

# DIVIDED COMMUNITY PROJECT PLANNING IN ADVANCE TOOLKIT PHASE 1: Initiating the Planning Process with an Engaged Steering Committee

Paraphrased references are to *Planning in Advance of Civil Unrest*.

[www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/](http://www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/)

**Before you meet** (*Planning in Advance*, pp. 9-12)

- Identify a small (6-9 members) diverse steering group of trusted local leaders who care about the project, have their ear to community issues, and will be effective at analyzing local concerns and recruiting stakeholders for a broader planning group. Discuss the project with each steering group member to gauge interest.
- Determine who will lead—someone with credibility and legitimacy across the community.
- Check-in with one or more respected local institutions (university, bar association, religious coalition, advocacy group, non-profit) to assess their willingness and ability to host the project.
- Discuss how quietly to work at this stage (before checking-in with major stakeholders).
- Conduct a preliminary assessment of the division, tension and resilience of the community to give the steering group a starting point. (*Planning in Advance*, pp. 10-12)
  - a) Work with a local academic institution to interview a variety of sources about important issues facing communities within the community, whether there are avenues for handling these concerns adequately, and sources of community pride that cross communities within the community.
  - b) Review similar past community projects.
  - c) Examine prior civil unrest in that community.

- d) Assess national issues that may produce local tension.

## First meeting (Kick-off)

- Ensure steering group participants know one another.
- Discuss the purpose of the steering group and a vision for the first few meetings.
- Solicit input about the purpose of the steering group and encourage conversation about possible hurdles.
- Share the results of the preliminary assessment.
- Consider whether others should join the steering group.
- Begin brainstorming about who should be a part of the larger project.



## Second meeting (Brainstorming)

- Consider the steering group's role guiding the project.
- Brainstorm who should be a part of the larger project (*Planning in Advance*, pp. 12-14). Consider:
  - a) Who has needed expertise or resources?

- b) Who will be persuasive in engaging those necessary to implement a plan?
  - c) How do you make sure all voices are heard, especially marginalized or hidden ones?
  - d) Who will make planning legitimate in the eyes of the community?
  - e) Who can help implement or may block the recommendations?
  - f) Who bridges diverse segments of the community?
- Begin developing a short project description to share with prospective project participants.
  - Update the preliminary assessment and present any useful historical research

## Third meeting (Formation)

- Finalize the short project description.
- Review, prioritize and add to who should be a part of the larger project
- Assign each contact to a steering group member.
- Ask a series of questions to determine whether the tentative list of persons is inclusive enough, given the community tensions that you expect. For example, have you included:
  - a) Key local officials?
  - b) Law enforcement representatives?
  - c) Advocacy group representatives?
  - d) Influential community leaders, in faith, business, and education and celebrities such as radio hosts?
  - e) Youth representatives?
  - f) Media (including social media) experts?

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- Affirm as a group that you are ready to begin talking about the project with community leaders and what you want to ask them (is this the right time? Would they like to participate?).
  - a) Agree to talking points on describing project.
  - b) Determine key stakeholders to discuss project with first.
- Update the preliminary assessment and present any useful historical research.

## **Fourth Meeting (Reviewing)**

- Review feedback from community leaders
- Address potential hurdles as they arise— schedule a short conference call one week after the steering group begins reaching out to community leaders.
- Add new contacts to the potential project participants.
- Update the preliminary assessment and present any useful historical research.

## **Fifth meeting (Project Planning)**

- Develop a multi-month plan for the larger project, a straw proposal, including a budget, that the planning committee can use for its planning and to solicit needed resources.
- Finalize the various committees for the planning (planning committee, special task forces, etc.); assign steering committee members to recruit each person; choose chair or co-chairs.

- Make a list of persons beyond the planning committee who should be kept informed and asked for regular input.
- Finalize a short document with bullet points on why people should participate: if available, tradition -- past successful initiatives within that community to plan ahead; the tensions within the community and nationally; examples and concerns with respect to local leaders effectively attending to these tensions; reasons for community pride; risks/costs to the community of simmering tensions or civil unrest; tentative plans for the planning process.



## **Sixth meeting (Budget/Donors)**

- Estimate the costs of civil unrest based on occurrences in comparable communities, as a way to determine what others (who care less about intangibles such as building a more resilient community) might be deemed reasonable as a budget for planning and implementation.
- Determine the staff that will be needed and other expenses for the planning

- Engage donors to fund the project and any related staff and research (you might consider inviting potential donors to early meetings).

## **Seventh meeting (Future Planning Meetings)**

- Put together a steering group to plan for each planning group meeting to prepare
  - a) Meeting logistics
  - b) Agendas and background materials to be circulated in advance of the meeting
  - c) Experts needed for each meeting
  - d) Plans to support relationship building among stakeholder members (field trips, icebreakers, events, rules)
  - e) Plans for media
- Identify and secure funds for, if necessary, a reporter who will take meeting minutes and translate discussions in to draft plans after each meeting.

