PHOENIX POLICE DEPARTMENT

Community Engagement Plan

March 2019

Background

The Phoenix Police Department (PPD) understands the importance of the community involvement in policing. Programs designed to inform, engage, and partner with community members and groups have been in existence for decades. Some programs come and go but overall there is an effort to involve the community in policing. Some may question the intent, focus, and scope of these efforts but it does appear there is real desire on the part of PPD to engage the community.

There were two recent, prior efforts to community and police relations. One was the establishment of the Community Engagement and Outreach Task Force (CEOTF) in 2010 following an incident between a police officer and a Councilmember. The Task Force made 34 recommendations and steps to be taken "to increase communication, access, and confidence in PPD through community engagement, collaboration, and partnerships." PPD stated the 34 recommendations were implemented. A second effort started in 2015 after a 2014 officer-involved shooting. The Community and Police Trust Initiative was created. Its purpose was to build on the work of the CEOTF by using The President's Task Force Report on 21st Century Policing as a blueprint. They identified fifteen recommendations.

PPD's Strategic Plan for 2017 – 2019[1] identifies community engagement and outreach as its second goal. Chief Jeri L. Williams stated, "It is vitally important that we work together and create partnerships, so you feel we are available to you." The plan identifies three strategies under the community engagement and outreach goal, (1) strengthen police-community relationships, (2) Increase Community Education Outreach and Engagement, and (3) Enhance Community Trust and Increase Collaboration. The department has been working on these strategies since 2017. As work on improving community engagement and outreach was being done, Phoenix found itself in the midst of a number of officer-involved shootings (OIS) in 2018.

There were 82 OIS in Maricopa County in 2018. The Phoenix Police Department was responsible for more than half of them – 44. This was more than double from 2017 and was the highest among the largest cities in the U.S. Los Angeles and Chicago had 31 OIS, Houston reported 16, New York had 13 and Philadelphia and San Antonio posted 12 officer-involved shootings.[2] An officer-involved shooting creates additional stress and strain on any police and community relationship. There were rallies, protests, calls for actions and accountability. The prior efforts of PPD around community outreach and involvement may have helped prevent more disruptive actions.

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[1] Phoenix Police Department Strategic Plan 2017-2019, https://www.phoenix.gov/policesite/Documents/police_stratigic_plan_2017-2019.pdf

[2] Jason Pohl, "Prison time, mental illness, drugs all commonalities in Phoenix police shootings," Arizona Republic, December 27, 2018, https://www.azcentral.com/story/news/local/phoenix/2018/12/27/2018-year-phoenix-police-shooting/1684343002/

Chief Williams requested the National Police Foundation to do a detailed analysis of officer-involved shootings over the prior five years. The intent is to identify factors contributing to the use of deadly force and the nature of the encounter. PPD is waiting for the final report but the hope is the recommendations will help reduce PPD's use of deadly force and improve community and officer safety.[3]

The City of Phoenix and its police department has been open to community and expert review and recommendations on how to improve operations and community relations and engagement. Much study, work, and effort has been done. Yet, there is a belief the relationship can be stronger, communication better, and collaborations created to improve trust and legitimacy between the police and the community. To that end, PPD reached out to the Bureau of Justice Assistance, National Training and Technical Assistance to bring in a facilitator to help develop a community engagement plan.

Community Engagement

But, what does community engagement mean? Why is it crucial to 21st Century Policing? It is important to define terms because they convey meaning and intent. The concepts of community outreach, partnership, and involvement are often used interchangeably. Each of these are types of community engagement. The concept of engagement is an overarching one and includes all aspects of two-way communications between the police and community. More significantly, the term also conveys a commitment or obligation. One of the better definitions of community engagement is offered by Myhill (2012)[4] were he suggests the following definition of community engagement for policing:

> The process of enabling the participation of citizens and communities in policing at their chosen level, ranging from providing information and reassurance, to empowering them to identify and implement solutions to local problems, and influence strategic priorities and decisions.

