

**THE SEATTLE COLLABORATIVE PROCESS
FOR IMPROVING POLICE-COMMUNITY RELATIONS**

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Submitted By

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It was the best of times,
it was the worst of times,
it was the age of wisdom,
it was the age of foolishness,
it was the epoch of belief,
it was the epoch of incredulity,
it was the season of Light,
it was the season of Darkness,
it was the spring of hope,
it was the winter of despair.

From A Tale of Two Cities
by Charles Dickens

In many cities across America, Seattle among them, the perceptions of minority community members and police are like a tale of two cities. The one side feels targeted and disrespected. The other side feels they are doing their best under stressful social conditions not of their making. One side feels aggrieved; the other unappreciated. With the recent DOJ findings regarding the Seattle Police Department's "pattern and practices" of use of force and disparate treatment of

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minorities, now is the time to bridge the gaps. It is not time for point scoring against the police or closing of ranks by them. Rather, a systematic and sustained collaborative process to define shared problems and generate cooperative solutions is vitally needed. And, it is quite feasible to do.

Some cities facing such DOJ findings enter into years of contentious and very costly lawsuits leading to a worsening of trust and relations between police and community.⁴ Others have mustered the ability to use external and internal criticisms to develop a new culture and commitment to participatory and collaborative processes between police and community (notably Cincinnati, Ohio following riots there in 2001).⁵

Seattle is in the unique position to choose the latter.

OVERVIEW

Phase 1: ASSESSMENT (Fall, 2011)

In Seattle, during several days of interviews with dozens of community members, a number of organizations, and police professionals, we found stark differences in the perceptions of relations between police and community. In short, there is a wide gap between the two sides. In this gap there is both danger and opportunity. There is a danger that it will widen further, and a promising opportunity for it to be bridged.

In addition to these gaps, we also found willingness and even eagerness among many with whom we spoke, to engage in sustained efforts to improve relations and to get on the same page about a better and more collaborative future. In fact, many such efforts are underway. While we were encouraged by this attitude and impressed with the current efforts, we believe there is something very important missing. We believe there is a need for an overarching initiative that will knit together these good efforts and people in a locally owned, systematic, inclusive and sustainable way. This missing piece and how to achieve this collaboration is what this report and proposal aims to address.

Our assessment of the state of relations between the police and minority communities in Seattle today indicates a need for a cooperative way to develop a common narrative about the past, address concerns about the present, and collaboratively chart a path to the future. We recommend that Seattle engage in a city-wide collaborative process that would serve as the vehicle through which

⁴See

<http://www.azcentral.com/news/election/azelections/articles/2011/12/16/20111216arpaio-faces-difficult-options.html>

⁵ See http://www.wcpo.com/dpp/news/news_archives/Ten-years-later%3A--cincinnati-police_community-relations-much-improved

Seattle can achieve this goal. We propose that the process begin with two pilot groups that will engage in the ARIA Collaborative Visioning and Planning Process. (See Bridging the Gap: The ARIA Collaborative Process on page 9 below, and attachment #2)

Phase 2 (Winter, 2012): OPARB (Seattle Office of Professional Accountability Review Board)

The second phase will be a one-day retreat for OPARB members to understand, test, and "own" the ARIA process for improving trust and cooperation between the police and the community in Seattle. At the end of Phase 2 OPARB will decide whether the process should continue. Phase 2 also will include preliminary groundwork for Phase 3.

Phase 3 (Winter, 2012): POLICE AND A COMMUNITY GROUP PILOT

The third phase will involve a select group of community leaders and activists and an equal number of police professionals who are concerned with police-community relations, to develop a shared agenda. This phase will be used as a springboard to launch a city-wide collaborative process. The hope is that the groups become champions of the process as they start the work of bridging the gap, healing wounds and solving problems cooperatively.