*For more information about how to Create and Implement a Full Committee to Plan in Advance of Civil Unrest, see Phase 2, available here:*

[www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/](http://www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/)

*The Divided Community Project strengthens community efforts to transform division into action. The project focuses on how communities can respond constructively to civil unrest as well as on how they can identify and meaningfully address the reasons underlying community division.*

*The Divided Community Project is housed at The Ohio State University Moritz College of Law's Program on Dispute Resolution.*

## DIVIDED COMMUNITY PROJECT PLANNING IN ADVANCE TOOLKIT PHASE 2:

### *Digging in, Creating and Implementing a Broad-Based Committee to Plan in Advance of Civil Unrest*

Before you begin Creating and Implementing the Project's Working Group, please see Toolkit Phase 1—Initiating the planning Process: Creating and Implementing the Steering Committee. [www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/](http://www.moritzlaw.osu.edu/dividedcommunityproject/be-prepared-2/).

#### **Throughout this process, the smaller Steering Committee should continue to**

- Put together a steering group to plan for each planning group meeting to prepare
  - a) Meeting logistics
  - b) Agendas and background materials to be circulated in advance of the meeting
  - c) Experts needed for each meeting
  - d) Plans to support relationship building among stakeholder members (field trips, icebreakers, events, rules)
  - e) Plans for media
- Identify and a reporter who will take meeting minutes and translate discussions in to draft plans after each meeting.
- Secure necessary funding.



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#### **At your first planning committee meeting**

Focus on identifying current community tensions and resources for handling them ([Planning in Advance](#), pp. 14-15)

- Go over preliminary assessment

- Start with self-education (speakers from within the planning committee) talking about community tensions and resources for handling them
- Plan Interviews, surveys, data mining, and focus groups to augment this self-education
- Assign additional research tasks to those working on the assessment
- Assign task forces to think through how to
  - a) Create an early warning system
  - b) Design *ad hoc* or ongoing forums where problems can be worked out
  - c) Establish patterns for solving problems and encouraging relationships across communities within the community
  - d) Develop Plans for dealing with civil unrest
  - e) Communications during and at the end of planning

#### **At your second planning committee meeting**

Assess unique community values ([Planning in Advance](#), p. 11)

- Go over preliminary assessment
- Start with self-education (speakers from within the planning committee) about community tensions and resources for handling them
- Plan Interviews, surveys, social media data gathering, and focus groups to augment this self-education
- Assign additional research tasks to those working on the assessment
- Plan for ways to gain input on tentative plans

#### **At your third planning committee meeting**

Create an early warning system ([Planning in Advance](#), pp. 14-15)

- Hear from experts on identifying community or any task force appointed to deal with this part of planning
- Discuss likely costs
- Discuss implementation
- Assign additional tasks for the task force
- Plan for ways to gain input on tentative plans

## DIVIDED COMMUNITY PROJECT PLANNING IN ADVANCE TOOLKIT PHASE 2:

### *Digging in, Creating and Implementing a Broad-Based Committee to Plan in Advance of Civil Unrest*

#### **At your fourth planning committee meeting**

Design ad hoc or ongoing forums where problems can be worked out ([Planning in Advance](#), pp. 15-16)

- Hear from experts on identifying community or any task force appointed to deal with this part of planning
- Discuss likely costs
- Discuss implementation
- Assign additional tasks for the task force
- Plan for ways to gain input on tentative plans

#### **At your fifth planning committee meeting**

Establish patterns for solving problems and encouraging relationships across communities within the community ([Planning in Advance](#), pp. 17-18)

- Hear from experts on identifying community or any task force appointed to deal with this part of planning
- Discuss likely costs
- Discuss implementation
- Assign additional tasks for the task force
- Plan for ways to gain input on tentative plans

#### **At your sixth planning committee meeting**

Establish plans for civil unrest ([Planning in Advance](#), pp. 18-20)

- Hear from experts on identifying community or any task force appointed to deal with this part of planning
- Discuss likely costs
- Discuss implementation
- Assign additional tasks for the task force
- Plan for ways to gain input on tentative plans

#### **At your seventh through ninth planning committee meetings**

Discuss reporter's draft of the tentative plans including the plans for implementation ([Planning in Advance](#), p. 21)

- Reporter presents draft of tentative plans
- Hear reports of input received on tentative plans
- Hear from experts on implementation and from those who would be tasked with implementation, including emergency planning officials

- a) Consider especially training
- b) Consider building in evaluation
- Develop budget implications of implementing the tentative plan
- Discuss the tentative plan
- Revise tentative plan
- Plan for ways to gain input on tentative plans



#### **At your tenth planning committee meeting**

Plan for dissemination of the plan

- Hear from experts on identifying community or any task force appointed to deal with this part of planning
- Discuss likely costs

#### **At regular—but much later meetings**

- Review how plans have been implemented, including any evaluation of the implementation
- Consider revisions to the plan

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