The definition suggests that there are different levels of community engagement in policing and its incumbent on the police to provide opportunities for community residents to engage with the police how and where they choose. Myhill continues with his definition by including:

> Engagement, in a policing context, could entail the police enabling citizens and communities to participate by sharing power with them, and

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[3] National Police Foundation, "Phoenix Police Department – Deadly Force Analysis, July 2018, https://www.policefoundation.org/projects/phoenix-police-department-deadly-force-analysis/
[4] Andy Myhill, Community Engagement in Policing: Lessons from the Literature, reprinted 2012, National Policing Improvement Agency.

guaranteeing that their participation will influence decisions and effect action, unless there is a valid reason why it should not.

A comprehensive community engagement plan for policing includes efforts from information sharing to empowering people in determining how policing and public safety will be achieved in their community. The following figure illustrates the levels of community engagement. Not all citizens will want to participate at all levels, but some will want to join in partnership with the police and expect to make some final decisions for themselves and their community. The challenge for policing in the 21st Century is first realizing the complicated nature of community engagement and secondly to respond appropriately to these demands.

A Typology of Community Engagement for Policing[5]

Levels of Engagement	Promise to Community	Structured Opportunities
Empowerment	You can make the final decision unless there is clear justification preventing it.	Public-initiated, police-supported, problem-solving initiatives
Partnership & Collaboration	We will use your help, advice, and expertise to maximum extent possible.	Involved in policy making, training development and delivery, volunteers
Strategic Consultation	We will keep you informed, adopt your priorities if possible, and provide feedback.	Create a range of methods like meetings, focus group, surveys, and public comment.
Monitoring & Accountability	We will be transparent and accountable for the service we provide you.	Independent advisory groups, participation in audits and monitoring police
Information & Reassurance	We will give you accurate and objective information about crime and policing.	Create a range of information channels, tailored to the needs of residents.

[5] Adopted from Myhill, page 18.

Community engagement is essential to creating healthy and safe communities. Engagement provides people with the opportunities to participate in the governance of their neighborhood, community, and city. It helps the police by building trust, obtaining information and assistance from the people they serve. Public engagement builds connections between people and helps create trust. Building true community engagement takes time and, as already shown, is complex. Community engagement efforts need to:

- employ new tools and strategies that meet people where they are;

- have a broader reach that engages diverse segments of the community;

- build capacity in community organizations to partner in implementing

  activities; and

- be designed to sustain the work over time.[6]

These challenges were clearly understood by the participants in the planning session. They acknowledged them and wanted to build off the lessons learned from previous efforts.

Added to these challenges are the barriers that exist in Phoenix between the police and community. These barriers range from differences in skills, abilities and knowledge of the different stakeholders; the requirement to reach the hard-to-reach groups like youth, communities of color, and socially excluded groups; the necessity to overcome feelings of distrust; to embrace language and cultural diversity; and to address existing power dynamics.

It is no wonder that police efforts in community engagement are demanding and frustrating. They are also filled with hope and pride when successful. People change when they engage with others in addressing a shared problem. The participants in the Phoenix Police Department's community engagement planning session experienced this. The results of their effort are reflected in this plan. However, this is just the first step. The next one is to expand the engagement in the planning process to improve the approach, build commitment, and demonstrate its basic principle – together we are better.

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[6] Futurewise, Community Engagement Toolkit: Guidance and Resources for Engaging Community in Planning and Policy Development, December 2014.

Community Engagement Plan

The approach used for this planning process is best described as mapping a theory of change as developed by the stakeholders participating in the planning sessions (this process is also known as a blueprint, logic model, or theory of action). This plan lays out the path that will move the Phoenix Police Department from where it is today to where it wants to be in three years.

PPD invited department personnel and community representatives to participate in a strategic planning meeting to improve PPD's community engagement efforts. These stakeholders determined the desired outcome, goals, and strategies of the plan. The consultant provided the framework for the plan and facilitated the discussions, but the participants, based on consensus, made the decisions.