Phase 4 (Winter/Spring, 2012): THE SEATTLE COLLABORATION

The next step will be to invite the entire Seattle community, including the police community, to participate in a large scale cooperative "planning to action project" through the ARIA Collaborative Visioning and Planning Process that will result in the creation of a community collaborative process and resulting blueprint for action specifically tailored to Seattle and designed to enhance trust and cooperation between the police and the community.

This process emphasizes dialogue leading to joint thinking and problem solving, in turn leading to shared planning and action. It also envisions a collaborative agreement that is monitored periodically and publicly, and can be revised as necessary to guide police and the community for many years.

Phase 5 (Summer, 2012-Spring, 2012): IMPLEMENTATION AND MONITORING

Any agreement reached between police and community for improving trust, relationships and cooperation will only be as good as the concrete activities that emerge from it, including monitoring and continuing improvements. While this

would be an ongoing process, we can project a time-limited and focused period of about one year from the time of agreement.

BACKGROUND

From June 2009-October 2010, tensions in Seattle between the Police Department and the community resulted in a letter to The U.S. Department of Justice submitted by the ACLU and 34 supporting community organizations requesting a “pattern or practice investigation” into alleged incidents of excessive force. In the wake of the shooting death of a Native American wood carver by a Seattle Police Officer in 2010, the Civil Rights Division of the U.S. Department of Justice in conjunction with The U.S. Attorney’s Office, Western District of Washington, announced an investigation into allegations of the use of excessive force and discriminatory policing. In December the DOJ filed its preliminary report.

"Assistant Attorney General Thomas Perez, who heads the Justice Department's Civil Rights Division, framed what could be a defining debate in the city's history, releasing the results of an 11-month investigation that concluded the Police Department's officers have engaged in a "pattern and practice" of excessive force. Perez said the investigation also uncovered troubling evidence of biased policing..."⁶

In order to deal with the growing mistrust and gaps between police and community in Seattle, OPARB began investigating the possibility of the Collaborative Process in the spring of 2011, discussed the issue thoroughly at its retreat early in June 2011 and formally voted to proceed at its regular meeting on June 16 2011. On July 6, 2011 OPARB presented its proposal, including how it planned to proceed, to the Seattle City Council’s Public Safety and Education Committee for their information. Early in August OPARB convened a “focus group” of SPD management and community groups to gauge Seattle’s interest in a collaborative process. OPARB then invited Jay Rothman and Marvin Johnson to do an analysis of the present need for and feasibility of conducting such a process as a vehicle for improving relations between the Seattle Police Department and Seattle’s Communities of Color.

⁶ December 17, 2011

http://seattletimes.nwsources.com/html/localnews/2017030072_doj17m.html

PHASE 1: ASSESSMENT

On September 19-20, 2011, Jay Rothman and Marvin Johnson assisted by Joanie Binkow met with individuals representing:

- ACLU
- NAACP
- Loren Miller Bar Association
- Mothers for Police Accountability
- Kingdom Christian Center
- African American Advisory Council to the Seattle Police Department
- Native American Advisory Council to the Seattle Police Department
- Union Gospel Mission
- Seattle Indian Health Board
- Seattle Youth Violence Prevention Initiative
- El Centro de la Raza
- The Seattle Human Rights Commission
- The MEDC TaskForce
- The Williams family legal representatives
- Women United For Peace Through Prayer
- The Seattle City Council
- The Seattle Police Department
- The Seattle Police Officers Guild
- OPA (Seattle Police Department Office of Professional Accountability)
- OPARB
- The OPA Auditor

Each meeting was organized to give Rothman and Johnson a perspective on the views of individuals speaking both as individuals and/or as representatives of the organizations that they serve. The meetings also provided an opportunity for Rothman and Johnson to share some of their initial process suggestions and to get feedback.

In these meetings, participants were also invited to express to the facilitators their experiences, concerns, efforts, goals and ideals for the future regarding police-community relations. It was an opportunity to speak candidly and confidentially to outsiders about the history, the current situation, and the future. It also provided the participants with an opportunity to advise the facilitators about other individuals and organizations that might be interested in a collaboration process.

