



CLEVELAND COMMUNITY POLICE COMMISSION

BIAS-FREE. TRANSFORMATIVE. COMMUNITY POLICING.

info@clecpc.org

clecpc.org

COMMUNITY ENGAGEMENT ASSESSMENT PLAN

September 2017 - February 2018

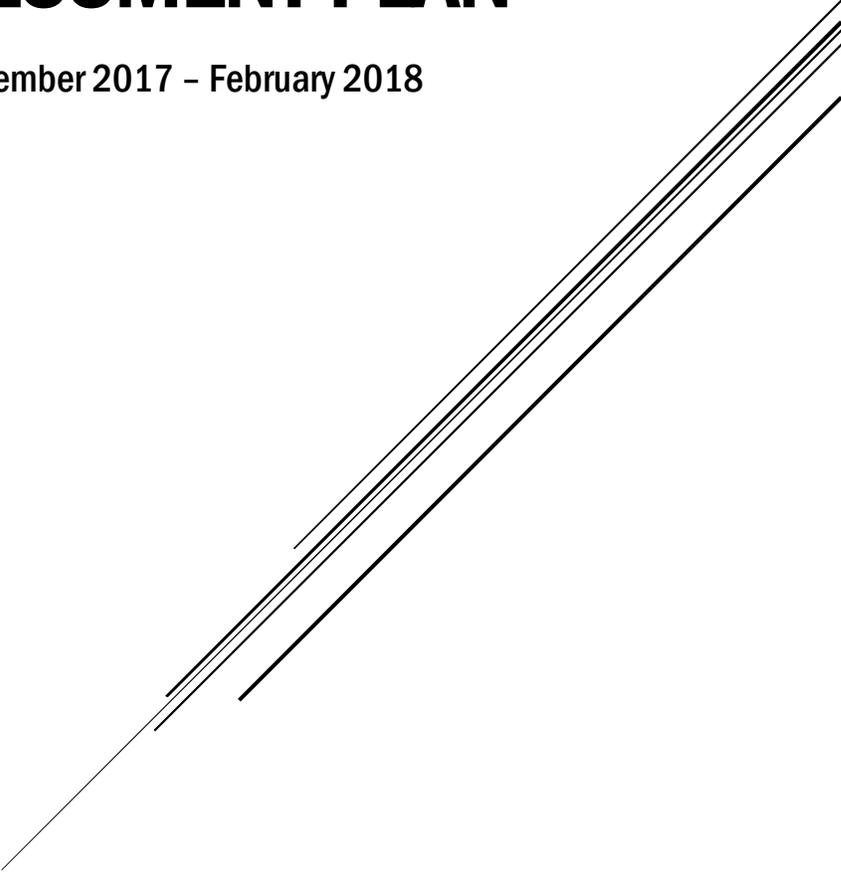


TABLE OF CONTENTS

MEET THE COMMISSIONERS	2
MEET THE CLEVELAND CPC STAFF	2
EXECUTIVE SUMMARY	3
ASSESSMENT PLAN OVERVIEW	4
Rationale	4
Assessment Plan Process Flowchart	5
Community Engagement Assessment Plan	6
A Place to Start	7
Data Collection and Analysis	8
APPENDICES	9
ASSESSMENT PLAN TIMELINE	11
CPC OTHER AREAS TO ANALYZE	18

MEET THE COMMISSIONERS

Lieutenant Paul Baepler
Mr. Anthony Body
Dr. Kathleen A. Clegg
Mr. Mario M. Clopton-Zymler
The Rev. Dr. V. Yvonne Conner, Co-Chair
Dean Lee Fisher
Mr. Gordon Friedman
Detective Lynn Hampton
Ms. Amanda King
Ms. LaToya Logan, Co-Chair
Detective Steve Loomis
Mr. Dylan Sellers

MEET THE CLEVELAND CPC STAFF

Mr. Jason Goodrick, Executive Director
Ms. Chinenye Nkemere Thompson, Community Engagement Coordinator
Ms. Rosie Jovic, Administrative Assistant

EXECUTIVE SUMMARY

The Cleveland Community Police Commission (CPC) established under the Settlement Agreement between the City of Cleveland and the U.S. Department of Justice, leverages the experience and expertise of the people of Cleveland to ensure that the Cleveland Division of Police operates in a manner consistent with cooperative community understanding and engagement.

This Community Engagement Assessment Plan (CEA Plan), which is required in compliance with ¶17c of the Consent Decree, reflects research garnered from the Seattle Community Police Commission Assessment Plan, relevant literature searches for best practices, suggestions from the Cleveland CPC staff, the Community Engagement Committee and Commissioners. With the hiring of a Policy Analyst and a second Community Engagement Coordinator, the Cleveland CPC anticipates additional edits and fine tuning of the plan as the CPC becomes more adept at processing qualitative data.

The CEA Plan supports an evidence-based tracking of improvements in the pattern and practice of excessive use of force and unconstitutional policing and community-police relations that lead to building trust. Tool design, data collection and analysis will be used to track change and develop effective strategic measurements overtime.

ASSESSMENT PLAN OVERVIEW

RATIONALE

Improving community-police relations is an essential step in Cleveland's police reform process. The United States Constitution requires the City of Cleveland to:

- Prevent excessive force
- Guarantee reasonable search and seizure; and
- Ensure that police services are delivered free from bias.

