



civilian**investigative**panel

Communication Plan

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Background

I. **Purpose:** *Communication, Vision, and Mission essential to pursue a more focused message and to hone the overall purpose of our agency.*

- a. This communications plan is intended to describe the goals, activates, and methodology that will be used to improve the Civilian Investigative Panel's ("CIP") outreach to the City of Miami and assess the success of those efforts. This plan also describes specific elements and strategies to identify and prioritize the CIP outreach needs including collaborative goals to various City of Miami special interest groups
- b. The key to meeting the plan's communications goals is not the development of this plan, but rather the implementation and continual evaluation of the effectiveness of the strategies. The plan is merely the first step to achieving the overarching goals.

II. **Potential Mission:** The City of Miami Civilian Investigative Panel is an impartial oversight agency, independent of the City of Miami's Police Department, under the authority of the thirteen member Citizen Review committee created in 2002 to improve police accountability, promote higher standards of police services, and increase public confidence. The primary methods to accomplish this mission are by receiving and investigating complaints of police misconduct, and through community policing initiatives. To this end, the CIP seeks to improve citizen-police interactions while building a better relationship and environment for police to protect and serve.

III. **Environment of Communications:** Any effort to improve communication with the community must recognize that people have little time to focus on issues dealing with oversight of the police department and the concepts underlying the oversight initiative. Lack of understanding of the CIP and its goals, does not necessarily mean they are dissatisfied with our service, however, it does reflect a larger issue. It is our assessment that the public is very interested in our work, but they are unaware that the CIP is an option. This issue is complicated by the fact that many residents are from different cultures, particularly, from Haiti and Cuba. They may have ideological and cultural differences with the government and police. This disconnect adds imperative to our purpose of this report and reinvigorated communication plan.

IV. **Purpose of this plan:** This plan is intended to describe the goals, activities, and methods that will be used to improve the CIP's outreach to the City of Miami community and assist in developing a plan to track and gauge success in area of communication. The key to meeting the plan's communications goals is not the development of this plan, but rather the implementation and the continual evaluation of the effectiveness of the strategies. The plan is merely the beginning state to achieve these goals.

V. Communications Plan

a. Summary

- i. The goals and objectives of the CIP are uniform to each of the five districts. By having a singular message, it will simplify and eliminate white noise and misinterpretation of our purpose and plan. These goals and objectives will be applied throughout the Commission Districts, and engage community stakeholders.

b. Theory

- i. As with any type of communication, the canons of rhetoric should be used to develop understanding and credibility. As such, the CIP will employ methods within a three part strategy that will include academic panel discussions, town-hall format question and answer sessions, and speaker series that show the positive effects of civilian oversight when coupled with accepting police departments. All three community outreach programs will seek to connect with people in the community and build relationships with police. The CIP will seek to reach out to police in various ways in the attempt to demystify our purpose and mission. To this end, our hope is for police to realize that our mission is directly aligned with their core purpose, to uphold constitutional practices when protecting and serving communities.

c. Goals

- i. Increase awareness of the CIP as an agency that receives complaints against the City of Miami Police Department and ensures that appropriate action is taken on their behalf. Informing citizens the latitude the panel is given and who has the authority to determine decisions to the officer's discipline.
- ii. Increase awareness of the CIP various committees that decide complaint merits, as well as various functions that weigh in on police policy, such as body camera initiatives, policing, community policing etc.
- iii. Increase knowledge among all community stakeholders in order to evoke more community outreach and encourage participation from organizations and individuals that are affected by police conduct.
- iv. Secure assistance for people who need to use the complaint or review process in order to navigate the system efficiently and effectively.
- v. Improve access to the office resources. This access allows for seamless filing of complaints for community members.

ii. **Objectives**

- i. The public views the CIP as a professional efficient agency that oversees a credible and transparent process that acknowledges and appreciates Miami's diversity.
- ii. The process to investigate complaints is views as fair and thorough and will result in a recommendation for corrective action when misconduct is found.
- iii. The public views the CIP as a trustworthy body that vindicates the interest of the public, either via independent investigations or procedural justice. The CIP listens to community concerns, provides a fair hearing of appeals, and works to improve the law enforcement system for all members of the community.
- iv. The Public believes it is doing a good job at addressing police misconduct, and building a better relationship between the public and the police.

iii. **Risks and Opportunities**

i. **Risks**

- a. Without a successful outreach effort, CIP may have a reduced ability to effectively address issues involving police misconduct. Equally important is the risk involved by not conducting outreach to police. By not directly engaging those to our aligned mission will create trepidation, resentment and lack of cooperation. Further, without successful outreach people may choose not to file complaints because they do not believe it will result in any action; they will not trust the system. They must be aware of the process necessary to file a complaint. If there are few complaints filed, it will be difficult to identify trends, and patterns that helps us contribute to change. Another risk of ineffective outreach is city residents will be less likely to volunteer to help improve the systems if they are unconvinced or unaware, that the process is effective in reducing police misconduct.

