

5-15-2024

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Recommended Citation

Shaphan Roberts, *Rebuilding Trust in a Divided Community: An Integrated Approach*, 24 Pepp. Disp. Resol. L.J. 461 (2024)

Available at: <https://digitalcommons.pepperdine.edu/drlj/vol24/iss1/15>

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REBUILDING TRUST IN A DIVIDED COMMUNITY: AN INTEGRATED APPROACH

Shaphan Roberts*

ABSTRACT

Metropolitan cities face a myriad of social challenges, including increased crime, homelessness, and declining business vitality. These issues are interrelated, demanding solutions that are multifaceted and systemic. Solutions backstopped by law enforcement are needed to foster an environment conducive to business growth, job creation, and reducing homelessness.

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However, a widespread lack of trust in local law enforcement complicates addressing these challenges, highlighting the importance of community engagement and cooperation for effective policing and crime prevention.

A comprehensive approach is necessary to address these social challenges. Integrating the stakeholder and sectors models with insights from literature focusing on community policing, economic development, and social services can provide solutions unique to city challenges. These models advocate for collaboration across society's sectors—public, private, and civil—to achieve common objectives. Such an approach leads to a coordinated response, creating an interactive effect that significantly reduces crime, homelessness, and economic downturns, while building community trust. Key to this strategy is enhancing partnerships between law enforcement and communities, facilitating a collaborative relationship that allows for a deeper understanding of crime's root causes and generating economic revitalization efforts. By adopting a holistic strategy that leverages the stakeholder and sectors models' strengths, metropolitan cities can tackle the systemic nature of their challenges, fostering a safer, more inclusive, and prosperous urban environment, enhancing community resilience, and rebuilding trust in law enforcement.

I. INTRODUCTION

Communities across our nation's metropolitan landscapes face a myriad of interconnected challenges. These issues, ranging from escalating crime rates and homelessness to declining business sectors, not only threaten the fabric of urban life but also highlight the urgent need for comprehensive and inclusive solutions. Within this complex scenario, city leadership finds itself at a crossroads where traditional approaches to urban governance no longer suffice. Adapting a consulting perspective can offer city officials and community leaders a robust framework to navigate these challenges, emphasizing the importance of understanding and decision-making through a lens of inclusivity and collaboration.¹

A critical aspect of this approach involves addressing the intertwined nature of crime, economic downturn, and homelessness, recognizing these are not isolated issues but rather, symptoms of deeper systemic problems.² While necessary, an increased

¹ See, e.g., CHARLES FOMBRUN & MARK NEVINS, *THE ADVICE BUSINESS: ESSENTIAL TOOLS AND MODELS FOR MANAGEMENT CONSULTING* (2003).

² See, e.g., Stephanie M. McPherson, *Professor Fotini Christia is part of a team examining the challenges of implementing community policing across a range of countries*, MIT SCHWARZMAN COLL. OF COMPUTING

adherence to law and order must be balanced with strategies that foster economic opportunities, community engagement, and social services.³ It is within this context that the role of policing and community relations takes on paramount importance. Effective policing strategies, underscored by fairness, transparency, and community partnership principles, can become a cornerstone for rebuilding trust and ensuring public safety.⁴

Moreover, the economic revitalization of metropolitan areas is intrinsically linked to creating a stable and safe environment.⁵ Businesses thrive in areas where safety is assured, contributing to job creation and, subsequently, reducing homelessness and crime.⁶ However, achieving this requires a multifaceted approach beyond traditional law enforcement tactics. Community policing models, which emphasize building relationships between police officers and community members, can play a significant role in this process.⁷ These models can help bridge the trust gap between law

(Nov. 29, 2021), <https://computing.mit.edu/news/community-policing-in-the-global-south/> (Fotini Christia emphasizes the challenges of implementing community policing in the Global South, where issues of crime and violence are exacerbated by systemic factors like economic instability and lack of resources).

³ See generally *Building Trust Between the Police and the Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement*, U.S. DEP'T JUST.: OFF. CMTY. ORIENTED POLICING SERVS. (2009),

<https://portal.cops.usdoj.gov/resourcecenter/RIC/Publications/cops-w0724-pub.pdf>.

⁴ *Id.* at 13.

⁵ See Bruce Katz, *Six Ways Cities Can Reach Their Economic Potential*, BROOKINGS INST. (2006), https://www.brookings.edu/wp-content/uploads/2016/06/1002_economicpotential_katz.pdf.

