The City of SAN DIEGO

Community Review Board on Police Practices

Outreach Committee Online Meeting

Friday, October 2, 2020
2pm-3pm
Zoom Platform

AGENDA

This meeting will be available live and online on YouTube. Click **here** to view this meeting at its scheduled time.

I. CALL TO ORDER/WELCOME　　　(Committee Chair Patrick Anderson)

II. PURPOSE OF OUTREACH COMMITTEE: A standing committee which is responsible in supporting the Community Review Board on Police Practices' outreach and education objective at community events and informational meetings.

III. PUBLIC COMMENT: (Fill out and submit comment using webform. Please see instructions at the end of this agenda)

IV. NEW BUSINESS (DISCUSSION/ACTION) (Committee Chair Patrick Anderson)
   A. COMMITTEE PRIORITIES

   B. BEST PRACTICES FOR COMMUNITY OVERSIGHT OUTREACH & ENGAGEMENT (NACOLE)   (15 mins)

   C. COMMUNITY OUTREACH PLAN
      1. Virtual Listening/Discussion Sessions with Local Groups (10 mins)
      2. Youth Outreach & Engagement (15 mins)
         i. NYC CCRB Youth Advisory Council
         ii. Identify Youth Groups for Outreach Efforts (ex. Mid-City Can)

   D. NEXT STEPS
      1. Moving Forward
      2. Collaboration with CRB Ad Hoc Transition Committee (re Ballot Measure B)

V. ADJOURNMENT

Materials Provided:

- Community & Stakeholder Engagement -NACOLE Conference 2020 Power Point
- Community Engagement of Stakeholders Intensive – NACOLE Conference 2020 Power Point

Comment on Agenda Items must be submitted using webform, checking the appropriate comment type box, and indicating the agenda item number they wish to submit their comment for. Instructions for word limitations and deadlines are noted on the webform. On the webform, members of the public should select Community Review Board on Police Practices (even if the public comment is for a Community Review Board on Police Practices Committee meeting). Only comments submitted no later than 4:00 p.m. the day prior to the meeting using the public comment form will eligible to be read into the record. If you submit more than one form per item, only one will be read into the record for that item. **Comments received after 4:00 p.m. the day prior and before 8:00 a.m. the day of the meeting** will be provided to the Board and posted online with the meeting materials. All comments are limited to 200 words. Comments received after 8:00 a.m. the day of the meeting but before the item is called will be submitted into the written record for the relevant item.

Non-Agenda Public Comment must be submitted using webform and checking the appropriate comment type box in order to be eligible to be read into the record. The City staff will read the first 30 comments received by 4:00 p.m. the day before the meeting. However, if there are less than 30 comments submitted by 4:00 p.m. the day before the hearing, the City will read comments submitted by 8:00 a.m. on the day of the meeting up to a total of 30 comments. The maximum number of comments to be read into the record on a single issue will be 16. Comments submitted by 8:00 a.m. the day of the meeting will be provided to the Board or Commission, made a part of the record, and posted with the meeting materials. All comments are limited to 200 words. Comments received after 8:00 a.m. the day of the meeting but before Non-agenda comment is called will be submitted into the written record for the meeting.

If you attach any documents to your comment, it will be distributed to the Board in accordance with the deadlines described above.

Ursula Price
Executive Director
New Orleans Workers' Center for Racial Justice

Cameron McEllhiney
Director of Operations
National Association for Civilian Oversight of Law Enforcement

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Theory of Change
Principles of Civilian Oversight
Effective Practices
Engagement Methods

Theory of Change

What's the Role of Police Accountability in a Democracy?

