Cleveland Community Police Commission (CPC)
Full Commission Meeting Minutes
Wednesday, June 8, 2016

In attendance: Rhonda Y. Williams, Mario Clopton, Kathy Clegg, V. Y. Conner, Anthony Body, Amanda King

Absent: Lee Fisher, Lynn Hampton, Dylan Sellers, Steve Loomis, Deirdre Jones

Call Meeting to Order/Review Agenda

Meeting called to order by Mario Clopton at 5:46pm

Mario provided opening comments:
- This is the 20th full commission meeting. Visited most wards in Cleveland. The CPC work is continuous, with ongoing work products and new work products. All the Commissioners are working on different projects
- Reviewed agenda.
- It was briefly mentioned that Mario and Rhonda, as co-chairs, attend monthly monitor meetings.

Overview of Commission Meeting Structure & Flow

Rhonda provided an overview of Commission meeting structure, explaining that at Full Commission meetings, we do business at this meeting, during which time Commissioners are speaking to each other on issues and work, and that the appropriate time for audience questions and comments is during public comment period 8-8:30 p.m.

Co-Chairs Report:

- CCPC Exec Director: Phone interviews completed, 5-7 persons will be invited for formal interviews. Preparing these first round interviews and going over the questions.

- CCPC vacancies: Mario and Rhonda submitted a letter requesting that the two vacancies on the CCPC be filled, and the new Commissioners be appointed ASAP. At the monthly monitor meeting yesterday (June 7), the City confirmed that the selection panel would be reconvened and that they had 3 vacancies to fill on the selection panel. This has been done.

- Work product extensions: Some due dates have been extended to allow more time for research and the gathering of community input. This includes the CCPC’s CDP Staffing Report and Community Engagement Assessment Tool.
• **Monitoring Team semi-annual report:** The report was released last week. Mario read an excerpt from the report. (In italics below).

“As a result of diligent work over the last seven months, CPC has completed a number of in-depth reports addressing CPD’s mission statement, use of force policy, bias-free policing policy, the Office of Professional Responsibility (“OPS”) Manual, and job descriptions for an eventual Inspector General and civilian head of Internal Affairs. CPC has also provided extremely helpful feedback on the First-Year Monitoring Plan and biennial community survey. Although the Monitoring Team is continuing to review the group’s specific recommendations as work proceeds in many of these areas, the Monitor has been significantly impressed by the thoughtfulness and quality of the Commission’s work product and its commitment to hearing from the community. Indeed, the final, written work product of the CPC addressing force, bias-free policing, and CPD’s mission statement has been – along with the work of the Mental Health Advisory Committee52 – at a very high level of quality. The CPC meets with other stakeholders – including the Chief, City Law, the City’s Community Relations Board, CPD’s Consent Decree Implementation Unit, the Department of Justice, and the Monitoring Team – in a monthly meeting required by the Consent Decree. The CPC and the Chief of Police have expressed a desire to cement a relationship grounded in collaboration, trust, and problem-solving. The Monitoring Team will remain committed to providing whatever support and assistance is necessary to ensure that those desires become a reality.” (pg. 20)

• This excerpt highlighted the good work and quality reports that the CCPC has produced; mentioned the critical role of the CCPC serving as a conduit of information between the City and the community; and highlighted that “heated debate is a sign of strength not dysfunction…”

• **Consent Decree Status Conference:** June 14, at 3 p.m., Judge Oliver’s Court, Federal Courthouse, open to the public, not public participation.

**Training Review Committee Update:**

The main thing that Mario and Kathy have done as part of the Training Review Committee, since the previous CCPC meeting, was review nine (9) different submissions for the electronic Learning Management Systems that the police department will use for training. Everyone on the training committee reviewed the submissions and rated them. We haven’t heard the results of the rating.

Dr. Rhonda asked a question: What are these submissions exactly that are being rated?

The members of the Training Review Committee rated in areas such as field training evaluation, class schedules, training documentation, accessibility of learning management systems to CDP officers 24/7, ability of CDP to create its own training materials.
The Training Review Committee is responsible for implementing the training for police officers and looking at policies that will be changed. It is comprised of representatives from the Districts

**PRB Work Group Update:**

We handed in our recommendations and our grid, which outlined the CCPC’s recs, the City’s stance, and the DOJ’s input. Both Director Langhenry and Councilperson Matt Zone have received them. They are now in the hands of City Council, and being reviewed. The next step is drafting, with the goal of having it introduced by City Council for first reading and hearing sometime in July.