⁶ See, e.g., Seth D. Kaplan, *Building Strong Neighborhoods: How Local Initiatives Contribute to Public Safety, Health, and Prosperity*, MERCATUS CTR. (2023), <https://www.mercatus.org/research/policy-briefs/building-strong-neighborhoods>; Elior Cohen, *Housing the Homeless: The Effect of Placing Single Adults Experiencing Homelessness in Housing Programs on Future Homelessness and Socioeconomic Outcomes*, 16 AM. ECON. J.: APPLIED ECON. 130 (2024).

⁷ The report from the COPS Office stresses the need for true collaboration between police and neighborhoods to identify and address community problems together. It recommends establishing collaboration sessions where “police and community meet around a table and identify issues and problems impacting the neighborhood” and develop joint action plans. *Building Relationships of Trust*, U.S. DEP'T JUST.: OFF. CMTY. ORIENTED POLICING SERVS. 1, 9 (2014), <https://portal.cops.usdoj.gov/resourcecenter/RIC/Publications/cops-w0734-pub.pdf>.

enforcement and their communities by fostering mutual respect and understanding.

The stakeholder⁸ and sectors model⁹ provide a comprehensive framework for this integrated approach. By identifying and engaging diverse stakeholders from various sectors—including government, business, non-profit, and the community—these models encourage a collaborative effort toward addressing the root causes of urban challenges. A comprehensive literature review of these models highlights the benefits of collaborative, multi-stakeholder approaches that leverage the strengths of various sectors by bringing together community leadership, policing practices, and economic development efforts into an integrated action plan to tackle interconnected issues like crime, economic challenges, and social problems in urban areas.¹⁰

Using an integrated approach not only aims to tackle the immediate issues of crime, homelessness, and economic decline, but also seeks to lay the groundwork for a sustainable urban future.¹¹

⁸ See *infra* Part III(A) for a discussion on the Stakeholder Model.

⁹ See *infra* Part III(B) for a discussion on the Sectors Model.

¹⁰ See, e.g., Matthew C. Scheider et al., *The Relationship Between Economic Conditions, Policing, and Crime Trends*, U.S. DEP'T JUST.: OFF. CMTY. ORIENTED POLICING SERVS (2012), <https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-p248-pub.pdf>; *Practices in Modern Policing: Community Participation and Leadership*, INT'L ASS'N CHIEFS POLICE (2018), https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_Community%20Leadership.pdf.

¹¹ See Wesley G. Skogan, *The Promise of Community Policing*, in POLICE INNOVATION: CONTRASTING PERSPECTIVES 27–43 (David Weisburd & Anthony A. Braga eds., 2019) (arguing that in large cities, community policing must involve a diverse and expansive group of mobilizers to undertake problem-solving in a systematic way beyond just the police, further stressing the need for collaboration across city agencies, community organizations, and the private sector); Jenny Coquilhat, *Community Policing: An International Literature Review*, N.Z. POLICE 1, 9–10, 23 (2008) (referencing Gary Cordner, *Elements of Community Policing*, in POLICING PERSPECTIVES: AN ANTHOLOGY 137–49 (Lary K. Gaines & Gary W. Cordner eds., 1999) (noting that in urban environments, community policing requires “extensive input from the community,” as well as partnerships with other public and private entities to accurately identify problems, prioritize issues, and develop solutions tailored to the unique needs of diverse neighborhoods)); William V. Pelfrey, *Style of Policing Adopted by Rural Police and Deputies: An Analysis of Job Satisfaction and Community Policing*, 30 POLICING: AN INT'L J. POLICE STRATEGIES & MGMT. 620, 621 (2007) (highlighting that although rural community policing can rely more on individual officer-community relationships, urban settings necessitate a more comprehensive, integrated approach involving multiple stakeholders and coordinated efforts across

By cultivating a partnership between community leaders, law enforcement, and stakeholders from various sectors, we can begin to unravel the systemic nature of these challenges. Ultimately, the success of this endeavor hinges on our ability to rebuild trust within the community, ensuring that every member feels valued, protected, and involved in the collective pursuit of a safe and more prosperous urban environment.

II. BRIDGING THEORY AND PRACTICE

A. THEORETICAL FRAMEWORKS: MODELS

The stakeholder and sectors models provide theoretical frameworks that allow city leaders and community organizers to dissect and understand the multifaceted nature of urban issues. For instance, the stakeholder model underscores the necessity of recognizing and engaging all relevant parties—from residents, businesses, and non-profit organizations to law enforcement agencies—that either impact or are impacted by urban challenges.¹² It encourages a holistic view, ensuring that solutions do not inadvertently sideline any group or perspective, fostering inclusivity and equity in decision-making. Similarly, the sectors model offers a lens to categorize different segments of society, as well as their respective roles and hopeful resolution of urban problems.¹³ By delineating the public, private, and social sectors, this model facilitates a structured analysis of how each sector can contribute to or hinder progress, encouraging strategies that leverage their unique strengths and capacities.

different sectors and agencies); Donna L. Hall, *Community Policing: An Overview of the Literature*, 1 N.Y. DIV. CRIM JUST. SERVS.: PUBLIC POLICY REPORT 1, 6 (1990) (emphasizing that in metropolitan areas facing concentrated issues like crime, economic distress, and homelessness, community policing must be part of a larger partnership that aligns policing strategies with economic development, social services, and community-based organizations).

