlando.gov/Our-Government/Departments-Offices/Orlando-Police-Department/Community-Response-Team>

“The CRT is a City of Orlando program, led by the Orlando Police Department in partnership with Aspire Health Partners, to provide a new line of first responders - behavioral health experts - to respond to residents experiencing a mental or behavioral crisis. Residents can access the CRT by calling 911 or OPD’s non-emergency line at 321.235.5300.

Since the program started and through March 2023, the CRT has responded to nearly 2,000 calls for service involving residents experiencing a mental or behavioral health crisis. The CRT is able to respond to residents, providing immediate crisis support, as well as follow up navigation to support services. Furthermore, by responding to these calls, it is estimated the CRT has saved an estimated 2,200 hours of police time. “





All People. All Voices. All Matter.

The Peace and Justice Institute promotes peace and justice for all. Our aim is to nurture an inclusive, caring and respectful environment on campus and within our community - one where conflict leads to growth and transformation.

To learn more visit <https://www.peacejusticeinstitute.org/>