PARTICIPANT FEEDBACK: KEY PROBLEMS/GAPS

In all of the meetings held during our visit, the range of views and perceptions was broad and wide-ranging. We have divided the information into six categories, which reflect the feedback of the participants. These are:

1. The Community's Perception of Police-Community Relations
2. The Police Department's Perception of Police-Community Relations
3. The Community's Perception of the Seattle Police Officers Guild
4. Communication and Cultural Sensitivity
5. SPD's Recent Efforts at Community Outreach and Training
6. Police Oversight and the Criminal Justice System

1. The Community's Perception of Police-Community Relations

Among the community stakeholders we met, the overwhelming perception is that there is a serious problem in Seattle in its police-community relations. A number of community members expressed concerns such as, "things are calm now, but could explode" and that "we're sitting on a powder keg and any incident will ignite feelings." From the point of view of community members, the tensions are escalating and there is an increase in violence against certain constituencies, including the homeless, the disenfranchised and people of color. We heard about a vicious cycle in which community members feel disrespected and even unsafe.

There was recognition of the respect and responsiveness of certain individual police officers when community members and organizations call upon their services to deal with themselves and their clients. What seems to be of concern is the culture of the department. The participants in the September meetings spoke about what they considered to be an "insular police culture"; "inadequate accountability"; "poor oversight"; a lack of "training of inexperienced and/or incompetent police"; and a "lack of expectation that patrol officers become a part of the community." Another question asked by the community was, "With a high turnover rate, what kind of training do new young police officers have in terms of human engagement?" A common perception expressed was a belief that some officers believe that, "if you disrespect me and the police process, you will be punished"; and "why don't you people learn how to obey?" Members of the community used such phrases as "biased under stress"; "racially-biased stops"; "paramilitary orientation"; "youth stereotyped as gang members"; and "African-American victimization." The community leaders and activists we met suggested that in general, the police are not

viewed by the community as being trustworthy. Some community participants also mentioned that there is room for improvement on the community side as well, including the need for more respectful behavior towards police.

2. The Police Department's Perception of Police-Community Relations

In turn, from the police we heard that many feel underappreciated and even “under siege while working in a hostile atmosphere and in difficult situations.” A number of police professionals spoke about current efforts underway to ensure continuous improvement in community outreach and cooperation and that “efforts, such as ours, if coordinated with what is already ongoing, could be useful and welcomed.” From the point of view of the representatives of the police department with whom we met, they expressed that from time to time they hear the word “crisis” used to refer to the state of affairs between the police and the communities of color. However, they do not see the City of Seattle as being in crisis. They believe that this is “a different time now than one year ago.” The Police representatives admitted that the Williams shooting involved Improper Use of Force. They noted that, in subsequent events, there has been “quick outreach, newly formed relationships with the community, training and serious efforts in communicating with the public”. “Compared to other similar cities, The Seattle Police Department has an excellent record, crime rates are down and tensions have lessened.” They expressed that it is “frustrating and demoralizing for police to still be perceived as insensitive and abusive when the statistics show they are doing a good job.”

3. The Community's Perception of the Seattle Police Officers Guild

A perception of The Police Officers Guild that is shared by some community members is that it is an organization whose mission is to defend officers, not to engage with the community. The Guild is seen as protecting union members with an automatic position of “these officers are doing nothing wrong.” There was an attitude shared by several groups we met that, “the Guild has too much influence;” “that it uses due process to shield inquiry and consequences to officers”; and “such a stance often exacerbates rather than helps resolve difficult situations.” There seems to be little understanding by community members of the constraints set by the city and the Guild’s contract authority, the designated role of the Guild leadership in responding to the community, or the fact that the Guild is a labor union representing its members and is not a public agency.

4. Communication and Cultural Sensitivity

Community members expressed that the response of the police to difficult situations is often neither timely nor sensitive, and that police communication to the public is often to defend the actions of the police rather than reflect concern for the public.

