

South Portland Police Services Review Working Group

Project Outline

Draft of November 12, 2020

This is a direct excerpt from the Proposal provided by the facilitator and is included in the contract between the City and the Facilitator.

Based on my understanding of the project I propose work in 5 phases. However, I want to emphasize that this is just an initial idea based on limited understanding. I fully expect to revise this outline based on reactions and input from City officials and from the Police Services Working Group at the kick-off meeting. Also, I am fully prepared to change plans part way through the project to maximize efficiency and achieve success. Basically, I expect to be very flexible and responsive.

1. Understanding and rapport

First, I expect to spend time understanding the context and rationale for creation of the Police Services Working Group. This will happen in part if/when I am interviewed for the job but might involve additional meetings with key people and will likely involve reading key documents.

Second, I propose to have a one-on-one phone conversation with each member of the Working Group in advance of the kick-off meeting. This will help us get to know each other and build credibility and rapport. Specifically I expect to ask each Working Group member:

- a. What are the best possible outcomes you can imagine resulting from this work?
- b. What concerns do you have about the upcoming work?
- c. What are your ideas about the process? I am especially interested in your thoughts about how the Working Group should make decisions, format and frequency of meetings, and how the public should be engaged.
- d. Any advice for me or anything else you would like to tell me?

I expect this phase to happen in mid-October, 2020.

2. Establish structure

This will occur almost entirely at the kick-off meeting. Beginning with a proposal from me based on initial interviews, at the first meeting we will expect to decide the following:

- a. Overall work plan including schedule of meetings

- b. Typical meeting format and venue
- c. Roles such as chairing, note taking, communications, etc.
- d. How decisions are made
- e. How things get on the agenda
- f. How debate occurs
- g. How public comments will be handled
- h. How to communicate with the public
- i. How to gather evidence of escalated responses and research alternative models
- j. If we should engage people with special expertise and if so, who.

Although I expect to make a proposal for each of the above topics, the purpose of such a proposal is simply to start discussion efficiently. I fully expect to change initial ideas in whatever ways the Working Group decides.

I expect the Kick-Off Meeting to happen on November 4 or 5, 2020.

3. Consider evidence, define the problem, and consider alternative models

It's critical that we begin by addressing the question: Is there evidence in South Portland that some calls for service result in an escalated response and that the individual(s) in need of assistance do not receive such assistance? In particular we will define what's meant by "escalated response."

The answer to this question will be translated into a written problem statement which will then be used to research and evaluate alternative ways of responding. Our time and resources are limited so getting the problem statement right is critical. We then want to keep the focus on solutions that have the best chance of solving the problem.

If the Working Group should find that there is no problem worthy of a recommendation for changes, then we will develop a statement that explains why we came to that conclusion.

This phase is expected to span 3 meetings in November and December, 2020.

4. Develop recommendation

Based on results of the first 4 meetings of the Working Group, I will propose a recommendation and/or a few alternative recommendations for the Working Group to consider. I will do this from a neutral perspective; simply trying to help the Working Group be efficient and productive.

The Working Group will discuss and refine the recommendation however it sees fit.

This phase is expected to span 2 meetings in January.

5. Prepare and present report

I will prepare a Draft Report of Findings and Recommendations shortly after the recommendation has been decided. It will contain a description of the process, key findings, and the Working Group's recommendation. The Draft Report will be circulated to Working Group members in advance of a meeting to be held no later than February 2, 2021.

At the final Working Group Meeting we will discuss and agree to how the Draft Report should be changed and finalized. We will also agree on how the report should be presented to the City Council on February 9, 2021.

Shortly after that meeting I will revise the Report of Findings and Recommendations and provide Working Group members with a final opportunity for last changes and refinements.

I will present the Report of Findings and Recommendations to City Council on February 9, 2021, perhaps with the help of Working Group members.

This phase consists of 1 meeting near the end of January/beginning of February. It also consists of email discussions of final changes and incorporating such changes into the report.