The planning group started by stating the purpose of the engagement plan. Then they worked backwards to the earliest changes that must happen to achieve the purpose or strategic outcome. The first step in the backwards mapping process was to identify the preconditions that must exist in order for the strategic outcome to be accomplished. This step identified four goals. Next, the participants split into small groups. Each group took one of the four goals and began listing the strategies, initiatives, or programs necessary to achieve the goal.

The goals are stated in the present tense while the strategies are stated in the past tense. This reflects the logic of the theory of change. Goals are preconditions to achieving the strategic outcome, so they must continue to exist. While the strategies are stated in the past tense to reflect the idea that they are achieved and once accomplished moves the department closer to the desired goals.

Elements of the Plan

The overarching aim or strategic outcome of Phoenix's Community Engagement Plan is designed to

> *Enlist, engage, and support all who want to help co-create a stronger, more unified, and safer Phoenix.*

Underlying this statement is the belief that it is essential for everyone living and working in Phoenix to join together in practical actions to make Phoenix better. It is not enough to just entice people to join others in achieving a vision of a stronger, more unified and safer Phoenix. It is also necessary that there are structure opportunities and mechanisms that support people in this effort. This plan is designed to help foster this joint action through opening dialogues, creating opportunities where people can share their hopes, frustrations, and then work together to create their vision for a stronger, more unified, and safer Phoenix.

The group made it clear that they did not want to make a distinction between the police and the community. This plan is about joining together, and engagement means breaking down barriers within the police department, in the community, and between the two.

The long-term strategic outcome statement talks about how the police department will get to where it wants to be. It is the link between the present and the future. It should guide decision-making. The police department knows its success and the success of the city is dependent on robust community engagement. The strategic actions outlined in this document, accomplished over the next three years, will achieve the long-term strategic outcome and move PPD and Phoenix closer to its desired future.

Goals are the requisite conditions and the result of achieving the strategies. The goals, when taken together as a set, become the pathway of change to the long-term strategic outcome. The planning group saw the following goals as the necessary means to accomplish the outcome and move them into the future. The goals are written in present tense to convey the idea that each must be accomplished and maintained to meet the strategic outcome.

1. Messages are sent, and information is shared to raise awareness, improve understanding, and increase empathy about

   o how the police are viewed by the diverse communities in Phoenix and why such opinions are held, and

   o what the job of a police officer requires.

2. Community representatives are routinely consulted to help create and provide input in finalizing, implementing, and monitoring this plan.

3. There are consistent, reliable, and trusted opportunities for individuals, groups, and organizations to provide feedback, facilitate dialogue, and increase involvement in community engagement efforts.

4. People are involved in community engagement efforts where they are at (as skeptics, participants, volunteers, stakeholders, and partners).

These four goals align with the typology of community engagement. The plan is designed to inform, to create mechanisms which ensure accountability and opportunities for consultation, to involve people in creating and implementing the plan, and to encourage others to initiate efforts to build community engagement opportunities.

A department member and a community member should co-champion each goal. Champions may have more than one goal. The champions monitor how the actions and strategies are being worked, helps to address barriers to progress, and keeps the Chief informed of progress.

Measures are the indicators tracked on a routine basis to determine whether the goals are being achieved. These measures should identify what will change, by how much, and by when. Identifying relevant measures is not easy. Some suggested measures are offered. Through

facilitated discussion, perhaps lead by the department's research partner, participants can identify a preliminary list of measures for each goal. The Chief and Co-Champions need to review these measures and decide if each is suitable, depending in part on the availability and timeliness of data. Means for measuring these outcomes should be put in place and updated regularly.

The planning group did not get to identifying specific measures. However, they did define what success would look like. Community engagement, when successful would look like:

- People sharing their experience with others and staying involved over time.
- Every police officer having an opportunity to engage in dialogue with others.
- When bad things happen, because they will, it does not spin out of control.
- The negative social media is reduced in terms of frequency and length of time.