The OPS/CPRB has not yet completed its Internal Operations Manual. It is still in progress, but what we know is that the recommendations were overall deemed good and a fit with best practices. The Monitor will work with OPS/CPRB to help the office and board deal with its current challenges, as mentioned in the Monitor’s Report, as well as the manual.

**CDP Staffing Discussion**

Mario provided an update. This discussion was started at our last Full Commission meeting. Mario conveyed that one of the biggest complaints that hear we from Det. Loomis is that there aren’t enough officers out there to carry out all the necessary tasks and allow for more community policing.

Questions were raised as to what are the solutions for making sure there is enough personnel, and enhancing community outreach and engagement by the police officers and the division of police.

Mario: Is there a recruitment unit? Would there be a use for a recruitment unit? Do they do specific outreach in community? What do the police unions do regarding recruitment? Is there money allocated in the budget for recruitment? What can be done to turn police work into a more attractive career option? Can we build trust enough so that police officers could go into community to talk about policing?

Rev. Conner: Asked about the role of the Auxiliary police? Sometimes we interact with people from the neighboring suburbs.

Commander Heffernan responded:

- These are residents who help the police. Some are elderly/retired community people. To Rev. Yvonne’s follow-up regarding whether they receive training, Commander Heffernan responded they have a Citizens’ Police Academy.
- There are two programs both run out of community policing, Those who serve as auxiliary police are adult volunteers from the community. The Explorers group is for young adults to develop interest in policing. They help out in various positive ways.

With regard to recruitment, Commander Heffernan responded:
There is a recruitment unit that is separate from personnel unit. Unions offer practice civil service tests to get people back in the habit of taking tests. The settlement agreement calls for whole testing process to be revamped. City is doing so using an outside organization, NeoGov. Like the LSATs, testing will be taken at an electronic testing center and there will be continuous lists. This list expires the end of this year. We hope after that, the new system will be put in place. It will be a new – one stop shop -- public safety recruitment unit representing fire, police, EMS presentations and recruitment process.

Until this year, recruitment was not a separate line item in the budget, now it is.

Rhonda asked if there are specific strategies to increase diversity and inclusion.

Commander Heffernan responded that anyone can take the test. Postcards are distributed to give contact info. People can register to take the test at neighborhood rec centers. They don’t have to go downtown to do so, in effort to make it easier.

Rhonda asked if there is a written diversity and inclusion strategic plan with goals and targets, which is a best practice?

Commander Heffernan stated he was not sure of what the plan was, but with the new system going forward, there is a plan.

Rhonda followed up: Who would we contact to get a copy of the plan?

Commander Heffernan responded: Just the City. The police is not separate from the rest of the City’s policies.

Rhonda followed up with a question to clarify whether in fact the CDP, then, does not have its own diversity plan? She also mentioned the demographics of the police department, reading from a staffing report provided by Commander Heffernan for the CCPC’s previous full commission meeting. For instance, the police department is 59% white men. She also talked about the need for greater racial, ethnic, and gender diversity.

Rhonda: Who would be the person to talk to?

Commander Heffernan: Personnel office. Said he will check on this.

Mario: Is there a police interest form?

Commander Heffernan: An interest card.

Rhonda: Has there been a survey of police to ask police what they think about diversity?

Commander Heffernan: There are one to two surveys per month that the police department conducts to help assess and carry out the mandates of the Consent Decree. The last one was recently on staffing. It’s a survey monkey form totally anonymous. We’ve conducted surveys on bias free, use of force, intermediate weapons, blueteam and IAPro, etc. Two officers have been
assigned to this survey work as a result of the settlement agreement. The Monitor team gets copies of the surveys.

Rhonda asked if the CPC could get access to these surveys to help it do its work relative to the CDP.