These precepts are fundamental to having a strong community-police relationship built on mutual trust and respect.¹ The settlement agreement clarifies this further, stating: "Constitutional policing and effective policing are interdependent, and rely on a strong partnership between the police department and the communities that it serves."² Therefore, community input and involvement in the reform process are invaluable assets in reforming Cleveland police practices and procedures. As noted in the settlement agreement: "Ongoing community input into the development of reforms will strengthen Cleveland Division of Police (CDP) and the police-community relationships that are necessary to promote public safety."³ This mandate will be achieved through the establishment of a Community and Problem-Oriented Policing Policy by CDP. The Cleveland Community Police Commission's (CPC or Commission) Community Engagement Assessment Plan will generate both qualitative and quantitative based evidence to guide and monitor the ongoing progress of the implementation of the CPOP Policy.

Through these processes, we expect to see the development of a stronger community engagement structure that extends beyond the duration of the settlement agreement. As set forth in the Agreement, "CDP will develop and implement a comprehensive integrated community and problem-oriented policing model." The Model will promote and strengthen partnerships within the community, engage constructively with the community to ensure collaborative problem-solving, and increase community confidence in CDP. CDP will consult with the Commission when choosing the most appropriate model. This model must foster effective ways to create positive daily interactions between CDP law enforcement officers and community stakeholder groups where such daily exchanges are currently lacking. Additionally, it should also aspire to promote a collaborative spirit among officers and the community as officers engage in non-enforcement interactions.⁴

¹ "Settlement Agreement: United States of America v. City of Cleveland", para. 1

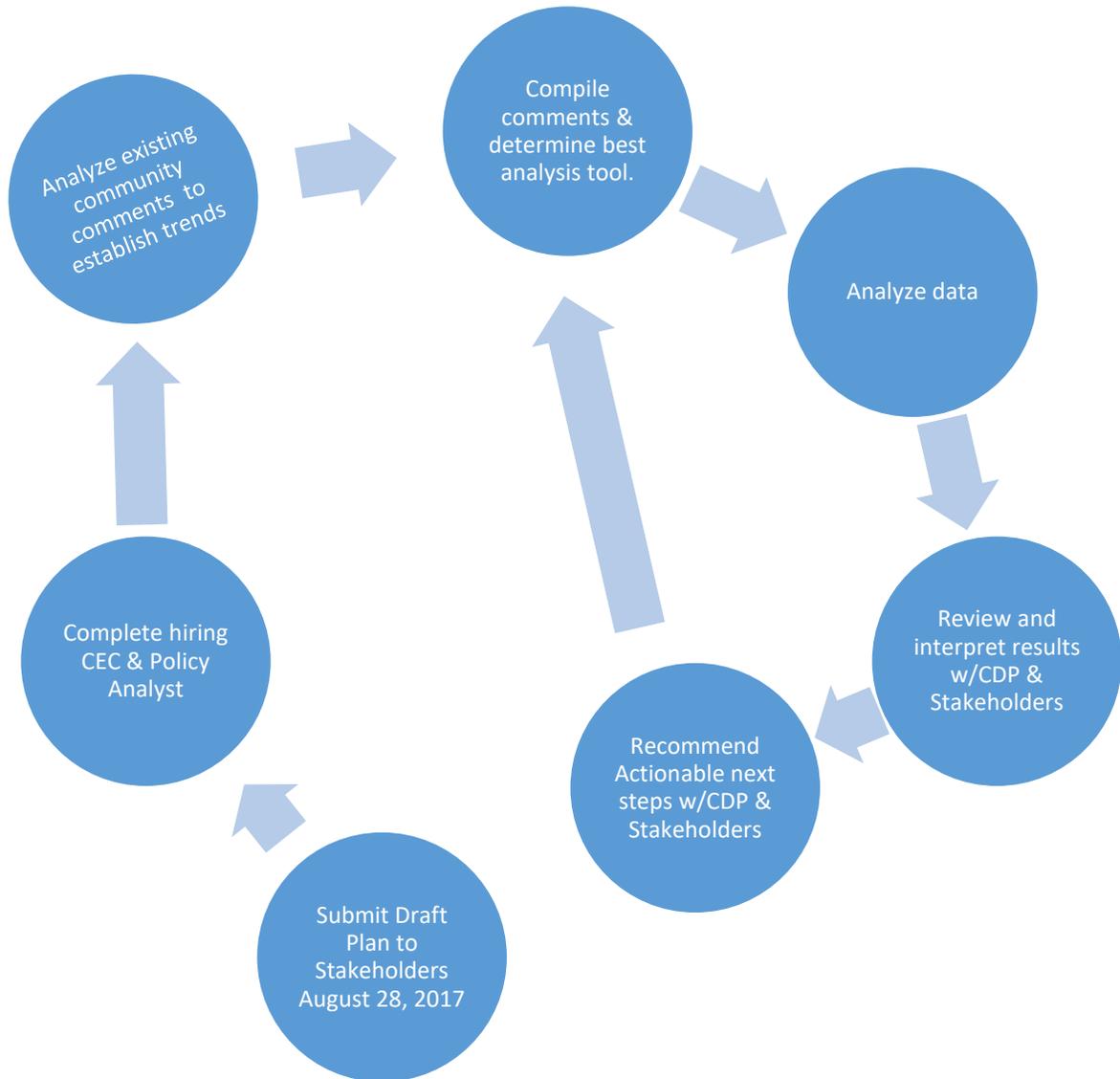
² Ibid., para. 6

³ Ibid., para. 14

⁴ Monitoring Team Memorandum – December 9, 2016

ASSESSMENT PLAN PROCESS | A FLOWCHART

Assessment is the systematic (see graphic), ongoing process of gathering and interpreting indicators associated with a policy or program. We do this appraisal to determine if a policy or program is meeting its desired goals. The appraisals provide valuable information for improving the policy or program. An assessment plan contains the details of how a practitioner will work through the steps of the assessment cycle for two or more learning outcomes.⁵



