

TOOLS FOR TRUST

Moderator: **Deborah Morton**, Deputy Director, Parks & Recreation, City of Richmond, Richmond, VA

Panelists:

Christian Clegg, Deputy City Manager, City of Stockton, Stockton, CA

Elon Simms, Columbus Community Trust, Columbus, OH

Becky Monroe, Director, Divided Communities Project, Distinguished Practitioner in Residence, Ohio State Moritz College of Law, Columbus, OH

October 21, 2019

STOCKTON CEASEFIRE⁷ LEADERSHIP COUNCIL

Building relationships with individuals that trust institutions the least, but need our services the most; building trust with individuals at highest-risk of group gun violence



City of Stockton

- 300,000 population
- Diverse community near Sacramento and Bay Area
- Renaissance in recent years
- Generational cycles of crime and violence
- Bankruptcy and violent crime spike in 2011-12
- City officials and law enforcement have not historically been representative of the community

Collective Impact

- Opportunity to reinvent a broken community
- Stakeholder coalition focused on indicators related to vulnerability factors: education, housing, employment, health, safety
- Collective Impact strategies with regional partners – My Brother's Keeper; Promise Zone
- Community engagement and trust building



Stockton Police Department

National Initiative for Building Community Trust and Justice

- Procedural Justice Training
- Implicit Bias Training
- Reconciliation
- Policy & Practice Review
- Community Policing

Chief's Community Advisory Board

- Cross-section of the community
- Two-way communication
- Courageous Conversations
- Trust Building Workshops

Strategic Initiatives

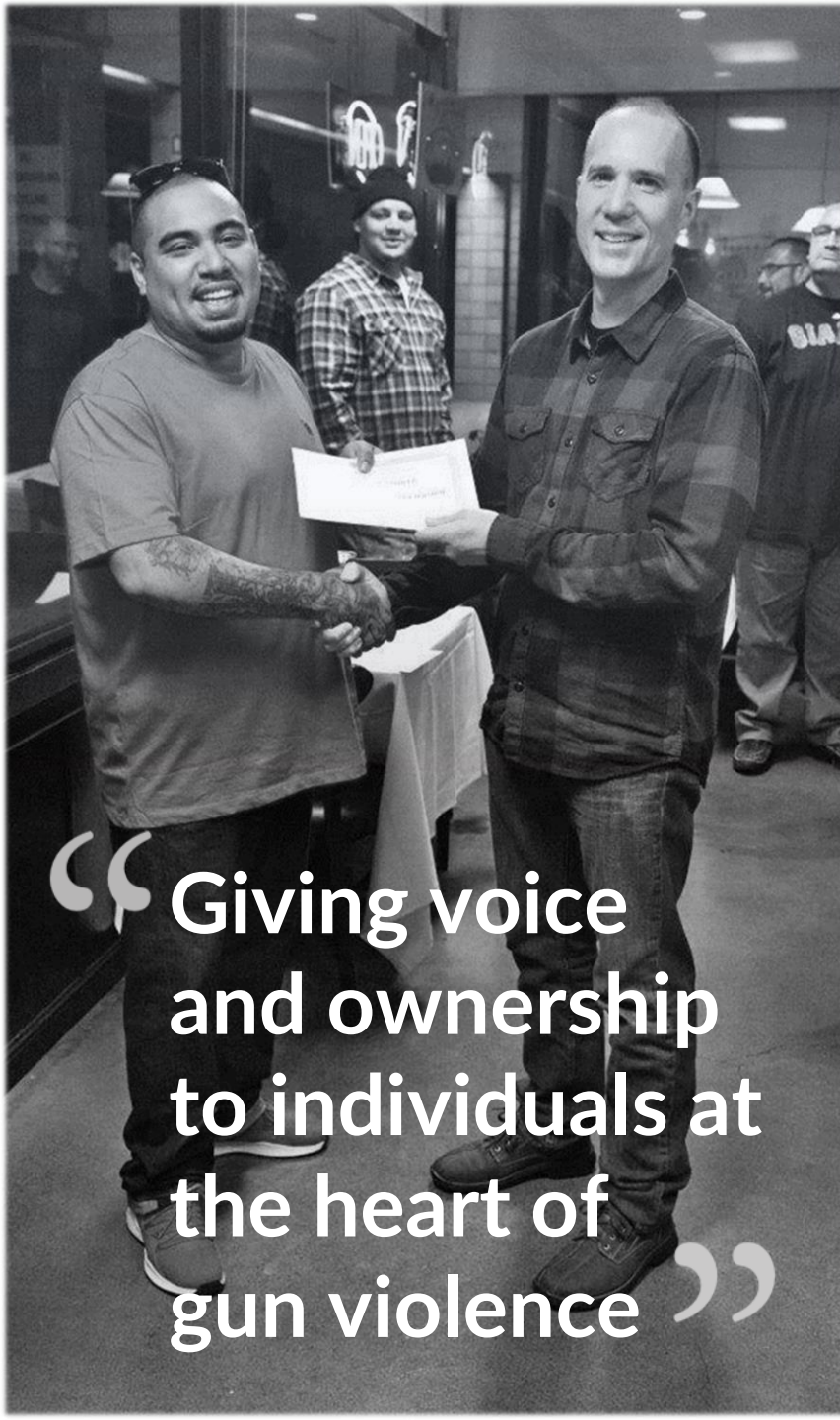
- Information Transparency
- Neighborhood Impact Teams
- Operation Ceasefire – Triple bottom line
- Body Worn Camera Program
- Strategic Community Officers