Strategies link the goals to the outcome. The stakeholders identified strategies and the critical conditions that must be met to achieve the goals. Some strategies affect others while some stand alone, but all are essential. Each strategy has associated actions that the stakeholders will execute over the next three years. The Chief and her planning team should review the list to make sure that the strategies are essential and decide whether to add others. A strategy coordinator should be named for each strategy. The coordinator makes sure that the strategy is completed within the specified time. He or she may delegate actions to others with the approval of the goal champions, but the coordinator is ultimately accountable for the completion of the strategy.

THE TARGET AUDIENCE

The intent of this plan is to reach all the people living and working in Phoenix. However, it is recognized there are multiple, diverse groups, neighborhoods, and interests. As the plan is developed, more specificity will be achieved around targeted audiences.

The following page shows the elements of the community engagement plan. The strategies are in a logical, time-based list. The first strategy listed either must be done before other strategies or appears to be the easiest one to complete. This is not a hard rule and the department should prioritize the strategies as it sees fit.

Community Engagement Plan: At a Glance

This section identifies the overarching strategic outcome, goals, strategies, and measures for what Phoenix hopes to accomplish over the next three years. Measures should be SMART – specific, measurable, attainable, realistic, and time bound.

LONG-TERM STRATEGIC OUTCOME
Phoenix's Community Engagement Plan will help enlist, engage, and support all who want to help co-create a stronger, more unified, and safer Phoenix.

Goal	Strategies	Measures
Goal 1: Messages are sent and information is shared to raise awareness, improve understanding, and increase empathy.	Strategies 1.1: Determine what messages are currently being sent, using what techniques, and their effectiveness. 1.2: Develop consistent messaging and leverage or modify existing methods and create new ones. 1.3: Research and determine means of increasing understanding between groups and test best practices. 1.4. Determine and implement ways of measuring the effectiveness of the above efforts, for example surveys and/or focus groups. 1.5 Refine messages, improve audience targeting, and increase effective efforts.	Measures • Number of unique visitors/users of social media • Amount of time visitors spend on web site
Goal 2: Community representatives are routinely consulted to help create and provide input in finalizing, implementing, and monitoring this plan.	Strategies: 2.1: Identify community representatives, formal, and informal leaders. 2.2: Work with and leverage existing advisory board members, faith-based groups, interest groups, and the police unions to help refine the plan, participate in the effort, and provide feedback. 2.3: Encourage and support community-driven public forums hosted by district advisory boards and other groups to discuss the plan, obtain input and solicit help.	Measures: • Percentage community generated comments • Meetings held • Volunteers
Goal 3: There are consistent, reliable, and trusted opportunities for individuals, groups, and organizations to provide feedback, facilitate dialogue, and increase involvement in community engagement efforts.	Strategies: 3.1: Increase the awareness and access to existing opportunities. 3.2: The City and PPD makes and acts by a commitment they will always find a way for community inclusion and this commitment lasts past current leaders. 3.3: Identify, create, and maintain opportunities for engagement that are structured to last over extended periods of time. 3.4: Reflect the mandate of community inclusion in policy review and creation. 3.5: Establish and support community-police groups willing to work on problems.	Measures: • Retention Rate • Increase in reported trust (survey) • Increase number reporting participating in an activity
Goal 4: People are involved in community engagement efforts where they are at (as skeptics, participants, volunteers, stakeholders, and partners).	Strategies: 4.1: Develop and use means to meet people where they are at. 4.2: Ensure informational messages contained in fact sheets, website and other social media are accessible in different languages and delivered in a variety of means. 4.3: Ensure there are increased opportunities for face-to-face communication by using meetings, gatherings, and other opportunities. 4.4: Ensure advisory boards are diverse and reflect the makeup and interests of all the community being represented.	Measures: • Number of first-time participants • Increased diversity in meetings and work groups • Number of training sessions and participants
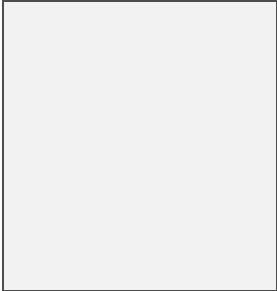
	4.5: Create opportunities for community participation in training, policy development, and other participatory decision-making activities.	