Divergent Priorities

Principles of Civilian Oversight

13 Principles of Civilian Oversight

- × Independence

- × Clearly defined and adequate jurisdiction and authority

- × Unfettered access to records and facilities

- × Access to LE executives and IA staff

- × Full cooperation

- × Sustained stakeholder support

- × Adequate funding and resources

- × Public reporting and transparency

- × Policy and pattern analysis

- × Community outreach

- × Community involvement

- × Confidentiality, anonymity, and protection from retaliation

- × Procedural justice and legitimacy

Sustained Stakeholder Support

- ✕ Who are our stakeholders in civilian oversight?
- ✕ Short-term vs. long-term support
- ✕ Maintaining productive relationships

Community Outreach

- ✕ Build awareness
- ✕ Build relationships and coalitions
- ✕ Facilitate better understanding
- ✕ Maintain public support and legitimacy

Community Involvement

- Community and stakeholder input
- Establishing degree of stakeholder involvement

Effective Practices

Community Outreach and Inclusion

Assessing Outreach Needs

Oversight practitioners should plan and evaluate their outreach needs based on resources, mandate, goals, as well as local needs and challenges

Partnerships with Community Organizations

An oversight agency's outreach efforts can be strengthened by developing partnerships with local community organizations.

Targeted Outreach to Key Groups

Targeting and tailoring outreach efforts to key local stakeholders can maximize an agency's reach and ability to share relevant information.

Targeted Outreach to Key Groups

× *Complainants*

× *Community at Large*

× *Targeted Groups and Communities*

× Law Enforcement

× Law Enforcement Unions

× Local Government Officials

Community Inclusion in Developing Mediation Programs

An oversight agency should work with local stakeholders to develop protocols determining which types of complaints are eligible for mediation.

Engagement
Ideas

If the great popular masses are without a more critical understanding of how society functions, it is not because they are naturally incapable of it—to my view—but on account of the precarious conditions in which they live and survive, where they are "forbidden to know." Thus, the way out is not ideological propaganda and political "sloganizing," as the mechanists say it is, but the critical effort through which men and women take themselves in hand and become agents of curiosity, become investigators, become subjects in an ongoing process of quest for the revelation of the "why" of things and facts. - Paulo Friere

BE
the
CHANGE

Any questions?

You can find us at:

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Ursula Price: uprice@nowcrj.org
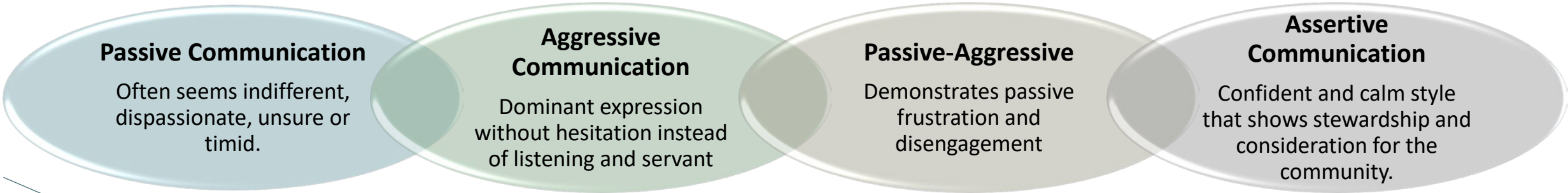
Thinking About External Relations

Developing a roadmap helps builds relationships that influence

Public affairs: The building and developing of relationships between an organization, its public (community), and decision-makers related to matters that directly concern or impact them.

Engagement and communications are part your public affairs program

- An extension of agency character and key tools of persuasion.
- Helps evaluate community needs and priorities, and conditions.
- Engages and activates public interest, forges shared beliefs, activates advocacy, spurs action, and sustains behavior and relationships.

Passive Communication

Often seems indifferent, dispassionate, unsure or timid.

Aggressive Communication

Dominant expression without hesitation instead of listening and servant

Passive-Aggressive

Demonstrates passive frustration and disengagement

Assertive Communication

Confident and calm style that shows stewardship and consideration for the community.

Mission + Purpose That Resonates

Conversations that engage and persuade should be in a human voice

The servant-leader shares power and seeks to serve first by putting the needs of others first and helping people achieve progress to the maximum extent possible.

12 Principles of Servant Leadership		
• Listening	• Persuasion	• Growth
• Empathy	• Conceptualization	• Building Community
• Healing	• Foresight	• Calling
• Awareness	• Stewardship	• Joy + Nurturing the Spirit

In servant leadership the 5th principle of persuasion is the area that includes

•Engaging and Activating •Building of Advocacy •Forging Shared Belief •Spurring Action •Sustaining Behavior

Communicate Effectively

Tips for hitting the mark and making an impression

The servant-leader shares power and seeks to serve first by putting the needs of others first and helping people achieve progress to the maximum extent possible.