#ICMA2019

Office of Violence Prevention

- Operation Ceasefire – Triple bottom-line
- Intense focus on individuals at very high-risk of gun violence
- Particular mistrust of law enforcement and government for this population
- Respectful communication from all partners to high-risk individuals
- Relationship building with street outreach workers and case managers
- Client Focus Groups led to development of Leadership Council





“Giving voice
and ownership
to individuals at
the heart of
gun violence”

Ceasefire Leadership Council Results

- Adjusted the Ceasefire message and approach
- Changed procedural justice and implicit bias training; Leadership Council members present at trainings
- Changed how stops and arrests are conducted
- Community leaders advocating for a message of peace and reconciliation
- Participation in Community Engagement Coalition and Shared Safety Coalition
- Individual outcomes matter; <https://youtu.be/Jm3Z4tyTRIQ>

#ICMA2019



#ICMA2019



TOOLS FOR TRUST – THE DIVIDED COMMUNITY PROJECT

- We apply insights gained from law enforcement, government, and community leaders to support efforts to build resilient communities.
- We strengthen community efforts to transform division into action.
 - *Creative Power of Civil Unrest: keeping people safe while identifying and meaningfully addressing the reasons underlying community division.*
 - *Harnessing power of mediation techniques to support local leaders building resilient communities.*

Divided Community Project – Select Initiatives

Bridge Initiative @ Moritz

- Offering communities rapid consultation on processes for addressing community conflict, go.osu.edu/DCPbridge

American and Community Spirit Initiative

- Ideas for finding an American Spirit and a Spirit for every community, moritzlaw.osu.edu/american-spirit or AmericanSpirit.osu.edu

Community Resiliency Initiatives

- Support for local community leaders strengthening conflict resolution and planning capacity through an Academy co-hosted with the ABA, and illustrations of broad-based community planning from partner projects across the country. go.osu.edu/DCPcri

Tabletop Simulation Exercise for Local Leaders

- Leaders address volatile conflict in simulation, encouraging assessment of current capacity to respond to crisis and develop a plan of action to improve their preparedness. go.osu.edu/MidlandSim



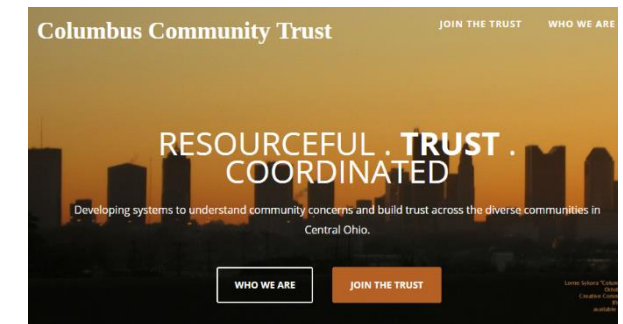
The Bridge Initiative

- Connecting local leaders, including mayors, chiefs, advocates, as well as university leaders and students, with leaders who have addressed civil unrest and volatile conflict in their own communities.
- While every community and conflict is unique, community and city leaders may have insights and lessons learned that can help leaders in other communities.
- Offer experienced mediators with experience in community conflict, who, if requested and useful, can help mediate conflicts in a way that allows everyone to address the volatile conflict at hand, while also pivoting to addressing the longstanding underlying issues like racism and other forms of discrimination that helped lead to the conflict.
- Email: Monroe.1187@osu.edu