Goal 1: Sharing Information and Messaging

This goal is about sharing information. It is the most basic form of engagement and it is necessary but not sufficient. The purpose of this goal is to provide the public with balanced and objective information to help them understand the nature of policing, reasons for actions, and opportunities for their involvement. Phoenix PD is already doing this type of work. The intent of this goal is to understand the current efforts, the messages being sent and how they are being received. This requires an audit of all public facing communication. This includes not only what the Public Information Office releases but also messages from Recruiting, Community Relations, Precincts, and Investigations. Do these messages convey the values of community engagement? Do they encourage participation? Are they consistent?

Community engagement is about two-way communications. So, this goal is about more than what and how PPD informs the community. It is also how they solicit community input and how they respond to suggestions and concerns raised by the community. Feedback and comments on department posts and tweets are ways some community members attempt to communicate. An approach about how this information is reviewed, used, and responded to should be developed. Community meetings are another way information is shared. Often these meetings turn into walk-in 9-1-1 conversations. None-the-less, it is important PPD has a mechanism of capturing requests, their handling of them, and following-up with community members that raised them.

Empathy was an important concept for the planning participants. They wanted more than just sharing information. They wanted to increase empathy and understanding. Specifically, they want the police to understand the variety of views that the public holds about them and why. At the same time, the police want the public to understand the nature of police work and what it requires of officers. This level of understanding and empathy comes out of face-to-face interactions. Possible mechanisms include using Coffee with a Cop and Youth and Cop Pizza Party, bringing in community members and organizations into training sessions, and supporting structured community-police problem solving efforts. Also, as a few of the planning participants said, it might just mean taking the moment given to you. An officer taking an extra minute to talk with someone may be the start of changing an attitude.

This goal also contains strategies intended to measure the effectiveness of messages and continuing to refine and improve both the message and the delivery. This requires establishing ways of obtaining feedback from the intended audiences through surveys, focus groups, and other means. PPD showing they need community direction to improve their services to them is also sending an important message.

Goal 2: Refining, Implementing, and Monitoring the Plan

Goal 2 is really about engaging the community in planning and implementing the community engagement plan. An important insight by the planning group was if this effort was to be successful, time and effort had to be put into involving more people from the start. This included involving officers and others from PPD and reaching out to community groups for input and assistance.

Suggestions included using the police union to help share the intent of the plan and obtain feedback and suggestions from members of the department. The Chief can facilitate a planning session with her command staff using this document as a place to start. It is important to ensure that civilian members of the department have a means of reviewing and providing feedback on the effort. An internal review group representing ranks and functions of the department can review the input and put forward recommendations to the Chief for inclusion in the plan.

Similarly, existing advisory boards to the police department can be used to share the plan and obtain feedback. The district advisory boards can host community forums. Other groups in the community can do the same. The police department should provide support for these efforts and be on hand to assist in capturing input, but it is important that community-based groups take the lead involving others. It is also important to begin gathering commitments from groups and individuals in helping to make the plan a reality.

Once the plan is sufficiently vetted, the Department may want to do a formal launch. This might consist of inviting everyone who participated in the previous efforts to a large public forum where the Chief, City Manager, Mayor and community leaders revel the Plan with specifics around timelines, responsibilities, and accountabilities. It is important that responsibilities and accountabilities are identified not only for the police department but also include those for the city and community groups and leaders. The intent of the planning group was that the plan becomes the Phoenix Community Engagement Plan not just the Phoenix Police Department's plan.

This level of effort demonstrates the meaning and purpose of community engagement. Involving the community in planning how they and others can be more engaged in the decisions affecting their lives and neighborhoods is the first step.