Principles of Effective Communications		Barriers
• Have A Goal	• Stay Organized	• Attitudes
• Listen	• Be Persuasive	• Language
• Adjust To Your Medium	• Be Clear	• Physiological Barriers
• Be Curious	• Less Is More	• Assumptions and Jumping to Conclusions

REMEMBER: servant leaderships 5th principle of persuasion is the area that includes

•Engaging and Activating   •Building of Advocacy   •Forging Shared Belief   •Spurring Action   •Sustaining Behavior

What's Agency Character?

An agencies unique identity, purpose, mission and value

Success rests on how you behave and perform – it's the primary way agencies build trust, demonstrate accountability, and convey the value and purpose in why they exist. To realize responsibilities and outcomes, agencies must integrate character with daily business practices.

In order to enable character you must be able to define it, active it, and management it.

Agency character reflects enduring purpose and serves as a compass	Agency character evolves over time to reflect changing realities
• What your agency exists uniquely to do in the world and the value it will bring in outcomes • The values and principles that guide the daily decisions and behavior of everyone who represents your agency. • Keeps your actions focused, builds trust, and shows accountability.	• Shaped by the community or policy • Refined by history and lessons learned • Recast by current management or employees, or shifts in best practice • Responsive to new social or political realities, or community uprising or advocacy

Activating Character Builds Trust

An agency's character is reliable and sustains relationships

What Your Agency Looks Like	How Your Agency Sounds
• Is designed appropriately for the situation • Is comprised of staff and community advisory members that reflect the diversity of our community	• Provides a clear objective and tells a clear story about our what, how, and why • Uses simple, clear, direct language that reflects community input
How Your Agency Performs	**What your Agency Does**
• Is concerned with meeting our goals • Demonstrates clear logic and evidence to build and maintain trust • Consistent application of professional standards	• Focuses on how you can create value for the community that also improves law enforcement services • Embraces innovative thinking to harness the power of the public to create change

Developing Communication Strategy

A strategic approach ensures you advance objectives

Getting strategic in your communications requires deliberately aligning and integrating the elements of you public affairs <u>model, framework, and methods</u> with your core purpose, goals, and objectives.

- Public affairs planning is critical to defining your agency's strategy, messages, goals, objectives, process, tools and methods, and timeline for communicating.
- This work is about building awareness and educating, engaging to garnering support and participation from the public, stakeholders and agency partners, and empowered decision-makers that turns recommendations into actions.

Areas of Focus

The core elements for communications and engagement

Communications (PR & Marketing)	Community Engagement Public Participation	Government Relations Jurisdictional Partnerships
Stakeholder relationship building and communication in the maintenance of the agency (i.e., management of reputation, or promotion or explanation work and purpose).	A meaningful and collaborative **two-way** exchange of information, ideas and resources, that involves the public in problem solving and uses input to make better decisions.	The process of influencing public policy at all levels of governance and considering the needs of your jurisdictional partner stakeholders.

Who + What + How + Why

Knowing yourself helps you hit the mark and stay on message

- **Who you are:** agency character, servant leader, independent and civilian led, agency history and community context.

- **What you exist to do:** authority, mission and purpose, goals -- your agency theory of change, advance equity and social justice, activate advocacy to persuade empowered decision-makers, generate changes that improve law enforcement and better serve the interest of the public.

- **Why partnering with community matters:** create meaningful opportunities for community to influence decisions that impact them, use diverse and new ideas to solve difficult problems, ensure outcomes meet goals.

- **How you'll be a good partner to community:** inclusive and accessible, consult and collaborate, forge shared beliefs, build community capacity, advocate for the publics needs and priories, explain challenges and limitations.

Model, Framework, and Methods

Create a plan that organizes and activates your work

Create a plan that captures your agency's story and programmatic approach to public affairs.

- **The Model:** The model explains the operation and components of the public affairs program, and defines the activities, practices, and inter-relationships needed to deliver the program, projects, products or services identified as critical to realizing outcomes.