A number of people said they felt the police are ineffective at explaining themselves either as individual officers or as a department. Members of the community expressed that when negative incidents occur, people want to hear from an authoritative voice, like the Chief, who could express that the police are looking into things. Community members expressed that the police do not seem to be “in front of the message to prevent problems from building,” and have not been fully successful at publicizing their own stories and positive encounters.

A number of participants expressed frustration that the police department did not return their calls, did not respond to requests for meetings and mediation, and “when they do respond it is often without a real understanding of the sensitivities of their audience.” Several community members were aware that the department has made a significant effort at eliminating derogatory communications, but feel that more progress is essential. They believe that this is especially true in light of the influx of new immigrants from countries such as Somalia, Laos and Burma which will create new challenges with respect to cultural understanding.

5. SPD’s Recent Efforts at Community Outreach and Training

Recently, there have been extensive efforts by the police department to build more effective community relations. These efforts include the following: Living Room Conversations; Community Walks by the Command Staff and Chief Diaz; events for Building Communities of Trust; Race and Social Justice Initiatives; and The Mayor’s Youth and Family Initiative. The participation by the officers in these efforts has been significant. In addition, there have been meetings held with community advisory councils and individual organizations such as Mothers for Police Accountability.

Inasmuch as the frustration of the community is focused on problems, it was difficult to assess the positive impact of these outreach efforts. There was a common perception of “top down” outreach--that the police have not asked the community what they think is needed and how it would work in their community. In addition, they felt that the police espouse community policing but “they are not really doing it.” There was an expression of frustration that even when there are meetings, such as the ongoing living room meetings, the community feels that the police “talk to us; they don't ask or listen to us.”

A similar disconnect was evident in the community’s perception about both police innovations and training. Although the police department is proud of its initiatives and implementation of current best practices in policing, a recent City Council Report provided a negative comparison of the Seattle Police to 6-7 other progressive police departments.

Seattle Police Officers have attended many trainings in the past several years such as Taser Defensive Tactics and Perspectives in Profiling, in addition to the courses at the Citizen Police Academy, but some community members felt that this was insufficient or at least not widely effective and that “more needs to be done with the Patrol Officers and not just the Command Staff.” There was a sense of “top down” training, and that courses such as “Race: The Power of Illusion” and De-Escalation trainings need to be presented to all street officers. Several people remarked that “everyone knows the really good officers” and noted that they are often removed from the community. They wondered if the “good officers” can be used as models/teachers of good practice, and “if the videos of actual encounters can be used to train officers how to engage more respectfully with community members.”

6. Police Oversight and the Criminal Justice System

In 2008, the designated responsibilities of the civilian oversight structure, The Office of Professional Accountability (OPA), The Office of Professional Accountability Review Board (OPARB) and The Civilian Auditor were reaffirmed. The Auditor’s powers were expanded and the number of OPARB members was increased. This accountability structure for review of the activities of The Seattle Police Department has offered an opportunity for many new procedures and policies to be put into place, with the concern that any new recommendations will be added to a system already in motion. Many community members said they have submitted suggestions in the areas of training, relationship building, mentoring and more, including requests to address officers with multiple complaints. They also noted “the under-utilization of the mediation process.”

The three prongs of oversight, however, are not clearly understood by the community, particularly the role of OPARB, which is seen as a board without a clear mission and no power to review complaints or impact the complaint process. Concern was also voiced that OPA would better serve the city if it did not directly report to the police department but were instead an independent office. The public perception of investigations which entail “closed door” review of officer involved shootings was of concern to many.

Some of the frustration expressed by both community members and Police Department representatives related to the criminal investigative and prosecution process. The criminal justice system is responsible for the prosecution of officers, and not the department nor the offices of oversight. Representatives of the police department expressed, “The police are blamed for weaknesses in the criminal justice system,” and “it is the City Attorney who causes the delays.” They asserted that in spite of citizens’ belief that certain acts should be prosecuted, the law, in many cases, does not support such action. Community members believe that “there is no recourse,” that “wrong actions are not punished,” and thus, there is a “mistrust of the system, the police, the government, and the press.” Added to that is the

feeling among some community members that “if you complain, you will get in more trouble.”