Community Resiliency Initiatives

- Columbus, OH
- Orlando, FL
- Rochester, NY
- San Leandro, CA
- San Mateo County, CA
- Academy Participants (2019): Charlottesville, VA; Oregon; Memphis, TN; Kenyon College



#ICMA2019

DCP Resources

Planning in Advance of Civil Unrest

Offers points to consider for a community that seeks to develop a strategy to deal with division before it escalates into civil unrest, go.osu.edu/DCPpia

Divided Communities & Social Media

Strategies for community leaders dealing with community division against the backdrop of the challenges and opportunities of social media, go.osu.edu/DCPsm

American and Community Spirit Initiative

Identifying the values we share to inspire action to realize our common goals.

Guides for American Spirit storytelling conversations and identifying a community spirit, AmericanSpirit.osu.edu

Key Considerations for Community Leaders Facing Civil Unrest

A checklist to consider when a community faces civil unrest and when that community begins to build consensus about dealing with the underlying problem, go.osu.edu/DCPkc

Case Studies from Five Communities:

Capturing lessons learned from broad-based community planning efforts to address divisions and engage residents, go.osu.edu/DCPcri

#ICMA2019

Tabletop Simulations

- Scenario includes volatile conflict, including civil unrest, and encourages leaders to respond in real time to the crisis and to develop a plan of action to improve their preparedness.
- Recognize leaders must advance longer term initiatives while having to stop to respond to crisis situations.
- Responding to high profile conflicts, while also identifying and meaningfully addressing longstanding and complex reasons underlying division.



DCP has conducted the simulation across the country in mid-sized and major metropolitan areas, and with leadership organizations including law enforcement, city managers, and community leaders.

#ICMA2019

What Participants Say – and Do – After the Simulation

- Debrief helps participants quickly assess what worked? What didn't work? What would work in your department, university, and city?
- Leave with ability to develop an effective plan to improve preparation for civil unrest and for effective engagement across agencies and institutions.
- Improves collaboration across local government with neighboring jurisdictions, and between government and communities.
- Builds empathy and understanding within government between offices as well as between government and community organizations.



*"It's realistic – the juggling of incident response is how it plays out in real life."
(Police Chief)*

*"We have plans for natural disasters, but we don't have plans for responding to civil unrest. We will work with the local community leaders here to develop one."
(Mayor)*