**Community Outreach and Engagement Committee**

**Opening remarks:**
Rev. Yvonne Conner provided opening remarks.
- Outreach is responsibility of whole commission, not just a committee.
- I had an opportunity to meet and chat with an individual with Albuquerque. Their volunteer commission has had three resignations. So then I felt good about where we are.
- We have learned a few items from being in touch with Seattle and Albuquerque about community police councils. Given that the Cleveland CP Commission is the first of its kind, the roles in Seattle and Albuquerque are a bit different than the Cleveland CPC. However, a common thread between our concerns is “Community Outreach & Engagement.” It seems that the Albuquerque Department of Police increased its staff so that it established, trained, and continues to support Community Police Councils (CPCs) within each of its City’s six area commands. These are analogous to our DPCs here.
- These Police Councils (District Police) are composed of members from the community who have residence in the community and those who have businesses within council areas. This group submits recommendations and input to the Albuquerque Chief of Police through the department’s chain of command. Community Policing Councils are designed to foster better policing and community practices and community-police relationships. Their goal is to engage in candid, detailed, and meaningful dialogue between Albuquerque Police and the citizens.

**CCPC Representation- Community Relations Board**
- Skipped Item 2 for the time being to move into the discussion of Expanding CCPC Outreach.

**Expanding CCPC Outreach:** Led by Anthony Body.

Anthony stated that community outreach shouldn’t be the sole responsibility of a group, but there should be a group of commissioners, a committee, that is responsible for the management and advisory work. I believe that we all have something to bring to the table. Outreach is the whole commission’s responsibility. We need to reach more community members, “get out from behind the table,” expand our reach. I believe that we should start canvassing. The Commission must always continuously challenge itself to find ways to outreach to community. He quoted from the Monitor report, emphasizing that the CPC needs to “find ways of attracting an ever broader cross-section of the community.”

Provided a handout that presented some of the ideas he brainstormed for discussion: (Page 1)
1. Living room/Porch Convos: small number of residents
2. Advisory Councils: African Americans, Asian, Filipino, Latino, Native American, Muslim, LGBTQ
3. Youth relationships: Youth Dialogues/Forums
4. Community Police Academy
5. Behind the Walls: interact with adults and youth behind bars

Take aways:
- Our success is based on the buy-in from the community.
- Get out into the community more. There are some 300,000 residents in Cleveland.
- Have a standard Powerpoint to present role and function of the CCPC
- Engage community regularly to provide info, answer questions, not just seek feedback when have recommendations that are due
- Use social media, partner with local schools, canvas various Cleveland neighborhoods, go to more locations with a captive audience.
- Philosophy: (Page 2 of Report)
  - Partnership driven
  - Meaningful involvement
  - Inclusiveness
  - Accountability and Transparency

Questions and Discussion:

Rev Conner: We do have our brochure that presents the basic info. We have business cards to give when we are out in the community.

Dr. Rhonda: Want to have a real conversation about capacity, accountability, and who is going to take up and share the work. We all have day jobs, school, etc. There are 13 commissioners total, 11 right now. This will only happen if someone(s) takes on the task to make it happen. We need commissioners to own it, and maybe one of the things we can do is recruit a team of adults and youth who help in a more consistent, regular way.

Anthony: In reading about Seattle and Albuquerque, had 150 outreach efforts with existing organizations. He also stated that he realizes he hasn’t been as involved as he should have been and that with regard to the CPC Community Outreach & Engagement Committee, that he “stayed in his lane”. Emphasized that we need to activate our networks.

Rhonda: Agreed that we all have and can activate our networks. She also responded that if this is the passion Anthony brings to the table and the work he is willing to do, then this is “his lane” too. Not participating will not help us get this work done, because everyone has to chip in and hopefully contribute in areas they have skills and passions. This is again a capacity issue. More commissioners need to share and help push forward this work, whether it’s policy writing, research, community outreach and engagement.

Mario: Agrees that capacity is an issue, and that the co-chairs have huge responsibilities. He can’t take on responsibility for this as well. We need to share these responsibilities. He also mentioned that the CPC has a budget and process to get money for a potential process similar to
that which happened in Seattle in terms of working with and contracting existing community organizations to help with the engagement and input work. He also mentioned that if this is something commissioners want to think about doing, we need to begin to consider it now, because moving through the City’s budget process is an arduous one and takes time.

Once we have an ED and Administrative support staff, including policy research specialist, community outreach specialist, this will help all of us. We’re all doing different things, and will have staff support.

Rhonda: Asked Anthony about one or two top priorities from the report he provided us, if he can develop an action plan on how to move forward.