¹² See generally Jui-Sheng Chou et al., *Strategic Governance for Modeling Institutional Framework of Public-Private Partnerships*, 42 *Cities* 204, 206 (2015) (emphasizing that "strategic governance for modeling institutional framework of public private partnerships" requires identifying and involving a broad range of stakeholders, including "the public sector, private sector, community groups, non-profit organizations and other interest groups" in addressing complex urban issues).

¹³ See generally FOMBRUN & NEVINS, *supra* note 1.

B. INTERVENTION TOOLS: IMPLEMENTING SOLUTIONS

While models offer theoretical foundations, intervention tools are mechanisms to operationalize these theories.¹⁴ These tools unearth the practical applications, strategies, programs, or initiatives that emerge from insights gained through models. They encompass a range of actionable steps, from community policing initiatives designed to rebuild trust between residents and law enforcement to economic development programs to revitalize local businesses and create job opportunities.

For example, based on the stakeholder model, a consulting outcome might involve the development of a comprehensive community engagement program that seeks to involve residents in policing strategies. This could include regular community meetings, joint problem-solving initiatives, and officer-resident pairing programs to foster relationships and understanding.

On the economic front, intervention outcomes derived from the sectors model might include public-private partnerships to support local entrepreneurship, offering incentives for businesses that provide job opportunities to the homeless or economically disadvantaged, thereby addressing both economic and social challenges concurrently.

III. BENEFITS AND POTENTIAL WEAKNESSES OF THEORETICAL MODELS

In a consulting context, models and their application have a symbiotic relationship. Models provide the conceptual foundation, while application brings these concepts to life. This relationship ensures interventions are grounded in a solid understanding of the complex dynamics at play while also being practical and tailored to the specific needs and circumstances of the community.

The interplay between models and applicable interventions is crucial for city leaders and community organizers. It ensures efforts to tackle crime, homelessness, and economic challenges are theoretically sound and pragmatically feasible. By systematically integrating insights from models with actionable steps provided through the consultative process, city leaders and community

¹⁴ Intervention tools are practical applications or strategies that consultants or leaders employ based on insights derived from models. These tools often have actionable steps, interventions, or methods to facilitate change. In a consulting context, models serve as foundational bases, whereas tools provide the means to implement change grounded in those models. *See generally* PETER BLOCK, *FLAWLESS CONSULTING: A GUIDE TO GETTING YOUR EXPERTISE USED* (3d ed. 2011).

organizers can develop comprehensive strategies that address root causes of urban issues, paving the way for more resilient, inclusive, and prosperous communities.

A. STAKEHOLDER MODEL: ENHANCING INCLUSIVITY AND ENGAGEMENT

1. DEFINITION AND BENEFITS

The stakeholder model is a conceptual framework that prioritizes identifying and involving all parties interested that are either involved with or affected by a particular decision, project, or policy.¹⁵ This framework ensures a community's diverse perspectives and needs are considered, leading to more equitable and effective solutions. By fostering inclusivity, this model can significantly enhance the legitimacy and acceptance of initiatives, ensuring that solutions are comprehensive and sustainable over the long term.¹⁶ The emphasis on broad engagement helps to unearth innovative ideas and insights, potentially leading to holistic solutions that address the multifaceted nature of urban challenges.

2. POTENTIAL WEAKNESSES

However, the stakeholder model's inclusive approach can also be its Achilles' heel. Identifying and consulting with all relevant stakeholders can be time-consuming, potentially delaying the implementation of necessary interventions. Moreover, stakeholders' diverse interests and perspectives can lead to conflicts, making consensus-building a challenging and protracted process.¹⁷

¹⁵ See generally FOMBRUN & NEVINS, *supra* note 1.