- **The Framework:** The framework identifies and specifies how the practical relationships between every aspect of your work will come together support all identified components and objectives. The framework provides the structure needed to implement each distinct part of the model.

- **The Methods:** The methods work within the framework to provide an approach – which includes principles, tools and practices used to guide processes and achieve specific goals.

The Model – Example

Oversight context sets expectations about opportunities and obstacles

AUDITOR/MONITOR MODEL:

The Auditor Model calls for a review of the completeness and thoroughness of IA investigations while the Monitor Model calls for a monitoring of the entire internal investigations from beginning to end. In both models, incidents are reviewed for broad patterns in investigations, findings, and discipline.

INVESTIGATIVE MODEL:

The Investigative Model generally involves a civilian led agency that investigates complaints of police misconduct.

REVIEW FOCUSED MODEL:

In the Review Focused Model, a civilian board or panel examines the quality of internal affairs investigations.

Framework – Example

Connect work activities to issues, interventions, and outcomes

Planning – Scoping and Discovery

Making informed recommendations and aligning all the variables

Your approach should reflect agency character, support oversight within your authority and community context, and advance your workplan.

- Gather and apply up-to-date information and research
- Learn about history and context, known issues and barriers.
- Identify potential partners to expand your influence.
- Clarify goals, objectives, outcomes, and interventions
- Align messages with strategy and workplan

- Integrate best practices (agency character, servant leadership)
- Explore forging shared beliefs with the public and stakeholders
- Audit existing communications and collateral materials, to identify areas of opportunity
- Identify methods that are meaningful and persuasive

- Use internal benchmarking to align agency goals and objectives to internal (city/county) policies and objectives (strategic plan).
- Use external and strategic benchmarking to identify and integrate gold standard and best practice methods used by other organizations to ensure credibility and build trust in your methods and recommendations.

Planning – Theory of Change

Your strategy roadmap will help your agency stay on track

A Theory of Change is a comprehensive description of how and why a desired change is expected or needed in a particular context. It centers desired long-term goals and identifies links between what a change implementation program does (its activities or interventions) and how these relate to the conditions (outcomes) that are sought.

Needs Statement	Conditions Assessment	Goals	Activities or Interventions	Outcomes
What needs or issues have been raised and why?	Considering the needs, assess the situational context and baseline conditions to qualify and quantify the opportunity.	What's crucial to success and critical to quality?	Considering the goals, define the specific, methods, interventions that create progress.	List the specific changes you want to achieve.
Who is served by meeting this need?		What does success look like?		How can these be measured to provide the ability to benchmark success or track progress.
What is the impact of not addressing it?	What's the history around this issue?	What obstacles and barriers must be addressed?	What tactical actions will help you realize desired outcomes?	

Audience Mapping

Persuasive communications are target and tailored

- **Elected and appointed officials or politically empowered decision-makers**: elected councilmembers, a county executive or city mayor, the sheriff or police chief, city managers, your appointed oversight leader.

- **Intra and inter agency stakeholders:** jurisdictional partners like the King County Department of Local Services for unincorporated areas, KCSO service area city or county agencies, Metro and Sound Transit, KCSO, NACOLE, public housing authorities, schools, libraries, jails, public health, emergency responders and medical providers/hospitals.

- **Community members and community-based organizations:** community or neighborhood councils and associations, local chambers of commerce and business associations, directly and/or indirectly impacted individual community members, individuals and leaders representing the interests of historically underrepresented people.

- **Stakeholder organizations:** social/human/medical service providers, providers of legal services, non-profit and educational entities, low-income housing providers, legal aid organizations, cultural and religious organizations and leaders, interest-based advocacy and activist groups, service providers to historically underserved populations.

- **Employee audiences:** workers directly and indirectly impacted by your work and their labor organizations.

- **News and media stakeholders:** ethnic and mainstream, and social and digital outlets, reporters, and influencers.

Planning – Methods, Tactics, Materials

Sharing information, building momentum, and co-creating change

Tactics include communications channels like email, PR and social media, as well as specific types of content like storytelling or infographics.

Website. It's your home base online and should be carefully planned – ensure accessibility for key information and that it works across devices.

