

Attachment A-1 to Collaborative Agreement

Collaborative Community Partnering Plan for Community Problem Oriented Policing

Introduction

Since March of 2001, The ARIA Group has been working on a collaborative process for addressing police-community relations in the city of Cincinnati. In May, Jay Rothman, President of The ARIA Group, was appointed Special Master by the U.S. Federal Court to conduct this collaborative effort.

We have generated a collaborative dynamic to begin transforming the crises of police-community relations - that came to a head with the riots in April - into an opportunity for positive change and improved relationships. Beginning in June 2001, data was collected by questionnaire from all segments of the community, including: African Americans, white citizens, leaders of religious organizations and social service agencies, business leaders and foundation professionals, educators, youth, police and their families, city employees and other minority persons.

Through this unprecedented process designed to maximize community participation, over thirty-five hundred respondents shared their goals for police-community relations along with their rationale and up to three solutions for each goal. A significant portion of the nearly 10,000 suggested solutions they proposed are grass-roots in orientation.

Purpose

These solutions offer tangible ways for the community and police to enhance their partnership. They are rooted in two key principles: First, conflicts should be engaged through careful analysis based on detailed information and a willingness to explore a wide range of alternatives (problem solving) and second, achieving the five overarching goals agreed to by the 3500 respondents (see below) is an important criteria for success of the collaborative.

For these reasons, a Community Partnering Plan enabling the community to assume a leadership role in community based problem solving and partner with the police in problem oriented policing (CPOP) must be an integral element of any formal written agreement. .

Potential Benefits:

- . Maximizes Community Ownership
 - o Grassroots and non-profit organizations
 - o Existing collaborative participants (3500+)
 - o Open to all local Communities
- . Maximizes Accountability and Sustainability
 - o Through participation
 - o Ownership of success
 - o Leverage new resources
- . Increases and Strengthens Police-Community Collaborative Contacts
 - o Recreational
 - o Educational
 - o Social
 - o Joint problem solving

Goals and Objectives

The primary goal is to enable the community to assume a leadership role in community based problem solving in partnership with the police. These roles will achieve community compliance with the Five Collaborative Goals:

1. Police officers and community members will become proactive partners in community problem solving.
2. Build relationships of respect, cooperation and trust within and between police and communities.
3. Improve education, oversight, monitoring, hiring practices and accountability of CPD.
4. Create methods to establish the public's understanding of police policies and procedures and recognition of exceptional service in an effort to foster greater support for the police.
5. Ensure fair, equitable, and courteous treatment for all

Additional outcomes:

- . Existing Groups and Organizations are able to create and implement action plans that help achieve the community consensus goals.

Groups/organizations can use the information obtained through the collaborative process (thousands of solutions or 'hows' not requiring formal oversight).

. Groups and organizations can modify existing ‘hows’ and create new ‘hows’ based on their specific needs and based on what will work for their constituents.

Methods

Overview

The Community Consensus Goals and consensus goal two in particular (Build relationships of respect, cooperation, and trust within and between police and communities) are the core of the Community Partnering Plan. All initiatives associated with this process must address one of the five consensus goals.

The coordinator of the collaborative community partnering plan, will work with the collaborative’s database and make an initial effort of analyzing it for solution ‘themes’ that will be developed into draft implementation action plans. These action plans will be made available to community stakeholders that desire to participate during the implementation phase. Initial activities will focus on those stakeholders that are current collaborative friends and others that have the infrastructure and networks necessary to facilitate community involvement through the religious, health, social services, and education systems as well as the workplace and community at large. It is anticipated that these groups may chose to implement the action plans provided as well as utilize the database and consensus goals to develop additional action plans with their constituents.

Collaborative respondents will serve as an important resource for reviewing, commenting on, and legitimizing proposed plans in addition to the legitimizing function they already provide to the formal process. We continue to communicate project updates to the respondents and are identifying which of the 3500+ respondents are willing to have their contact information shared with other Collaborative stakeholders.

Action Plan

It is critical that groups and individuals function as co-creators of all solutions/action plans to maximize ownership and enthusiasm. Those solutions existing from the collaborative process potentially hold significant value if they are embraced and owned by the groups using them. Specific solutions suggested by the 3500 respondents will be offered only as resource material for the groups to utilize as they see fit. They are the ‘experts’ and know what will work in their environments therefore the groups may choose not use the existing solutions at all, they may use them as a template to develop new solutions, modify the existing solutions to better meet their needs, or use them as provided.