¹⁶ *Id.*

¹⁷ This divergence in priorities can lead to disagreements over what the shared goal of "public safety" should entail, as well as conflicts over the degree of authority police should exercise in their interventions, which communities might view as harassment rather than protection. David Thacher, *Conflicting Values in Community Policing*, 35 L. & SOC'Y REV. 765 (2001) (discussing the significant value of conflicts in community policing partnerships, highlighting that the "hard crime" focus of police often conflicts with the community's concerns over "soft crime" such as nuisance behaviors). Differing perspectives on policing and community safety can also lead to conflicts that complicate the process of building consensus. *Community Police Relations: Example Adult Dialogue*, RAND CORP. (2023), https://www.rand.org/content/dam/rand/pubs/tools/TLA600/TLA615-1/RAND_TLA615-1.community.pdf (showcasing several scenarios where media coverage of policing highlights issues with over policing, giving community members a platform to voice their concerns, which can

These dynamics may necessitate additional rounds of negotiation and compromise, which, while enriching the decision-making process, can also extend timelines and complicate project execution.

B. SECTORS MODEL: STRUCTURING COMPLEXITY FOR CLARITY

1. DEFINITION AND BENEFITS

The sectors model divides the landscape of stakeholders into distinct sectors (public, private, and social), each with its own roles, responsibilities, and perspectives. This categorization facilitates a more organized and systematic approach to analyzing and addressing urban issues. The model promotes comprehensive understanding and transparent stakeholder communication by ensuring no key sector or aspect of an issue is overlooked.¹⁸ This

further widen the disconnect between police and the community). *See also* Alessandro Balducci & Paolo Fareri, *Consensus-Building, Urban Planning Policies, and the Problem of Scale: Examples from Italy*, in PARTICIPATION AND THE QUALITY OF ENVIRONMENTAL DECISION MAKING 163–178 (Frans H. J. M. Coenen et al. eds., 1998) (describing two cases of “consensus-building under adversity” in Italy where there was almost no bottom-up pressure for environmental protection due to a lack of environmental awareness. The limited role of the environmental movement and differing priorities among local authorities and environmental groups led to complexities in achieving consensus, reflecting conflicts between stakeholders with different interests and levels of influence.).

¹⁸ For example, this author led a facilitation involving multiple stakeholders across different sectors. *See* Maia Ferdman et al., *Utilizing Bridge Building to Support Street Engagement*, BRIDGES INTERGROUP RELS. CONSULTING FOR L.A. (Apr. 2022), <https://intergroupbridges.com/wp-content/uploads/2022/04/Final-CD10-Report-on-Bridge-Building-and-St-Engagement-1.pdf>. For additional examples of how the sectors model promotes goals other than community policing, *see* *America’s Cyber Defense Agency*, NAT’L COORDINATOR FOR CRITICAL INFRASTRUCTURE SEC. & RESILIENCE, <https://www.cisa.gov/topics/critical-infrastructure-security-and-resilience/resilience-services/infrastructure-dependency-primer/plan/stakeholder-involvement> (last visited May 10, 2024) (discussing the importance of stakeholder involvement in planning for infrastructure resilience, highlighting the need for collaboration among stakeholders from various sectors, including public and private service providers, to identify and manage risk from dependencies); Allison Hendricks, *Stakeholder Collaboration: Benefits, Examples, and Tips*, SIMPLY STAKEHOLDERS, <https://simplystakeholders.com/stakeholder-collaboration/> (last visited May 10, 2024) (noting the benefits of stakeholder collaboration, including increased efficiency, better risk

clarity is particularly beneficial in complex community settings, where the interplay of various sectors can significantly impact outcomes. The model's structured approach aids in identifying potential partnerships and leveraging opportunities for collaborative solutions across sectors, enhancing the efficiency and effectiveness of interventions.

2. POTENTIAL WEAKNESSES

The sectors model's comprehensive scope can sometimes be a double-edged sword. Its broad application across different industries and domains may lead to overgeneralization, potentially diluting strategies that would benefit from being highly tailored to specific contexts. The model's complexity can also introduce challenges regarding the time and expertise required for effective application.¹⁹ The need to consider multiple sectors simultaneously can lead to overlap or confusion, mainly when sectoral boundaries are not well-defined or when interests intersect in unforeseen ways. This necessitates high expertise and meticulous planning to effectively navigate, potentially limiting the model's accessibility to those without specialized knowledge or resources.

IV. USING THE MODELS EFFECTIVELY

A. STAKEHOLDER MODEL: BUILDING COMPREHENSIVE ENGAGEMENT AND TRUST

Applying the stakeholder model in community settings involves the process of identifying and engaging with various groups that directly or indirectly influence, or are affected by, the collective challenges. This model categorizes stakeholders into primary, secondary, and external entities, each offering unique insights and contributions toward holistic solutions:

management, and improved communication through examples of successful collaborations between stakeholders from different industries, including public safety, transportation, and environmental sectors); Marya Axner, *Developing Multisector Collaborations*, CMTY. TOOLBOX, <https://ctb.ku.edu/en/table-of-contents/implement/improving-services/multisector-collaboration/main> (last visited May 10, 2024) (providing guidance on how to develop multisector collaborations, including identifying the need for collaboration, building trust among stakeholders, and defining the problem to be addressed).