**BRIDGING THE GAP:
PROPOSAL FOR THE SEATTLE COLLABORATIVE PROCESS
Jay Rothman**

Given that there are so many efforts under way in Seattle, why another process and why one coming from outside?

The simplest answer is that the process of collaborative agenda-setting and action recommended here, known as “Action Evaluation” or more descriptively the ARIA Collaborative Strategic Planning and Action Process, is a “process of processes.” This process (which has been used hundreds of times around the world, most notably in Cincinnati, Ohio following major police-community tensions there, with some 3500 participants) gathers goals, values and action suggestions from as many stakeholders as possible through an on-line survey, hard-copies of the survey or interviews. After facilitators organize and analyze the data using customized software, respondents are invited, group by group, in groups where members share common backgrounds and interests, to participate in feedback sessions to share their values with each other through stories, and reach consensus on their goals (usually 3-5 goals per group). Our experience and success to date confirms that it is essential for homogeneous groups to develop internal clarity and confidence before they join other groups to solve problems and build a new future together. After all groups complete this internal dialogue and goal setting process, representatives from each group gather together to reach overarching goals and then begin to design action plans to implement them. Next, through ongoing community organizing and monitoring, best practices emerge for achieving the high level goals the entire community has agreed upon through concrete and sustained actions.⁷

We propose to partner initially with OPARB (Phase 2), then with Police and Community leaders and activists, to adapt and build local capacity and ownership over this localized process (Phase 3) and finally, to create a collaboration involving the entire City of Seattle (Phase 4) which will serve as a model for other cities: “The Seattle Collaboration Process for Improving Police-Community Relations.” The entire process would take place over 12-16 months.

⁷ For more details see: http://www.ariagroup.com/?page_id=5. Also, see attachment 2: Summary of ARIA Process also known as “ARIA-C3”

PHASE 2: OPA REVIEW BOARD

What?:

We recommend a process of preparation and project development of the Collaborative Process in conjunction with OPARB to facilitate the launch of a comprehensive Police-Community Relations Collaborative Process.

Why begin with OPARB?:

There are two main reasons. The first is to ensure a good fit and local ownership of any process we propose rolling out to the larger community. Moreover, this will provide an opportunity for the Office of Professional Accountability Review Board to deeply understand the process we propose and, ideally, become its champion to the Seattle police and community. Secondly, given the feedback from community members and police professionals regarding their perception of OPARB's unclear identity and lack of power, this process would allow OPARB to exercise its power to convene community groups as the initiator and organizer of this ambitious project.

How?:

To launch this phase, we propose a one-day retreat (perhaps spread over two days) with the OPARB board to go through the entire ARIA collaborative visioning and planning process to assist the board in defining its own vision, values and goals for helping launch an inclusive and participatory process for improving police-community relations in Seattle. We propose to conduct this retreat in January, 2012.

In addition to the OPARB retreat, we will hold meetings with leaders of one stakeholder group from the community and one stakeholder group from the police to prepare them for Phase 3.

We also hope to meet with the Mayor and the Chief of Police during this visit to solicit their views and participation in the project.

PHASE 3: POLICE AND COMMUNITY GROUP

What?:

Before working comprehensively across the entire community, we will select one key stakeholder group from the community and one from the Police Department and conduct meetings to develop the methodology for local collaboration and gain buy-in from these groups. This will also begin to contribute to the strengthening of trust and cooperation between police and community. It is important to note that the ARIA process begins with individuals who are invited to share their goals, values and action ideas. The process then moves on to intra-group visioning where groups reach internal consensus before joining with other groups to build a joint agenda for action. Our experience and success to date confirms that it is essential for homogeneous groups to develop internal clarity and confidence in their views before they join other groups to solve problems and build a new future together.