⁵ academics.lmu.edu/.../officeofassessment/assessmentresources/creatinganassessmentplan/

CLEVELAND CPC COMMUNITY ENGAGEMENT ASSESSMENT PLAN

The Cleveland CPC recommends that its Community Engagement Assessment (CEA) Plan starts in earnest with the on-boarding of two additional staff professionals, a second Community Engagement Coordinator and a Senior Policy Analyst. CPC anticipates that these positions will be filled by September 1, 2017 and project an initial completed assessment report by December 2017. This report would incorporate all needed process steps related to compiling available community comments from 2015-2017 and is estimated to be a final report. Thus, initiating a quarterly assessment as depicted in the Work Plan Flow (see detailed timeline for specific tasks) in parallel with other required draft policy assessment and feedback work.

The new CPC employees will have expertise in research and analysis, alongside current data analysis staff. These are critical to the proficiency of CPC and the successful implementation of the CEA Plan. These professionals will increase the capacity and talent of the CPC and its ability to begin accumulating, analyzing and interpreting community feedback in a more robust methodology. CPC's area of personnel growth will provide leadership for project designs and the ongoing monitoring of community trust. CDP's staff and the impact of new policies will receive data informed recommendations from the CPC as required for making any suggestions for change.

The CPC Policy Analyst will provide intensive technical research assistance to the Commission and help bridge evidence-based collaborations with the CDP and other stakeholders. Policy analysis is a key component of Cleveland's productive reform process. The Policy Analyst will ensure that the Commission accurately quantifies and reports the Community's concerns, experiences and values, as well as assist in the development of recommendations, assessment, and the auditing of CDP's improved policies. This professional will provide policy research, advice, strategy, and implementation for the Commission to fulfill its duties as outlined in the DOJ Settlement Agreement.

The Community Engagement Coordinator is responsible for the implementation and evaluation of the Community Police Commission's (CPC)'s community engagement activities, including CPC community meetings and Commission presence at noncommission community events. This position will work with the Policy Analyst to ensure that the CPC collects raw data representing community member concerns, experiences, values and issues. Analyzing this raw data is foundational to the successful implementation of the consent decree and it facilitates the creation of community engagement strategies and assessments to help accomplish obligations related to community and, problem-oriented policing.

In the context of the CEA Plan, stakeholders include the City, Cleveland Division of Police, the DOJ, the Monitoring Team and target groups. It is the role of the CPC staff (especially, the CEC) to ensure that the plan engages a well-developed list of stakeholders.

CLEVELAND CPC COMMUNITY ENGAGEMENT ASSESSMENT PLAN | CONTINUED

The determination of desired outcomes, activities, and indicators should take place during the planning stages of project development, such as the initial CEA project that will use available raw data. For evaluation purposes, it is essential to identify and document the program outcomes, activities, and indicators that will be evaluated. Think of the desired outcomes as what you ultimately want the program to accomplish, the activities are what you will do to get there, and the indicators will gauge progress, and to what degree, you are making progress.

Outcomes should be consistent with what could reasonably be accomplished and not overly idealistic. Reasonable and realistic doesn't mean you won't strive for more, but in terms of carrying out an evaluation the more clearly defined and measurable the outcome, the better. See Patton (1997) for a detailed discussion on the development of outcomes. Outcomes provide a foundation for all subsequent program implementation and evaluation activities, and each of the outcomes will need to be evaluated. While our program partners will undoubtedly seek to obtain a vision that is much bigger and beyond the scope of a focus, your outcomes are what can realistically be accomplished.⁶

A PLACE TO START | WHAT CAN WE LEARN FROM THE SEATTLE CPC?

Community engagement is a complex topic that means different things to different people. After collecting feedback across Seattle to gain direction, the Seattle CPC distilled the comments into 10 topics for potential analysis within the larger theme of community engagement. Then the Seattle CPC prioritized three of the topics based on their understanding of the interests and concerns of the constituencies they represent. Seattle documented their findings from one of those topics, namely, whether the Seattle Police Department's policies and practices in recruitment, hiring, and training of officers promote positive engagement with people from racial, ethnic, immigrant, and refugee communities. The Seattle CPC prioritized the study of recruitment, hiring, and training because these emerged as a central community concern across all demographics.⁷

The Cleveland Community Police Commission has successfully included community members in its full commission meetings, town halls and other policy work that required listening sessions since October 2015. Community members shared their thoughts at each full commission meeting and where their comments were chronicled as part of Cleveland CPC's official records and annual reporting. Community member comments are examples of some of the initial feedback officially gathered that can be compiled and analyzed. This approach is similar to the initial steps taken by Seattle. This will help CPC identify themes to use in collaboration with CDP and other stakeholders to monitor current policy work as a means to determine where to focus further improvement and where the efforts of the CPC research analysis team should be at the onset of implementation. This will also provide guidance for ongoing CPC recommendations.