Anthony identified Advisory Councils, Youth & Behind the Walls

Rhonda asked questions about how this would logistically and practically work so we can think about how to move forward. Do we find those meetings of existing organizations/groups, etc., and get on those agendas on a regular basis? Do we identify key persons in those existing entities? How do we expand our reach. Once we do this, how would we know what was happening? Would we have report outs?

Rev Conner: Suggested meeting with advisory councils.

Anthony: We can all activate our networks, bring each group up to speed and report back. We should identify groups, maybe 5-10 groups that we are affiliated with and decide where to start.

Mario laid out a scenario that we’d communicate to our affiliates, then they bring info back to us, or the Community Outreach & Engagement Committee could take this on.

Rev Conner: It seemed that initially there was a negative vibe to including specific or certain kinds of groups, and asked if that was others’ recollection.

Rhonda: Stated she didn’t remember that specifically, but that she felt it was important for the CPC not to have to depend on others’ relationships, and wanted us to also develop and have our own.

Kathy remembered the discussion with regard to work groups. Should they just be composed of commissioners or include community members.

Rhonda mentioned, on that score, that she actually was one of the commissioners who pushed for non-commissioner representatives to be involved in the CPC work in informal and formal ways, including on work groups. Also stated that we should move forward the advisory council suggestion now being discussed by identifying a list of potential organizations/groups and proceed in a structured way. She asked someone if they would set up a document to gather this information.

Anthony: We have to start somewhere; start with 5 or 10 organizations.
Mario: Do we want to take the Seattle approach, utilize existing organizations? It would expand our reach the most. If this is a process we want to consistently think about, we need to get things going now, in order to budget before we get into fiscal year 2017.

Rev Conner: Each come up with 5 organizations. Community Engagement will set up the document for us to contribute to before our 6/23 meeting and we can discuss.

Rhonda: 5-10 organizations/affiliations by a week from today. Document will be circulated, and we will discuss at next meeting. She also proposed a meeting next week, and suggested seeing if Anthony, maybe Amanda, and/or a subset of the Community Engagement committee might get together to talk through more before the June 23rd meeting. She asked who would set up the meeting. Anthony agreed to do this and send out an email regarding the meeting. Rev Conner reconfirmed she would set up a Google doc, and went over what needed to be included in it.

Rev Conner: Asked about the role of Town Hall meetings going forward.

Dr. Rhonda: Mentioned that we had discussed having them quarterly, or when really needed, to get feedback for one or more set of recommendations/policies, or to have an educational moment on topic(s) that we feel are important.

Kathy: Encouraged idea of partnering with existing organizations as those were particularly fruitful meetings.

**Returned to Skipped Item: CCPC Representation- Community Relations Board**

Rhonda announced that the next Community Relations Board meeting is Thursday 6/16. Rev. Conner and Anthony will attend. Rhonda shared that Blaine Griffin asks that we let him know if we’re going to attend, so we can be on the agenda, and to indicate how much time we need.

**Community Engagement Assessment Tool:** Led by Mario

Mario provided an update. At last committee meeting, looked at a tool from Toronto for discussion. As next step, get an idea about what community engagement is out there now. For instance:

- What already exists?
- Mini-stations? What they may or could look like with this reform process happening? How would it continue the community and police relationship? Will they serve a purpose that is community focused?
- Is it time for us to have a survey to go out, people experiences with the police, or even chronicling and finding out what people’s experience?
- What are strategies that the community would support?

Rev Conner: Albuquerque, they seemed to have policies and practices in place. Did a quantitative review and then a qualitative review. Have we established if there are any policies or practices in place. Maybe there is something in the mass of documents we have GPOs, etc.
Mario: Would like to report what is being done currently with regard to the police department’s current community engagement.

Rhonda: We should refer to Monitor’s report on Community problem-oriented policing to get an idea of how and what that looks like: particularly look at pages 23-29. Take a look at what is out there now in terms of this framework. Really consider the problem-oriented part of community problem-oriented policing which focuses on partnering with community to solve actual problems, in addition to but not simply having a community presence. Also stated that she’d like to hear from community, in this meeting tonight: What do they want to see in a community engagement assessment tool?

Mario: Asked for commissioners going to CRB meeting, could we get conversation going with District Police Committees? Ask them what do you see working well? What is not working well? That would give us information that is district specific.