Why?:

To build a foundation for a city-wide project, we need to demonstrate the value of collaborative visioning and agenda setting. This will enable both groups to plan their agendas and practices for encounter with each other - in a systematic, effective and interactive way. As momentum grows, we will further customize the process and build local capacity. Finally, it will provide the foundation for building an ambitious and sustained project to transform police community relations in Seattle.

How?:

We propose working directly with 10-15 carefully selected Police leaders and officers and the same number of community leaders and activists from one homogeneous stakeholder group. We propose to work with a selected leader from each group to design the specifics of this stage of the project.

We also propose that OPARB member Melissa Bartholomew serves as on-the-ground liaison person for the project. Her leadership qualities, mediation skills, gender and race make her appropriate for this role. Her involvement at this level will ensure that this project, right from the start, is locally based and grounded.

The participants from each group, the Police and the Community Stakeholder Group, will be invited to participate in a strategic planning process about the future of police-community relations.

- Each participant will fill out the ARIA survey about their visions, values and action suggestions for improving police-community relations.
- Each of the two respective groups will convene separately for a four-hour retreat to reach deep and internal consensus about their visions and plans.
- The two groups will meet together for a several hour intergroup consensus building and joint planning session.
- This will lead to on-going action planning and implementation, which will be supported locally by Melissa and other OPARB members, with Rothman on-call and available to return if and when needed.
- These two stakeholder groups will roll out their plans and model for others in the wider Police and Community how to collaborate and build a better future based on good and sustained communication, joint efforts, and growing trust.
- Ideally, a number of the facilitators for Phase 4, The Seattle Collaboration project, will be drawn from participants in these initial meetings with OPARB, The Police and one of the Stakeholder Communities

PHASE 4: THE SEATTLE COLLABORATION

The following vision is shared to illustrate the kind of scope and impact we might aim for. However, the participants in Phase 2 and Phase 3 above will determine the real vision, scope and scale of the project.

What?:

A comprehensive and inclusive process designed to foster deep participation and ownership of all key stakeholder groups and organizations and thousands of citizens and police professionals in Seattle to create a model city for police-community relations.

The ARIA Group will partner with and support local leaders, activists, professionals and organizations in the community and police department to launch a major initiative throughout the city to gather analysis and goals around the organizing questions: What are your top three goals for *Improving Trust and Cooperation* between Seattle Police and Community? Why are these goals important to you? How do you think these goals could be achieved?

Why?:

To bridge the gaps which exist between the Minority Communities and Police regarding the state of Police-Community Relations in Seattle. This gap could lead to a vicious cycle of mistrust and possibly violence or could provide the opportunity if seized effectively to foster a cycle of cooperation and improved trust. Seattle is ready for such a major undertaking and this could provide linkage and collective impact between many disparate efforts that could come together in powerful and sustained ways. The model Seattle builds could potentially be useful for cities around the US and around the world.

How?:

The ARIA Group proposes a Community organizing model to sustain action based on shared goals and systematic action planning by representatives of all stakeholder groups. Such action will be carried out by mixed teams representative of all stakeholder groups and will be monitored and refined for continuous improvement as the project unfolds on the ground.

We will organize the data gathering out-reach and feedback process, around a number of carefully selected stakeholder groups. For example, we might include:

1. People of Color
2. Police Leadership, Officers and their Families
3. Business, Social Service Agency, University and Foundation Leaders
4. Youth and Young Adults
5. Others

We will use as a backbone of this process the ARIA database and web-based survey instrument. Along with this is a whole methodology for assisting groups, first internally and then across boundaries, to reach deep consensus on up to five overarching goals, values beneath these and strategies to pursue, monitor and achieve them over the short and long-term. While this methodology has been developed and successfully applied worldwide over past decades, it will be adapted to local needs and culture to become the "Seattle Collaboration Process."

Most importantly, this process needs to be locally owned and implemented. Thus, we will build capacity in using (and adapting) this well-tested methodology and then provide ongoing support as we move out of the way and into the background as soon as possible.