Email or print newsletters with multiple articles. Typically FYI w/ calls to action. Print format works for tech isolated populations

Single-topic email appeals, updates, and invitations. These are emails that are meant to drive one specific action.

Blog. Blogs are typically a part of your website. They can be everything from a "what's new" section to more substantive posts.

Single-topic print appeals, updates, and invitations meant to drive a specific action.

Visual/audio content -- video and audio recordings, graphics and infographics, photography, signage, posters, banners.

Direct messaging, private chat, texting and other forms of instant, private messaging.

Mobile apps and online/digital forums. Online open houses, surveys, interactive learning scenarios.

Listening and data collection and other ways of gathering feedback.

Social media, including Facebook, Instagram, Twitter, etc. Participate in creating dialogues or solicit community generated content.

Paid ads, including radio, digital/social, TV, print, online, and outdoor. Place display ads on media and in ethnic media. Cable TV can be targeted by location.

Earned media, PR, press releases, events, and other forms of media relations.

Planning – Methods, Tactics, Materials

Sharing information, building momentum, and co-creating change

The tools you use to pursue the objectives associated with your strategy help you reach and connect with your audiences.

Content curation and synthesis, where you publish content created by others.

Problem-solving tools, calculators and other interactive ways to help people make better decisions.

Storytelling. This is a specific type of content that's very effective for nonprofits.

Syndication and guest writing, where you create content but publish it elsewhere.

Downloads, case studies, how to guides and other helpful content.

Testimonials, referrals and other forms of social proof.

Brochures, flyers, and other leave-behinds including pamphlets, rack cards, and door hangers.

Displays and booths, staffed and unstaffed.

Hosting gatherings, and meetings, roundtable conversations, open house learning events, or networking events.

Public speaking at events hosted by others.

Contests, gamification, competitions and other forms of competitive engagement.

Working groups, sounding boards, focus groups – technical and non-technical community advisory services.

Planning – Methods, Tactics, Materials
Sharing information, building momentum, and co-creating change

What do more inclusive tactics look like – how are they different?

Work with community leaders and trusted advocates, facilitate" activities with elected officials and stakeholders to highlight needs.

Informal tabling and service centers and community places of cultural connection, informal options with interpreters meets people schedule in a comfortable way.

Canvass local businesses and meet area owners, this option allows you to become a resource to small businesses who are invested in their community.

Create community organization partnerships, small paid contracts with CBO's turns power over to community orgs to do work they have expertise in.

Community Advisory Committee, introduce your committee members to all partners and arrange speaking engagements to allow the public to seem themselves in the work.

In-language planning workshops, this interactive option allows the public to join you to dissect an issue, policy, etc. to co-create on concepts for change.

Community Exploration Trip bring groups of local people together their area with technical experts to investigate a specific issue or condition

Sponsor community hosted events to show investment in local issues and focus on listening/learning, or providing updates on issues.

Retail/localized promotion place displays in neighborhood businesses with tear-away cards that provide mail in participation.

Community ballot boxes, in community locations include a factsheet and small survey to vote on an option or proposal.

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Intercepts interviews, street-side polling expands your feedback loop to new people and can help to uncover issues and ideas that can then be fed into other forums.

Direct mail and info hotlines remove barriers to related to access and availability traditional direct mail and phone hotlines remain a very flexible option.

Spotlight on Connecting with News Media

Lessons for making the most of earned media opportunities

Working with journalists, columnists, social/digital influencers and other members of the media

What can you pitch and earn on other channels or networks that advances your objectives?

Journalists become the spokesperson to their audiences and followers.

Agencies also need to cultivate relationships and opportunities members of the press/media.

Proactive earned media is what you can pitch to others in hopes of securing their interest.

Reactive media relations is what you respond to based on emerging issues and questions.

It's OK to ask questions and get clarification about the interview and story building process.

Your media relations plan and process is typically managed by an designated public information or media/social media manager.

Know who speaks, who doesn't, when or why to pass or provide no comment.

Learn when to fly solo and when to use the buddy system.

Mock Media Exercise
with Gianina and Jamie

Let's test what we've learned and talk about lessons from real life

Questions?

Stay Connected

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