Decide to now solicit Community Feedback on the Community Engagement Assessment Tool, and then from there move into Public Comment period. Dr. Rhonda therefore reviews ground rules at this time.

**Community Feedback on Community Engagement Assessment Tool**

Turned to community regarding community engagement and assessment for 20 minutes, what are the things we need to assess to make sure they are engaging with community, what are they doing in community to address community policing/ community problem oriented policing?

1. Major concern is police reports, inaccuracies have not been addressed. Police can do supplemental reports with further inaccuracies that support the “crimes” they are being arrested for. Mention was also made about individuals being refused their documents, and reviewing the FOIA time-lines.
2. Important that data that goes into the tool is authentic. For instance, the monitor report said that the OPS is not working. They’re behind by 10,000 entries.
3. Document the amount of time spend outside the zone car.
4. Take a good look at how police are moving in community, for instance, safe spaces vs. comfortable spaces. How much are the police actually engaging with the residents one-on-one, interactive activities, or with people who may not be on their side? They need to get outside their comfort zones, e.g., going to pancake breakfasts and sit with professionals versus the residents; or coming to formal meetings like these, versus in communities.
5. Mario asked if people had experience with mini stations and what was that like?
6. A participant responded: Re: mini-stations are they actually any different than regular stations if the police don’t come out of them and engage with community in a qualitatively different way. It could serve as mini-isolation stations.
7. For tool: What outreach or programs are being done from the mini stations?
8. One participant mentioned that his friend was killed in S. Carolina. What happens when police tell people to put their hands down and the person is deaf? Raised another question about OPS: They have no resources in OPS to facilitate the complaint process for the
disabled community. Also mentioned that he is on 3 boards to advocate for the deaf, and just yesterday a lady was told to get off her bike or she would get arrested

9. Rhonda followed up to ask if a questions for the Community Assessment tool might then be: What resources are available to interact with the deaf community? How often are the police interacting intentionally with the deaf community?

10. For tool: How often are police in community unarmed, engaging with the community?

11. For tool: How knowledgeable are the police about who is in their community? Block clubs, individuals, youth in gangs

12. Mario: Officers could have report in morning meeting (at roll call) about what issues came up in the community/district they are working in

13. How was decision made regarding the Public Square mini-station in conjunction with the CCPC?

14. Everyday, I see Caucasian officers in the car, can they ensure a minority officer in the car? The officers must reflect the community. Suggestion that some trainees/recruits can do ride alongs. Remembers a time when officers were friendly, didn’t carry guns.

15. How knowledgeable are they and how much do they encourage mediation/conflict resolution? Would be interesting to have a city wide approval rating of the police dept like we have for our president, so community and police know what that is, aggregate number could give general info, then could have district ratings.

16. Cleveland does not yet have Text 911 for disabled individuals

General Public Comment:

1. Would like it on record that in order to grow pubic confidence/ grow public trust, ask that Det. Loomis step down, as a paid advocate for the police, goes against the goals of the CCPC. He is put in the position at the table here and at the collective bargaining table to have inside information that could be used to draft items that circumvent what reforms you are trying to accomplish here.

2. Another participant also felt Det. Loomis’s participation on the commission is inappropriate. He read from the Consent Decree, with regard to the 10 civilian members and the 3 police members. Says the statement does not say it has to be the president, but members of the organization. Read the oath CCPC members swore to, which included “impartiality”, believes he cannot discharge this duty, and then read from a statement by Loomis that said he didn’t believe the Consent Decree had much to do with the unconstiuional practices and behaviors by the Cleveland police department, but was precipitated by national events not Cleveland events. He stated that this is a political agenda. This has nothing to do with the actions of the CDP he said. A couple days later, he stated, we haven’t even digested it yet. We have 4 different attorneys going over the CD, for CBA issues. The speaker asked if Detective Loomis shared the findings of the CPPA with the CPC? The response was, No.

3. Spoke about Rebecca Whitby and her mother. I speak of them regularly, because there are purposeful inaccuracies in the document. When we talk of building trust, you can’t build trust on lies. Community asks/demands that all parties-police, judges be held
accountable. This family has been affected. Rebecca can’t find a job, her mother lost her job.

4. Speaker identified himself as managing an Innovation Center. In speaking about the RNC, he hopes that some of the purchases made with the $50 million federal monies will be things that will be useful after the few days of the RNC, like updated computer systems, dash cams, body cams, etc.