PROJECTED TIMELINE AND OUTCOMES FROM LAUNCH OF PROJECT⁸

ONE MONTH

A ten-person steering committee (two from each stakeholder group) and a core staff consisting of a local director and a project manager, will be selected.

SIX MONTHS

50 facilitative leaders (10 people from each of the five stakeholder groups) will be trained in gathering and analyzing data, and conducting story-rich, value-based goals and action planning feedback with members of their own groups.

The ARIA collaboration process and instruments will be adapted and developed to reflect The City of Seattle, both in style and in cultural-appropriateness.

ONE YEAR

⁸ We present this notional outline to share our idea of the size and scope that might be possible. There is no doubt that it will be significantly different from the actual process, which, to be successful, must be wholly locally designed and conducted as we arrive at that phase.

5000 members of the Seattle community will collaborate to reach agreement about goals and action plans for the future of Police-Community relations in Seattle.

TWO YEARS

Stories that individuals and organizations from the Police and the Community will tell about each other and their relationships will be qualitatively and measurably more positive.

Trust and avenues for effective communication will be built.

An attitude of collaborative problem solving will be nurtured.

Action teams, composed of Police and Community members will be effectively implementing short-term, mid-range and long-term goals.

50 leaders from the Police and Community will learn the art of the "Seattle Collaboration Model" and will use it within their own organizations and across them.

Hundreds of news features will be told, seen and heard about the Seattle Collaboration Project. For example see the recent work of Jay Rothman and Marvin Johnson highlighted in a recent Baltimore Sun article (see: <http://www.baltimoresun.com/news/opinion/oped/bs-ed-park-heights-20111109,0,5204978.story>) and the piece written about Rothman's work in Cincinnati in the New York Times (see: http://www.ariagroup.com/?page_id=7).

.Several journal articles, a monograph and a book will be published or near-completion.

A national model will be created for communities to engage with their social and political institutions in order to foster mutual responsibility and accountability for social progress.

POSSIBLE BUDGET **PHASE 4: SEATTLE COLLABORATION**

For the citywide collaborative process, it is difficult to give a firm estimate of costs at this time given that a true project description must wait until Phase 2 and 3 take place. However, a reasonable estimate for this project is \$500,000.

The actual cost will depend upon how inclusive a process we ultimately unfold and how much in-kind and donated services are provided. I believe we could assure the city that its portion will be estimated to be \$125,000 with the rest contributed by

local and national foundations and from businesses, religious organizations and individuals.

I believe there are a number of local and national foundations (a number of which I have personally worked with), who would be very interested in helping to fund this project both for its local impact and the national model it could forge. A research team from the prestigious Center for Creative Leadership in North Carolina has expressed interest in assisting with the study and documentation of this project, as has a research team at the Center for Organizational Change at The University of Cincinnati.

If I am retained under a contract that includes fund-raising, my responsibilities would include support for project development and fund-raising by reaching out to local and national foundations and other possible funders. I believe this project will be magnetic and provide a multiplier in terms of money raised and money eventually invested in fostering the vision of an effective Seattle Collaboration for Police-Community Relations. In phase four I would hope that funding will be available to support local coordination, facilitation and youth outreach and to bring Marvin Johnson back in to project leadership and also to include professional input and support by Retired Cincinnati Chief Thomas Streicher.

CONCLUSION

The findings by the Department of Justice confirm that now is the time for a major, collaborative and deeply participatory process to bridge gaps and improve trust and cooperation between Police and Community in Seattle. While arguments can be made about how deep the divide and how dangerous the moment between Police and especially people of color, everyone can agree that improving such relations must be a key priority for both sides of this divide. The recent tragedy of the killing of John Williams may become an opportunity for transformation, if it catalyzes the kind of process proposed here. It could become an opportunity to move beyond the blame and mistrust that is pervasive, and build a new future that not only could pave a new path for Seattle in which citizens work with the police in deep, collaborative and sustained ways, but also for cities around America struggling with issues of police and minority relations.