1. Training made available for all group facilitators
 - . In “action evaluation” to help them design, promote and assess success.
 - . How to gain consensus that all outcomes need to be in support of the community consensus goals
 - . In use of standardized action plan formats/templates

The intent is to provide all groups participating with the big picture and overarching structure yet allow them to function with ‘collaborative autonomy’ at the grassroots level.

There are dozens of groups and non-profits in Cincinnati that are working independently and collectively to accomplish unique, shared and perhaps even divergent goals. These organizations represent a significant resource having the potential to be utilized to achieve the community consensus goals identified through the collaborative process, especially in achieving those goals not requiring formal oversight.

Personnel and Activities

1. Coordinator (1)

The Coordinator will work for the agreement monitor. He or she will harness existing community efforts and lead a focused training effort to promote community problem solving and CPOP. This person will train the trainers, carry forward the existing ‘how’ ideas recorded from the 3500 Collaborative participants, assist groups and organization developed additional solutions, oversee ‘marketing’ of CPOP in the community, and take responsibility for overall coordination of the community partnering effort.

2. Program Workers (3 Funded)

The Coordinator will partner with community-based organizations to identify dedicated existing or new staff persons. The three Program Workers will each be employed by one of the partner organization with funds solicited for this purpose.

3. Program Workers (1-2 donated)

The fourth and fifth Program Workers will be paid from funds yet to be donated by the business community or through in-kind giving such as a ‘Loaned Executive’.

The Coordinator and Program Workers will collaborate with city police department officials, community groups, organizations and others to provide the following sample proposed activities and other services/activities as they are developed to meet specific needs:

Draft simple materials and referral information on community oriented and problem oriented policing.

. Provide community problem solving and CPOP training to property owners, social service agencies, schools, faith-based organizations, recreational organizations, businesses, tenant associations, community councils, other organizations and individuals.

. Promote Public Service Announcements about CPOP through local media outlets.

. Develop training video on CPOP to be aired through public access and distributed to libraries and video stores to be loaned for private viewing free of charge.

. Provide presentations on CPOP at festivals and public events in Cincinnati during the summer of 2002.

. Participate on Radio/TV talk show(s) hosted for the purpose of receiving calls from the public and dialoguing on the air with a CPD officer about how various problems could be addressed through CPOP.

. Coordinate widespread distribution of the CPOP information and referral literature through the schools, libraries, media outlets, social service agencies, and, if possible, billing departments of the Cincinnati Water Works, utility companies, telephone companies, and others.

. Cooperate with the CPD Training Academy to help involve police recruits in community activities that may be unfamiliar to the recruit in order to help the recruit gain increased cultural, racial and religious sensitivity.

. Encourage and assist community groups across the region in establishing and maintaining athletic, educational and other programs that will foster positive interaction between the police and youth. These initiatives will include but not be limited to: The Study Circle initiative by the Cincinnati Human Relations Commission; Neighbor to Neighbor; athletic teams coached by police officers in CRC leagues; mentoring programs by the Sentinel Police Association, Mallory Center, etc.

. Provide speakers to schools and encourage schools across the region to include CPOP and appropriate conduct when interacting with police in their curriculums.

. Promote ways to access youth through community-based organizations and schools to educate them on CPOP, local government, personal safety, answer their own concerns about safety and crime, and develop ways to achieve positive interactions between youth and police officers.

The Coordinator and Program Workers will accomplish these tasks by entering into work plans or action plans with organizations throughout the City. This will be a coordinated, structured comprehensive effort to blanket the city with the training and support needed while minimizing

gaps and duplication. Special initial emphasis will be made to target, accomplish and promote results with residents and property owners in those districts experiencing high levels of dissonance.

Evaluation

Each action plan implemented will specify desired outcomes, benchmarks and evaluation criteria (see training in Action Evaluation above).

Funding

All funds for the Community Partnering Plan shall be administered by the Court through the Collaborative Escrow Account. Action plans will include terms that will promote sustainability of CPOP efforts, as it is central to this community partnering plan that community problem solving and CPOP efforts become a part of the fabric of community life.