5. People need to know all of what is meant by “community policing” and what goes into that.

6. President of Carl Stokes Brigade spoke, raising a Wash Post article that he mentioned at a previous CPC full commission meeting on the westside. Sgt. Jones and Lee Fisher were both here at that meeting, and they are both absent today. The Sgt was supposed to come to the next meeting and give me an update on the validity of the Washington Post article. If the law department is withdrawing the identification of officers and then subsequently representing them in bankruptcy matter, they are negating the ability of families who have lost loved ones to receive any redress for their loss. This could in fact render this Consent Decree and CPC null and void. If this is what our city law department is doing, then why are we here? Are we here for nothing? They are going around the system to create more pain and suffering for these families and it can’t be tolerated.

7. Member of the Cleveland Police Action expressed concern regarding the militarization of police department. This commission should be informed about what the police are buying in terms of equipment for the RNC and what they are going to do with it. Suggested the be on the agenda at the next meeting. Mario clarified that the co-chairs on behalf of the CPC did ask in March, but they didn’t get a complete answer. They did get some information, but not on how money was going to be spent. This has not been a good will attempt to answer our questions.

8. At last meeting, reviewed Charter Amendment, Loomis did not agree to sections that were not included in the Consent Decree. Well, there is no entity called the Cleveland Patrolman’s Association, so the CPPA is not mentioned in the Consent Decree. Then mentioned the history of the CPPA, and the language used on the CPPA website of it being born out of tragic day 7/23/68 when “rioting militants murdered 3 officers.” One died years later from injuries sustained. He stated his objection to member of CPPA being on the CPC.

9. Anthony commented about OPS, police misconduct and reform. And that while this reform that we are trying to help implement is in process, things seem to be getting worse and it won’t have immediate impact. He shared an example of a friend who was wearing a holster, has a concealed carry permit, but did not have a gun on him. A police officer who was with him, who was also a friend of theirs, tried to speak up on behalf of his friend to the two officers who stopped them. But the two white officers did not listen to him or his friend, his friend was arrested, and the officer who tried to intervene was subsequently put on desk duty. They took the word of the two white officers against
them, and his friend was arrested. When asked what for, he said it was said that he assaulted an officer. His friend was then found guilty of this and Pinky Carr sentenced him to jail time. He stated that everyone in his neighborhood is treated as a criminal. He recognizes his old neighborhood is a ‘hot spot’ area, with high crime rate, but he said that not everyone who lives in the neighborhood is a criminal. They just jump out of vans and target people randomly. That’s not appropriate. Does this make what we raise, advice null and void? What is needed is for people to continue to raise and echo the issues we bring to the table.

10. Mario: Need to get the collective bargaining agreement right because it is so important to the success of the CCPC.

11. Rev. Conner: When we as commissioners have firsthand information, we need to bring it to the meeting, so we can track those incidents.

12. Mario: Mentioned that even the CCPC would not exist if people didn’t push for it.

13. Amanda: I am thankful to everyone has spoken today about their mistrust and distrust about Detective Loomis being on the CPC. If they are saying we don’t trust him and we are not doing anything, that makes us look illegitimate. I do think it is really dangerous to the reform process to be linked to the sharing of ideas in an intimate space with us as Commissioners. And we always have him engaged in the conversation, when he has expressed many times where he stands. I am questioning myself being on a Commission where he is part of the process, needs to be serious reevaluating of his being on the Commission. Rhonda commented that we have not been silent; that this has been raised.

14. Police create and contribute to the situations, and then make arrests; even happened in the case of Tamir Rice. Raised a question about body cams/dash cams. Around 3 minutes after an officer engages that the camera cuts on. He believes it should start immediately to get an idea of the police officers’ mentality before they even go on the call. We might have heard things if we had that information. If it had existed with Tamir Rice case, we could have had information that could have exonerated or convicted those officers.

15. Who is responsible for bring the CCPC back to full force? Answer: The mayor, by way of the Selection committee.

16. Any time you are heading down the road to do positive change its good; it can’t be wrong. We shouldn’t be disheartened by anything you see. If we get 70% of what we want, then we are better off. The city is going to have to get tougher with the Cleveland Division of Police. They surface-bargain. The CPPA goes in with no real sense of sharing ideas. This shouldn’t be collective badgering.