ii. **Opportunities**

- a. At this time, several opportunities exist for the CIP to engage with the community on various levels. These opportunities include:
 - i. New leadership in the City of Miami provides new ideas and innovation for civilian oversight;
 - ii. Further, the elected officials will provide more access and communication of people who are aware of our mission and vision;

- iii. The appointment of new panel members, adds new perspectives on individual subcommittee/panel meetings.
- iv. The media coverage of oversight of police departments has put a focus on our office for tougher polices, and a deliberate approach to holding police accountable.

d. **District Target Audiences**

- i. City Commission members/staff
- ii. Advocacy Groups
- iii. Neighbor and Net Associations
- iv. Roll Call locations
- v. Miami Police Unions
 - a. PBA
 - b. FOP
 - c. MCPBA
- vi. Social Justice Groups
- vii. Social Service providers
- viii. Ethnic and Immigrant support groups
- ix. Specifically groups within the areas of Little Havana and Little Haiti which have immigrant populations.
- x. Advocacy Groups
- xi. Roll Call locations
 - a. This initiative will fit within to our outreach to police to help build and further relationships with the police department.

VI. Stakeholder Groups and Organizations

- a. To include but are not limited to: NAACP Miami Dade Branch, Wilkie D Ferguson, Jr. Bar Association, Haitian American Bar Association, Cuban American Bar association, Concerned African Women, BMe Community, Haitian American Grassroots Coalition (HAGC), Sant La Haitian Neighborhood Center, Haitian Women of Miami (FANM), PowerU Center for Social Change, Miami Workers Center, Dream Defenders, The New Florida Majority, People United to Lead the Struggle for Equality (PULSE), Spanish American League Against Discrimination (SALAD), United States Latin Veterans Support Embassy, League of United Latin American Citizens (LULAC), Florida Immigrant Coalition (FLIC), Americans for Immigrant Justice, Equality Florida, MCCJ, COSMOS coalition of South Florida Muslim Organizations, CAIR Council on American Islamic Relations, Engage Miami, ACLU, Center for Social Change, Florida Justice Institute, Neighbors and Neighbors Association (NANA), Circles of Brotherhood, Miami Dade Community Relations Board.

VII. Independent Community Messaging Strategies

a. Guiding Principles

- i. The following principles should be followed when conducting outreach to members of the City of Miami:
 - i. *Be mindful of the communities we serve:* In many respects the CIP's main constituents come from an underserved communities. It is our duty to listen to their concerns, ask pivotal and insightful questions, and provide solutions/remedy where we see fit. In conducting this task, it is important to sincerely listen to all.
 - ii. *Be accessible and responsive during working hours, via mobile or in office communications:* At the CIP, we should pride our communication style on being accessible and responsive. By doing this we build a reputation within the community to be approachable public servants.
 - iii. *Be clear and concise:* The bane of any public servant is getting off message and creating confusion about your purpose. The best way to avoid this is asserting clear and concise statements. When in public and private setting one should exhibit professional demeanor that reflects the mission and vision of the CIP.
 - iv. *Champion messages of diversity and inclusion:* The five Miami City districts are made up of people with various backgrounds, ideologies, cultural norms, and idioms. Therefore, it is vital that we are sensitive to these differences.
 - v. *Be consistent and deliberate:* Our impact requires consistent contact with the community. The community is truly our eyes and ears to issues with police misconduct. In order to identify these issues we have to be deliberate in our outreach. This should include using data to understand reoccurring trends and physical outreach with credibility and on the ground analysis.

VIII. Evaluation

- a. The success of a communication plan depends upon our ability to evaluate the efforts of our outreach and adjust to various demographics. Therefore, an evaluation method should be instituted annually in order to have up to date information on how our messaging is being received. The following methods can be used in

addition to ongoing community insight and feedback in order to gauge our outreach efforts:

1. *Survey of neighborhood performance/ After Action Performance*
 - a. This can be done by gaining data information for district offices, personal surveys and email surveys. There will also be a function on our city website that allows for after action reports on city events. This function will allow anyone to comment in real time their comments or concerns about events.
2. *Web View on Social Media and City website*
 - a. Analytics/viewers can be drawn using the google analytics function. This free service can be used in office without any technical help.
3. *Media Contacts*
 - a. Articles posted in areas news outlets, and responses to those media contacts.
4. *Community Conversations*
 - a. During our various town hall conversations pivotal comments from the community will be taken into account during data analysis. During these events we will compile all comments and names and contact information.

IX. Material Distribution Locations

- a. **District 1**
- b. **District 2**
- c. **District 3**
- d. **District 4**
- e. **District 5**

X. Communication Mediums

- a. City of Miami Communication Department
- b. Miami New Times
- c. Miami Times
- d. Miami Herald
- e. Panel Meetings
 - i. Live Streams of Meeting
- f. WLRN
- g. Social Media
 - i. Twitter
 - ii. Facebook
- h. Individual Website
 - i. After Action Reports
 - ii. Surveys
- i. Flyers, Ads, Department Swag
- j. MinuteChimp

- i. Press Releases and Ads
- k. Home Owners Associations Meetings
- l. Next Door
- m. Eventbrite