



## MEMORANDUM

TO: Mayor and City Council  
Chair, Human Rights Commission

FROM: Howard S. Lazarus, City Administrator

DATE: January 8, 2018

SUBJECT: Co-Produced Policing Commission Implementation Plan

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**PURPOSE:** This memorandum provides a preliminary approach to developing and launching a Commission Charter for the Co-Produced Policing Commission (CPPC) as recommended in the recently completed *Ann Arbor Police Department: Independent Analysis of Community Engagement Practices* report (the “report”).

**BACKGROUND:** In November 2017, the City received the final copy the report from its consultant – Hillard Heintze. The report represented the culmination of over a year of collaboration with the Ann Arbor community, members of the Human Rights Commission, and the Ann Arbor Police Department. While there is some concern that all voices were not adequately heard from during the development of the report, the resulting product does provide an exceptional launching platform for future actions. The report contained forty individual recommendations in six general areas, however the seven that fall under the heading *Civilian Review – Co-Produced Policing Committee* are the ones that have and will continue to generate the greatest amount of public interest.

**IMPLEMENTATION:** The path forward for the CPPC is provided in seven recommendations. The specific actions required to implement these recommendations, along with responsibilities and anticipated time frames for completion are provided in the table on the following pages. The table establishes the baseline schedule for implementation, and will provide the primary progress reporting mechanism. Per recommendations 1.2 and 1.3 in the report, the Deputy Police Chief for Support Services will be the lead for implementation of all relevant recommendations provided in the report, with the Police Chief serving as the Executive Sponsor. The City Administrator will remain engaged as the Operational Point of Contact for the CPPC as recommended in the Hillard Heintze report.

1 Attachment – Report Tracking Chart

### DISTRIBUTION

Police Chief  
Deputy Police Chief, Support Services  
City Attorney  
Communications Manager, City Administrator’s Office  
Strategic Planning Coordinator, City Administrator’s Office

**IMPLEMENTATION PLAN – CO-PRODUCED POLICING COMMISSION (CPPC) TRACKING CHART**

(completed tasks are italicized and shaded)

**COMPLIANCE WITH THE ORGANIZATIONAL STRATEGIC PLAN**

**STRATEGIC VISION:** The implementation of the CPPC supports the vision statement to provide “a unified team, creating and sustaining excellence.”

**MISSION:** The CPPC is consistent with the mission to “deliver exceptional services that sustain and enhance a vibrant, safe and diverse community.”

<b>CORE VALUES:</b>	<ul style="list-style-type: none"> <li>✓ Accountability</li> <li>✓ Commitment to Excellence</li> <li>✓ Integrity</li> <li>✓ Stewardship</li> <li>✓ Teamwork</li> <li>✓ Safety</li> </ul>	<b>GOALS:</b>	<ul style="list-style-type: none"> <li>✓ Deliver exceptional service</li> <li>✓ Enable economic development</li> <li>✓ Ensure financial health</li> <li>✓ Integrate external engagement</li> <li>✓ Leverage information technology</li> <li>✓ Strengthen human capital</li> </ul>
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RECOMMENDATION	SUBTASKS	STATUS
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1.1	The City of Ann Arbor would do well to consider establishing a Co-Produced Policing Committee. The Committee should comprise of select community representatives as detailed in the report and be authorized to work with the AAPD to establish policing priorities and to provide an annual report to Council on the progress to achieve those strategies and an overall rating of the department and the Chief in meeting the goals and strategies.	1 <i>Commit to the formation of the CPPC with the roles, responsibilities, and authorities recommended in the report.</i>	<i>Completed - The City Administrator has declared the intent to form the CPPC under the authority of Section 5.1(b)(1) of the City Charter via his memo to Mayor and Council dated of January 8, 2018.</i>
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1.2	The Ann Arbor Deputy Chief, Support Services, could be the lead in establishing and driving the new form of co-produced public safety	1 <i>Appoint the Deputy Police Chief for Support Services as the lead in establishing and driving the new form of co-produced public safety.</i>	<i>Completed – The Police Chief has hired a Deputy Chief for Support Services and designated him as the lead for establishing the CPPC. The Police Chief is designated as the Executive Sponsor for the initiative.</i>
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1.3	Pursuant to the authority granted under City Charter, the City Administrator needs to consider acting as the operational point of contact for CPPC and the AAPD as they develop protocols, strategies, and governance for the shared responsibilities under co-produced policing.	1 <i>Incorporate role as operational point of contact into goals and objectives of the City Administrator.</i>	<i>Committed to Council in FY2018 evaluation plan.</i>
		2 Address separation of the CPPC from the Human Rights Commission (HRC) as the CPPC is launched.	Develop “Charters” for both the HRC and the CPPC as part of the CPPC Task Force requirements.
		3 Develop a task force of approximately 6 members to develop a Charter for the CPPC and identify the required support resources.	Pending discussions with HRC at its January meeting. Hold public meeting(s) to gather input.
		4 Develop and publish a schedule for the critical tasks in establishing the CPPC.	Draft schedule being coordinated with Police Chief.
		5 Conduct community engagement sessions and exercises to determine the scope, structure and composition of the CPPC.	Dependent upon completion of Task 1.3.3. Prepare Communications Plan including project web site, document repository, and social media strategy.
		6 Present the task force findings to Council along with the proposed CPPC Charter.	Dependent upon completion of Task 1.3.4, 1.3.5, and 1.5.2.

1.4	The recommendation for a chair of the CPPC should be made with the input of the community and police through the City Administrator as approved of Council. This position should rely upon the City Administrator for daily operational support and resourcing needs and report to Council annually.	1 City Administrator solicit recommendations for CPPC Chair, conduct interviews, and make recommendation to Council.	Dependent upon Task 1.3.3.
		2 Develop resource requirements to support CPPC.	Dependent upon Tasks 1.3.3 and 1.4.1.

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RECOMMENDATION		SUBTASKS		STATUS
1.5	The Ann Arbor Police Department and the chair of the CPPC could conduct a series of engagement with the community to understand the specific needs of the communities at the neighborhood level and to develop the interest in applying for positions on the CPPC. After these sessions, the full powers of the CPPC should be established, approved and published.	1	Develop recruitment plan for CPPC members.	Dependent upon completion of Tasks 1.3 and 1.4
		2	Conduct outreach sessions and obtain feedback.	Dependent upon completion of Task 1.5.1
1.6	The CPPC needs to be empowered to develop working committees on standing community issues identified through its role of liaison with the communities of Ann Arbor and as specific issues arise. <ul style="list-style-type: none"> <li>• One recommended standing committee is a Youth Engagement Committee to provide input and ideas for the AAPD to be better able to engage with youth.</li> <li>• Committees should be developed, as needed, based upon community issues and interests. The CPPC then would be tasked as the liaison between the committees and the AAPD in developing strategies to address the issues, concerns and solutions raised by the committees.</li> </ul>	1	Empanel CPPC members.	Dependent upon Task 1.5.
		2	Require CPPC members to complete Citizens Police Academy and other recommended training.	Dependent upon Task 1.6.1.
		3	Hold organizational meeting and determine working committee structure.	Dependent upon Task 1.6.1
1.7	The CPPC could be tasked with providing an annual report to Council that outlines the strategies, and evaluates their efforts and that of the police in achieving the strategy goals.	1	Complete annual report and evaluations in conjunction with the budget cycle. Report due in February of each year.	Dependent upon Task 1.6.