For instance, On December 13, 2016 the City, Cleveland Division of Police (CDP), CPC, and other Stakeholders agreed to embark on a collaborative engagement process around Community and Problem-Oriented Policing (CPOP) and worked together to solicit meaningful community feedback around the Division's CPOP Plan. The Stakeholders understand that "working together" means three things: (1) on the front end, all Stakeholders will provide input on the engagement materials and process; (2) all Stakeholders will participate in the community

⁶ <http://pareonline.net/getvn.asp?v=9&n=8>

⁷ *An Assessment of the Seattle Police Department's Community Engagement*, page 3

engagement process and provide necessary resources; and (3) all Stakeholders will share information about the process with their networks.⁸ The approved report resulting from the CPOP study is among documents that CPC staff will use to gather community feedback as the starting data point. We will attempt to enumerate all official documents available to CPC staff for this initial implementation step. However, CPC staff will be given suitable guidelines for selecting documents. All documents submitted as final official reports should be included in the initial data analysis at this process step.

⁸ 2017-01-17 Bias Free and Community Problem Oriented Policing Cleveland Community Engagement-Spring 2017 Plan

DATA COLLECTION AND ANALYSIS

The Settlement Agreement requires the CDP to formulate a comprehensive and integrated community and problem-oriented policing plan. The Monitoring Team, with assistance from the Policing Project, has drafted a framework document to guide these efforts, and consistent with the Agreement will work with the CDP to include the community in the various components. The CPC's Community Engagement Assessment Plan is an important part of this broader community engagement effort.⁹

The CEA Plan intends to establish and maintain a link between the community and CDP:

- The perceived effectiveness of public communication has a more substantial impact on public satisfaction with police protection and crime prevention than neighborhood crime rates and broken windows factors. This perceived effectiveness moderates the negative impact of crime rates. After controlling for residents' demographic characteristics, the authors of this study found that the perceived effectiveness of communication is associated with public satisfaction with the content and quality of the city website and the government television channel. (Alfred Tat-Kei Ho & Wonhyuk Cho, 2017)
- Collaborative partnerships can be an effective strategy for crime prevention, especially in disorganized communities. Using ordinary least squares regression with 414 American cities, this article finds that police departments with many collaborative partnerships are able to promote informal social control within their communities and capitalize on the resources available to them with the help of other groups. This contention is supported by the effects of collaborative partnerships on crime rates in disorganized communities in comparison to well-organized communities. Thus, collaborative partnerships of public organizations with other groups may insulate disorganized communities from the effects of community disorganization on levels of crime. (Cheon Geun Choi & Sang Ok Choi, 2012)
- Police patrol officers were surveyed to investigate how the strength of socioemotional needs affects the relationship between perceived organizational support (POS) and work performance. The association of POS with driving-under-the-influence arrests and speeding citations generally increased with strength of the needs for esteem, affiliation, emotional support, and social approval. Patrol officers with strong socioemotional needs, but not those with weak needs, showed a positive relationship between POS and performance. The findings are consistent with social exchange views that maintain (a) work effort is encouraged by the receipt of socioemotional resources, (b) POS fulfills a variety of socioemotional needs, and (c) the value of POS and the obligation to reciprocate with high performance increase with the strength of socioemotional needs. (PsycINFO Database Record (c) 2016 APA, all rights reserved)

The Cleveland Community Police Commission (CPC), through implementation of its Community Engagement Assessment Plan, will fulfill the settlement agreement mandates to assist the CDP meet its responsibilities and establish a Community and Problem-Oriented Policing Model. As the CPC was established to be a partner in police reform lasting beyond the implementation of the consent decree, the Community Engagement Assessment will provide the Cleveland community with a mechanism that allow community voices to be heard by the CDP for many years to come.

⁹ Monitoring Team Memorandum – December 9, 2016

APPENDICES

- 2017-2018 Community Outreach Plan
- Feedback Memo to CPC from Monitoring Team (December 9, 2016)

Cleveland Community Police Commission

200 DAY ASSESSMENT PLAN – Phase 1

September 2017 – February 2018

Establish Strategies for ongoing feedback about CDP Community Engagement				
Action	Goal	Responsible Party	Deliverable/Outcome	Timeline/Deadline
CPC will hire Policy Analyst and second Community Engagement Coordinator	To provide expertise and increase CPC’s capacity to design survey tools, implement studies and provide data analysis on an ongoing basis (§17).	Executive Director & Commissioners	Hiring process complete; all appropriate paperwork is filed with City of Cleveland HR Department.	July – September 15, 2017
CPC staff will retrieve and compile community comments from all previously approved CPC recommendations, meeting minutes, all public comments documented over the 2-yr. existence of the CPC and the recent CPOP study.	To represent a variety of community input. To see trends in data from community members over a period of years (2015-2017). To develop a list of trending themes representing the voice of the community, including that of stakeholders. To prioritize themes to better determine several foci themes for a need analysis.	Policy Analyst, Community Engagement Coordinator and any ad hoc research committees CPC staff deems necessary for a successful project. Commissioners will provide oversight	<ul style="list-style-type: none"> A list of evidence based themes to help determine priorities to set the tone for building trust be the community and the CDP (§14). Topics to cover in response to the need analysis. Establish rationale for strategies to assess CDP activities (§17c) 	September – October 21, 2017, first draft; Final report December 2017 Ongoing (§14; §17c)
CPC will host community stakeholder’s meetings to share findings from need analysis and align priorities for ongoing work.	To collaborate on the use of need analysis findings and ongoing trust building work.	CPC Staff & Commissioners	Review findings and achieve an understanding about CPCs ongoing analyses of CDP community activities (§17c).	By October 31, 2017
The goals outlined in this section are ongoing and work products are expected quarterly.				