Goal 3: Trusted Opportunities for Community Engagement

Goal 3 is targeted toward ensuring there are consistent, reliable and trusted opportunities for individuals and groups to engage with the Phoenix Police Department at all levels. This includes sharing information, providing feedback, participating in dialogues and joining problem solving efforts. The participants in the planning sessions believed that sustainability of engagement is crucial and an essential element to sustainability is consistency.

One-time events and opportunities may solicit information but by itself it does not promote engagement. The City and PPD must publicly make a commitment to community inclusion and then actively support such opportunities. A budget for advisory boards to hold community-driven forums on topics and policy questions is one example of such a commitment.

The police department's willingness to actively seek out public input into key policies and training also demonstrates this commitment. Again, this needs to be structured to ensure that it is an on-going effort and becomes the way PPD does business. Some police departments provide joint training to police officers and community members on the problem-solving method and allow time for officers to work with the community to develop and implement strategies resulting from these efforts.

Neighborhood-based, problem-solving teams work with the police and other city agencies to address crime and disorder problems. Everyone involved have a stake in the solutions and a responsibility to complete the actions assigned to them. The group holds each of its members accountable.

Advocacy groups and special interest groups working with the police department and other city agencies to address issues like homelessness, mental illness, violence and other broader problems are all forms of community engagement. These efforts may be convened by the police or other groups. The key is the police and community are actively involved in crafting and implementing a solution.

Trust is created when people spend time together working to solve a common problem and achieve a shared vision. It happens when people can express their opinions, agree to disagree, and then commit to action and do the work.

Sustainability grows out of people expecting that work will get done in certain ways. It happens when the community demands that opportunities for engagement continue and grow over time. It is the expectation for leadership and people are rewarded for meeting that expectation.

Goal 4: Starting where people are at

The planning group recognized there are multiple reasons why people may engage with the police. Some will engage because they want a safer community. Others want a say in the process of governing and government accountability. There are those that already support and work with the police. While others do not want to engage or want to engage on their own terms. There are those that get involved for self-serving reasons. These and many more motivations bring people out to get involved either for a one-time meeting or over months. Goal 4 recognizes this fact and is intended to leverage it.

This goal is about letting people engage where they are at and offering options for increased engagement. The strategies start with the basic – can people access current opportunities? Are communications offered in multiple languages and delivered through multiple channels? Do positive face-to-face interactions between the police and community exist in all neighborhoods? Opening up communication channels is a basic, first step.

Advisory boards need to reflect the makeup and interests of the community they represent. The means of joining a board need to be clear and fair. Boards can expand through sub-committees that focus on specific areas or problems and recruit others to participate in addressing the specific issues. Training can be offered on how the police department, the criminal justice system, or the city government works, or how the city budget or legislative process operates. Then the training participants take on an issue, develop and advance solutions.

Power is shared when real opportunities to shape policy and priorities are provided. This is the start of community government – creating opportunities for people to become involved in how their city operates.

Conclusion

This community engagement plan is just the first step in an effort to increase the communication and cooperation between the Phoenix Police Department and community it serves. It recognizes the effort requires hard work to overcome the existing barriers. Barriers of mistrust and unequal power distribution are not easy to address. However, based on the conversations during the planning sessions, the participants are ready to start.

They will need the help of many more people. One of the first steps of this plan is to use it as a start to engage the diverse communities in Phoenix. Means of sharing and soliciting input to improve the plan, help implement it, and monitor its effectiveness will promote community engagement.

The strategic outcome, as set by the participants, is to make Phoenix stronger, more unified and safer than it is today. This is a lofty vision. It can be achieved by committing to work together. PPD recognizes that they must take the first steps and more work is required by them to break down barriers. Community engagement cannot be the sole responsibility of the Phoenix Police Department. They are also asking for help. It is incumbent on everyone in Phoenix to hear this request and act.

Next Steps

This planning process is the first step in a three-year journey to improve community engagement. To achieve its desired strategic outcomes, Phoenix partners must take the following steps:

- Further develop strategies and detail actions.

- Develop and routinely report measures of success.