#ICMA2019

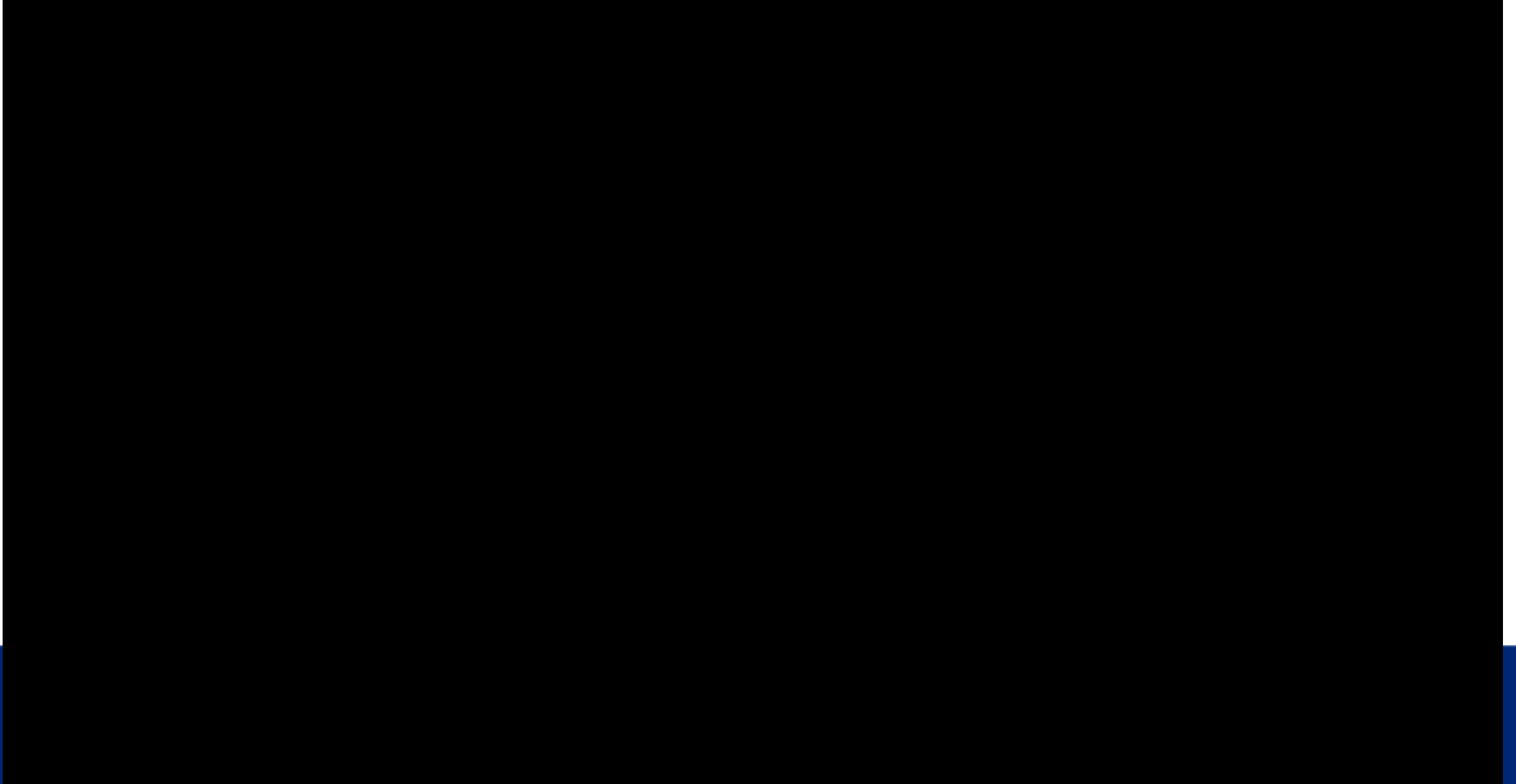
The Midland Simulation

THE CITY OF
COLUMBUS

ANDREW J. GINTHER, MAYOR

#ICMA2019

MIDLAND SIMULATION IN COLUMBUS, OHIO



CITY OF COLUMBUS

MIDLAND SIMULATION

In December of 2017, the City of Columbus partnered with The Divided Community project to participate in the Midland Simulation.

The Mayor, Cabinet Level Officials, and the city staff who participated recognized the importance of planning for civil unrest both internally and externally with community stakeholders.



City of Columbus Midland Simulation Preparation & Application

- The development of the partnership with the Divided Community Project
- Structuring the simulation
- City of Columbus participants
- Role playing in the simulation
- Observations
- Lessons learned

#ICMA2019

After the simulation....The Columbus Way

1

Understanding Community Challenges

Listen to the community to learn about the things that divide

2

Gathering Community Stakeholders

Identifying and Encouraging those in the community to contribute to building trust and developing a civil unrest plan

3

Forming a Coalition

Committing to a shared leadership model that demonstrates the need of the community's voice in the decision-making process

4

Developing a Civil Unrest Plan

Working through a process that leads to successful outcomes

#ICMA2019



Columbus Community Trust Mission/Focus Statement

Columbus Community Trust's aim is to make the Columbus metropolitan region more resilient by advancing efforts to:

- Convene community stakeholders to understand deep community concerns;
- Build trust among residents and between leaders and residents;
- Identify/design processes to deal justly with constituency group concerns;
- Prepare the community to respond in resourceful and coordinated ways if an event occurs that challenges trust; and
- Develop shared plans for acting in the midst of civil unrest.

#ICMA2019

THANK YOU

Questions?

ICMA | conference