Community and Problem-Oriented Policing
CDP will develop a comprehensive Community and Problem-Oriented Policing Plan.

<p>The Stakeholders, including CPC and the Monitor will review the proposed final draft of the CPOP plan and highlight issues and/or concerns.</p>	<p>To gather community feedback on CDP's Final CPOP draft using a data collection tool designed by CPC Policy Analyst:</p> <ul style="list-style-type: none"> • Townhalls • Listening sections • Other: digital outreach 	<p>Policy Analyst, Community Engagement Coordinator with Commissioner oversight</p>	<p>Produce data that supports evidence-based recommendations to be shared with Stakeholders</p>	<p>August 28, 2017- October 13, 2017</p>
<p>The CPC will obtain community, officer, and stakeholder input into the CPD's proposed draft of the community and problem-oriented policing plan. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.</p>		<p>CPC Staff with Commissioner oversight</p>	<p>Written summary of Community Comments on CDP CPOP Draft</p>	<p>October 13, 2017- November 10, 2017</p>

Outreach Staff Member Name: Chinenye Nkemere Thompson
 Work Plan Period: September 20, 2017 to October 17, 2017

Goals and Objectives: TBD by Commission

OCTOBER 17th at 6p | Town Hall Tuesday| Listening Session, Reintroduction of the Consent Decree w/ Guests

Community Partners			Activities	Timeline	Expected Outcomes	Status	Comments
Neighborhood Connections Famicos Cleveland Metroparks Asians & Friends Cleveland Museum of Art Museum of Contemporary Art NAACP EcoCleveland Junior League of Greater Cleveland OhioVets Denison Ave, UCC Downtown Cleveland Alliance Fatima Community Center Hands on Ohio Hispanic Alliance HUMADAOP Lexington Bell Community Center Nueva Luz URC Old Brooklyn Crime Watch Mt. Pleasant Now Development The Campus District NPHC Sisters NASW YMCA / YWCA of Greater Cleveland Big Brother, Big Sister of Greater Cleveland	The Diversity Center of NEO Who's Who in Black Cleveland Greater Cleveland Faith Based Initiative Inc. Trinity Outreach Ministries DST Cleavelands Kappa Cleveland Alumni Cleveland Food Bank Pride of Glenville Peace in the Hood Slavic Village Development Corporation St. Clair Superior Development Corp. The Warehouse District LGBT Center of Greater Cleveland NAMI of Greater Cleveland ACLU of Greater Cleveland Empowering Youth Exploring Justice (EYEJ) League of Women Voters Habitat for Humanity University Circle Inc. The Gund Foundation The Cleveland Foundation Ginn Academy Rainey Institute	Sylvia Rivera Project CMSD Homeless CLE Mothers of the Movement Police Athletic League Bellaire-Puritas CDC Burten, Bell, Carr Development CMHA Union Miles Development Corporation Cleveland Job Corps Cleveland Neighborhood Programs Detroit Shoreway CDC East End Neighborhood House Harvard Community Center Kamms Corner Tremont West Development Corporation Hispanic Pastors Fraternity BikeCle Bike Life Cle HackCle Ohio City Incorporated Murtis Taylor United Way of Greater Cleveland Cleveland Neighborhood Progress Slavic Village Development Human Rights Campaign The Urban League Old Stone Church New Voices CLE	<ul style="list-style-type: none"> Research locations to co-locate 	September 20 through September 25	<ul style="list-style-type: none"> Find a location to host first "Town Hall Tuesday" 	TBD	N/A
			<ul style="list-style-type: none"> Identify contact person Send digital invitations Cold calls 	September 28 through September 28	<ul style="list-style-type: none"> Establish contacts with key community organizations Invest Community Outreach Coordinator (or similar role) in the work of the Cleveland 	TBD	N/A
			<ul style="list-style-type: none"> Identify community partners' next meeting Cold calls Research 	September 28 through September 28	<ul style="list-style-type: none"> Identify community partners' next meeting 	TBD	N/A
			<ul style="list-style-type: none"> Distribute (social and physical) flyers 	September 29 through October 4	<ul style="list-style-type: none"> Education via social media and physical flyers 	TBD	N/A
			<ul style="list-style-type: none"> Host of present non-CPC event 	TBD per organization	<ul style="list-style-type: none"> Build relationships 	TBD	N/A
			<ul style="list-style-type: none"> Remind organizations about event 	October 16	<ul style="list-style-type: none"> Reinvest 	TBD	N/A

Example of proposed activities by CPC staff when the CDP releases its draft CPOP plan.