- Assign responsibilities and accountabilities for working the plan.

- Track progress.

The Appendix contains a sample of an Action Plan. The first step in developing an action plan is identifying strategy coordinators for each strategy. A coordinator may have more than one strategy. The coordinator will report to the goal champion on a routine basis about progress and impediments to achieving the strategy. The strategy coordinator will develop the action plans for his or her strategies. The coordinator may delegate actions to others but is still responsible for achieving the strategy. The goal champion should review and approve all action plans associated with his or her goals. Champions and coordinators should have the skills, abilities, knowledge, and, in some cases, the rank to get the work done.

The action plans list the appropriate information about the goal, strategy, required actions, accountable people, and a timeline. These plans track progress on achieving the long-term strategic outcome. The item number identifies the strategy and action (e.g., action item 1.4.1 is for Goal 1, Strategy 4, Action 1). The description defines the action or step that must be completed. Responsibility names the person who will complete the action. The timeline should estimate the amount of time an action may take. Dates can be added once the work begins on a strategy.

PPD can accomplish many of the strategies listed in this strategic plan. However, for a deep and truly transformational change to occur, all the stakeholders who have a vested interest in the success of the PPD must collaborate. They must take this document and make it theirs through the hard work of implementation. The checklist below will help guide the Chief and her team in implementing the plan. The first steps of achieving these outcomes have already begun.

Next Steps: Checklist

The department should continuously assess the strategic plan throughout the planning and implementation processes. Each review should determine whether the plan and its elements are plausible, feasible, and testable. Are the goals, strategies, and actions logical? Do they support each other? Do you have the resources? If not, can you get them? Do you need to adjust the plan's scope, expectations, or timeline?

The checklist outlines these considerations and the department's immediate next steps as it continues the planning and implementation processes in earnest.

☐ Review the long-term strategic outcome to determine whether it is clear, focuses on the present, defines the customers and critical processes, and sets a performance level.

☐ Review the goals to determine if, as a set, it represents all of the preconditions that must exist to achieve the strategic outcome.

☐ Assign a community and police goal champion to each goal to monitor the progress on the strategies, address barriers to progress, and keep the Chief informed of progress.

☐ Goal champions review and modify measures for their goals. Measures should reflect what is expected to change as a result of making progress toward the goal. The measures should specify what will change, by how much, and over what time period.

☐ Goal champions assign a strategy coordinator to each strategy. The coordinator will determine the actions required to accomplish the strategy and assign responsibility for each action and a completion time frame. A strategy coordinator may be responsible for all the actions or, with the goal champion's approval, delegate to others.

☐ The goals, measures, strategies, and actions are reviewed and approved by the goal champions and submitted to the Chief. The review should make sure the strategies and actions make sense and are feasible. Do resources exist to accomplish the actions? Do the scope, expectations, or timeline need to be adjusted?

☐ The Chief reviews and approves the plan making sure that it is logical and feasible. She presents the plan to the City Manager.

☐ The Chief announces the plan to department members and the public.

☐ The Chief and goal champions determine how progress on the plan's implementation will be monitored—what will be reported, how, when, and by whom.

☐ Work on the strategic actions begins.

Appendix: Action Plan Template

Goal 1: Messages are sent and information is shared to raise awareness, improve understanding, and increase empathy.
Goal Champion:
Measures of Success: Number of unique visitors/users of social media Amount of time visitors spend on web site
Strategy Coordinator:

Strategy 1.1: Determine what messages are currently being sent, using what techniques, and their effectiveness.
Action Items:

	Description	Timeline	Responsibility
1.1.1	Review the audit conducted in response to the Community and Police Trust Initiative.		
1.1.2	Survey department units to obtain routine messages, flyers, and handouts that they provide to the community.		
1.1.3	Develop a method to review, document and assess current efforts.		
1.1.4	Conduct focus groups and/or surveys to determine the effectiveness of the current means of messaging the public.		
1.1.5.	Summarize findings and develop recommendations on how to improve the current efforts.		