**CPD will develop a bias-free policing policy. (¶ 38.) (August 15, 2017overdue)
The draft policy by CDP was officially handed off to CPC Friday, August 25.**

Please see *example* of a work plan calendar on page 15

Outreach Staff Member Name: Chinenye Nkemere Thompson
 Work Plan Period: August 29, 2017 to September 19, 2017

SEPTEMBER 19th at 6p Town Hall Tuesdays Collective Bargaining Agreement / Current Policy								
Community Partners			Activities	Timeline	Expected Outcomes	Status	Comments	
Neighborhood Connections Famicos Cleveland Metroparks Asians & Friends Cleveland Museum of Art Museum of Contemporary Art NAACP EcoCleveland Junior League of Greater Cleveland OhioVets Denison Ave. UCC Downtown Cleveland Alliance Fatima Community Center Hands on Ohio Hispanic Alliance HUMADAOP Lexington Bell Community Center Nueva Luz URC Old Brooklyn Crime Watch Mt. Pleasant Now Development The Campus District NPHC Sisters NASW YMCA / YWCA of Greater Cleveland Big Brother, Big Sister of Greater Cleveland	The Diversity Center of NEO Who's Who in Black Cleveland Greater Cleveland Faith Based Initiative Inc. Trinity Outreach Ministries DST Cleveland Kappa Cleveland Alumni Cleveland Food Bank Pride of Glenville Peace in the Hood Slavic Village Development Corporation St. Clair Superior Development Corp. The Warehouse District LGBT Center of Greater Cleveland NAMI of Greater Cleveland ACLU of Greater Cleveland Empowering Youth Exploring Justice (EYEJ) League of Women Voters Habitat for Humanity University Circle Inc. The Gund Foundation The Cleveland Foundation Ginn Academy Rainey Institute	Sylvia Rivera Project CMSD Homeless CLE Mothers of the Movement Police Athletic League Bellaire-Puritas CDC Burten, Bell, Carr Development CMHA Union Miles Development Corporation Cleveland Job Corps Cleveland Neighborhood Programs Detroit Shoreway CDC East End Neighborhood House Harvard Community Center Kamms Corner Tremont West Development Corporation Hispanic Pastors Fraternity BikeCle Bike Life Cle HackCle Ohio City Incorporated Murtis Taylor United Way of Greater Cleveland Cleveland Neighborhood Progress Slavic Village Development Human Rights Campaign The Urban League Old Stone Church New Voices CLE	<ul style="list-style-type: none"> Research West side Cleveland locations to co-locate 	August 29 through September 5	<ul style="list-style-type: none"> Find a location to host first "Town Hall Tuesday" 	TBD	N/A	
			<ul style="list-style-type: none"> Identify contact person Send digital invitations Cold calls 	September 5 through September 7	<ul style="list-style-type: none"> Establish contacts with key community organizations Invest Community Outreach Coordinator (or similar role) in the work of the Cleveland CP 	TBD	TBD	
			<ul style="list-style-type: none"> Identify community partners' next meeting Cold calls Research 	September 8		TBD	N/A	
			<ul style="list-style-type: none"> Distribute flyers (social media and physical) 	TBD per organization	<ul style="list-style-type: none"> Education via social media and physical flyers 	TBD	N/A	
			<ul style="list-style-type: none"> Host or present a non-CPC event 	TBD per organization	<ul style="list-style-type: none"> Build relationships 	TBD	N/A	
			<ul style="list-style-type: none"> Remind organizations about event 	September 18	<ul style="list-style-type: none"> Reinvest 	TBD	N/A	

Example of potential activities to respond to CDP bias-free policy draft

Outreach Staff Member Name: Chinenye Nkemere Thompson
 Work Plan Period: August 3, 2017 to TBD

Use of Force-Related Policies

In consultation with the Monitor and the Parties, CPD produces a Proposed Final Draft of both, Use of Force and Force Investigation Team (FIT) policies that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC. **(Due September 29, 2017)**

Action	Goal	Responsible Party	Deliverable/Outcome	Timeline/Deadline
The Monitoring Team and Parties receive feedback from CPC and other community organizations about the Use of Force investigations and FIT investigations policy and forward recommendations to CPD.	See proposed activities calendar below	CPC Staff Commissioners provide oversight	Submission of Feedback to Monitoring Team and Parties	October 31, 2017
The Monitoring Team and Parties receive feedback from CPC and other community organizations about the use of force investigations and FIT investigations policy.	See proposed activities calendar below	CPC Staff Commissioners provide oversight	Submission of Feedback to Monitoring Team and Parties	November 30, 2017

Goals and Objectives: TBD by Commission

NOVEMBER 9th at 6p | Town Hall Thursdays | Faith-Based Partnership / Policy Update

Community Partners			Activities	Timeline	Expected Outcomes	Status	Comments
Neighborhood Connections Famicos Cleveland Metroparks Asians & Friends Cleveland Museum of Art Museum of Contemporary Art NAACP EcoCleveland Junior League of Greater Cleveland OhioVets Denison Ave, UCC Downtown Cleveland Alliance Fatima Community Center Hands on Ohio Hispanic Alliance HUMADAOP Lexington Bell Community Center Nueva Luz URC Old Brooklyn Crime Watch Mt. Pleasant Now Development The Campus District NPHC Sisters NASW YMCA / YWCA of Greater Cleveland Big Brother, Big Sister of Greater Cleveland	The Diversity Center of NEO Who's Who in Black Cleveland Greater Cleveland Faith Based Initiative Inc. Trinity Outreach Ministries DST Clevelands Kappa Cleveland Alumni Cleveland Food Bank Pride of Glenville Peace in the Hood Slavic Village Development Corporation St. Clair Superior Development Corp. The Warehouse District LGBT Center of Greater Cleveland NAMI of Greater Cleveland ACLU of Greater Cleveland Empowering Youth Exploring Justice (EYEJ) League of Women Voters Habitat for Humanity University Circle Inc. The Gund Foundation The Cleveland Foundation Ginn Academy Rainey Institute	Sylvia Rivera Project CMSD Homeless CLE Mothers of the Movement Police Athletic League Bellaire-Puritas CDC Burten, Bell, Carr Development CMHA Union Miles Development Corporation Cleveland Job Corps Cleveland Neighborhood Programs Detroit Shoreway CDC East End Neighborhood House Harvard Community Center Kamms Corner Tremont West Development Corporation Hispanic Pastors Fraternity BikeCle Bike Life Cle HackCle Ohio City Incorporated Murtis Taylor United Way of Greater Cleveland Cleveland Neighborhood Progress Slavic Village Development Human Rights Campaign The Urban League Old Stone Church New Voices CLE	<ul style="list-style-type: none"> Research locations to co-locate 	October 25 through October 27	<ul style="list-style-type: none"> Find a location to host first "Town Hall Tuesday" 	TBD	N/A
			<ul style="list-style-type: none"> Identify contact person Send digital invitations Cold calls 	October 30 through November 1	<ul style="list-style-type: none"> Establish contacts with key community organizations Invest Community Outreach Coordinator (or similar role) in the work of the Cleveland CPC 	TBD	N/A
			<ul style="list-style-type: none"> Identify community partners' next meeting Cold calls Research 	November 1 through November 3	<ul style="list-style-type: none"> Build partnerships -events promoted on calendar 	TBD	N/A
			<ul style="list-style-type: none"> Distribute flyers (social media and physical) 	November 3 through November 9	<ul style="list-style-type: none"> Build relationships -social and physical 	TBD	N/A
			<ul style="list-style-type: none"> Host or be present at non-CPC event 	TBD per org	<ul style="list-style-type: none"> Build relationships 	TBD	N/A
			<ul style="list-style-type: none"> Remind organizations about event 	November 8	<ul style="list-style-type: none"> Reinvest 	TBD	N/A

Proposed activities to validate recommendations to CDP regarding Use of Force & FIT policy drafts

Other CPC policy areas to monitor, assess and make recommendations:

- Recruitment and Hiring – First draft September 15, 2017; written work product be Monitoring Team November 1, 2017
- Administrative Review Processes – Ongoing
- Internal Affairs Policy Manual – May 8, 2017 to November 3, 2017
- Office of Professional Standards – Ongoing; Draft program to provide awareness – First draft November 20, 2017
- Police Review Board – Ongoing
- Transparency – Ongoing
- Police Inspector General – Status update
- Staffing – CPC will collect the concerns, expectations, values and issues related to CDP staffing levels from across Cleveland's diverse communities in a single written document to submit to stakeholders – summary due February 1, 2018
- CPC's Annual Report – December 15, 2017

Next Section

Feedback from the Monitoring Team on the

CPC

November 2016 CEA draft plan

MEMORANDUM

TO: Cleveland Community Police Commission
FROM: Brian Center, Ayesha Hardaway, Nonny Onyekweli, Tim Tramble
DATE: December 9, 2016
RE: Community Engagement Assessment Plan

The Monitor's First-Year Monitoring Plan requires the Cleveland Community Police Commission (CPC) to create and implement a Community Engagement Assessment. On November 30, 2016, the CPC circulated a draft Community Engagement Assessment Plan (the "Plan") that outlined the process to conduct an assessment on an ongoing basis of Cleveland Division of Police's (CDP) community engagement and the community's confidence in the Division. The First Year Monitoring Plan also requires the Monitor to provide feedback on the Plan. This memo provides a summary and explanation of our feedback.

Background

The Consent Decree requires the CDP to formulate a comprehensive and integrated community

and problem-oriented policing plan. The Monitoring Team, with assistance from the Policing Project, has drafted a framework document to guide these efforts, and consistent with the Decree will work with the CDP to engage the community around the various components. The CPC's Community Engagement Assessment is an important part of this broader community engagement effort. As the engagement process begins, the Monitoring Team looks forward to discussing ways in which the Monitoring Team, the CDP, the CPC, and the City can collaborate in engaging the community around this broad set of issues.

Assistance from the Policing Project

We would like to highlight that the Policing Project is a resource that can assist the CPC in further developing the plan and coordinating the various stakeholders involved. The Policing Project is a nonprofit that specializes in designing police-community engagement plans, and currently serves as a community engagement consultant to the Monitoring Team. They are eager to work collaboratively with the CPC.

The Monitoring Team is happy to lend the support of the Policing Project and the CPC should not hesitate to work with the Policing Project—either through the Monitoring Team or directly with the Policing Project. The Policing Project has indicated a willingness to help with matters ranging

from developing a set of materials to educating the public on community policing policy options, to coordinating efforts between each of the stakeholder groups.

Section I -- Rationale

We suggest adding a little more detail about why the community input process should result in real world improvements to police-community relationships. Below is a draft paragraph that could make the point.

“Through these processes, we expect to see the development of a stronger community engagement structure that will extend beyond the duration of the consent decree. As set forth in the Consent Decree, “CDP will develop and implement a comprehensive and integrated community and problem-oriented policing model” in order to promote and strengthen partnerships within the community, engage constructively with the community to ensure collaborative problem-solving, and increase community confidence in CDP. CDP will consult with the Commission when choosing the most appropriate model. This model must foster effective ways to create positive daily interactions between CDP law enforcement officers and community stakeholder groups where such daily exchanges are currently lacking. Additionally, it should also aspire to promote a collaborative spirit among officers and the community as officers engage in non-enforcement interactions.”

Section IV – Components of Cleveland’s Community Engagement Assessment

In order to provide the necessary context for the rest of the document, we suggest a few changes at the outset. First, at the beginning of this section, we recommend providing a more robust explanation of the strategy and goals of the assessment process. This might include, for example,

an explanation of how the CPC plans to discover the unique views from all community members; create a feedback loop with the CDP so that key challenges are crystalized, considering the perceptions of both the community and police; and then produce an assessment that is designed to foster reforms both at the policy level and with regard to daily interactions in the community. We also would like to see a sentence or two explaining why Seattle’s plan was an appropriate model. It would helpful to explain what “unique needs” of Cleveland require modification.

Second, we recommend that the CPC review the Monitoring Team’s Framework for Community Policing in Cleveland, and incorporate into its document an explanation of how the CPC will utilize the framework during its assessment process. We hope that it helps guide the CPC on what to look for in its assessment.

Third, it would be helpful to provide a timeline for when each phase is expected to begin and conclude. These changes will provide context, which will make the plan easier to follow and understand.

Phase 1

Upon review, it is unclear what phase 1.A. is referring to. Is this a process where the CPC will review all current and outstanding feedback they have already received or have access to? It is also not clear what the CPC plans to do with this feedback once it has been collected and compiled. This should be expanded upon. For example, will the CPC be making the feedback public? Will it be making recommendations from it?

For Phase 1.B, as mentioned above, the Policing Project is eager to work with the CPC with coordinating with the other stakeholders. As for meeting with the various stakeholders, it might be helpful to reach out to the CDP's media spokesperson and include both Community Relations Board staff representatives and the civilian representatives. We also think it is worthwhile to expand here with some explanation of what the purpose is of these meetings with stakeholders. Is it to explain the community engagement process and obtain their input? If so, that should be spelled out.

Phase 2

We commend the CPC for creating so many different and diverse avenues for community feedback. We have several suggestions and concerns relating to the rationale or goal of some of the stages.

First, we recommend considering whether it would be advisable to create a process to educate the public on community and problem oriented policing prior to receiving input during Stage 2. Education is important because it frames the issues with concrete policy options while also allowing for more meaningful and informed debate.

Second, it seems as though town hall meetings about police-community relations have already happened a few times. It might be helpful to provide clarity about how additional meetings will not be redundant or will be limited to discussions about issues which have not been the specific focus of previous town halls.

Third, we would like to see more clarity about why Activist Feedback is separated out in Stage 4. There seems to already be an ability to obtain activist feedback in Section B of Stage 1. Further, at first blush it appears that this section should be incorporated into Stage 3, to put everyone in the community on equal footing. If the Commission thinks this section should be separate, it would be helpful to replace “activist” with “community representatives” or “grassroots organizations” as those terms are all-encompassing, and to explain how the activities, input solicited, and anticipated results in this stage differ from those described in Stage 3.

Fourth, we recommend considering some explanation of how police officers will be, or will not be, involved in this part of the process. Will any discrepancies in perceptions of the community, versus perceptions of the CDP representatives in Phase 1, be analyzed to identify the cause of the discrepancies and possible solutions to close the gap? Will this be done in real time to foster an interactive process and ongoing reform efforts, or be left to describe in an annual report?

Phase 3

We recommend providing more details about what work is planned for Phase 3. It is unclear in its current iteration what will be done, who will do it, and what the overall goals are for the project. A few questions that are raised by this section are:

1. Does the CPC plan on doing the data analysis?
2. How does the data analysis fit in with the Monitoring Team's Framework?
3. What is the "gap analysis," and when and how will that be done?
4. What does it mean to create an "assessment tool" at this stage?
5. What does "implementation" mean? Does it mean that within the assessment report the CPC will have an action plan to implement? It's also not clear where specifically the plan provides for the CPC to "recommend[] strategies for the CDP to increase community engagement with and community confidence in [the] CDP" as envisioned in the Consent Decree.
6. Has the CPC considered how to ensure that this process is an ongoing collaboration with the CDP and the community?

Target groups

The plan already has a diverse and well-developed list of possible organizations for target groups. We would add several more: United Pastors in Mission, Anti-Defamation League, My Com Cleveland, Peace in the Hood, Black on Black Crime, ACL, Partnership for a Safer Cleveland, Neighborhood Leadership Institute (NLO), and Neighborhood Leadership Development Program (NLDP).

Conclusion

Conclusion

We thank the CPC for its initial draft. We hope that the above comments are helpful, and we look forward to working with you more to help finalize this very important assessment plan.