¹⁹ Ideally, one would employ a skilled consultant with facilitation skills, or a trained facilitator.

- **Primary Stakeholders:** Local residents, businesses, and law enforcement are crucial to directly engage with for understanding immediate concerns like safety, economic vitality, and public trust. Strategies might involve regular community forums, participatory decision-making processes, and joint safety initiatives, ensuring that solutions are grounded in the real needs and suggestions of those most affected.
- **Secondary Stakeholders:** City leadership, the population of people experiencing homelessness, and NGOs offer broader policy insights and understandings of root causes. Engaging these stakeholders through workshops, advisory boards, and policy review sessions can help craft intervention strategies that address systemic issues, such as the need for affordable housing and comprehensive social services.
- **External Stakeholders:** The media, neighboring communities, and national law enforcement bodies provide a broader perspective on best practices and additional resources. Collaboration with these stakeholders can be facilitated through conferences, inter-city initiatives, and media partnerships, broadening the scope of solutions and introducing innovative practices from beyond the local context.

This model's strength lies in fostering trust and collaboration among diverse groups, ensuring that interventions are inclusive and comprehensive²⁰ However, balancing conflicting interests

²⁰ In the stakeholder model, diversity involves engaging a wide array of stakeholders, each with unique interests, perspectives, and potential impacts on organizational actions, spanning from employees and customers to governmental bodies and NGOs. This encompasses demographic variations, differing objectives, values, roles, and power dynamics. By integrating diverse viewpoints, organizations can navigate conflicts, foster collaboration, promote transparency, and strive for sustainable outcomes. Specifically, diversity across segments is crucial, ensuring representation from law enforcement and the community, as well as across age, ethnic, and socioeconomic groups. Efforts must be made in outreach to ensure accessibility and inclusion, addressing potential barriers such as timing, location, and compensation for participation. For more on the concept of stakeholder diversity and its importance in stakeholder theory and management, see R. EDWARD FREEMAN ET AL., *STAKEHOLDER THEORY: THE STATE OF THE ART* (Cambridge Univ. Press 2010); Ronald K. Mitchel et al., *Toward a Theory of Stakeholder Identification and Salience: Defining the Principles of who and What Really Counts*, 22 ACAD. MGMT. REV. 853 (1997); Max B. E. Clarkson, *A*

within the internal dynamics of this dialogue requires skilled facilitation, patience, and a commitment to ongoing dialogue and adaptation.²¹

B. SECTORS MODEL: A MULTIDIMENSIONAL APPROACH

1. APPLICATION AND STRATEGY

The sectors model offers a structured way to dissect and address issues by categorizing influences and stakeholders into distinct but interconnected sectors, including internal, technical, social, economic, and political environments. This segmentation aids in a thorough assessment and development of targeted interventions:

- **Internal Environment:** This sector focuses on fostering community, cohesion, and trust in law enforcement by identifying key leaders and communication channels for effective internal dialogue.
- **Technical Environment:** Considering the technical environment includes examining law enforcement training and resources, advocating for practices that enhance community engagement and conflict resolution, and making these decisions based on data analytics for informed decision-making.
- **Social Environment:** Engaging with the demographic and cultural fabric of the community helps address specific needs and leverage community groups for grassroots support and insight.
- **Economic Environment:** This environment looks at the interplay between crime, homelessness, and economic health, promoting initiatives like job creation for

Stakeholder Framework For Analyzing and Evaluating Corporate Social Performance, 20 ACAD. MGMT. REV. 92 (1995); R. EDWARD FREEMAN, STRATEGIC MANAGEMENT: A STAKEHOLDER APPROACH (1984); Thomas Donaldson, *The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications*, 20 ACAD. MGMT. REV. 65 (1995).

²¹ The work of creating space and ensuring all voices are heard and the train doesn't get derailed is not a simple task when working across groups with divergent interests. For example, when this author facilitated a dialogue around the homeless crisis in Los Angeles, we started with conversations between members of each group separately. In this way, we facilitated dialogue with public safety, a separate conversation with those who experienced homelessness, and another with residential and business owners. This created a safe place where concerned parties were able to share their honest opinions.

vulnerable populations and support for local businesses through improved safety measures.

- **Political Environment:** Collaborating with political leaders to align policies and initiatives with community needs helps ensure legislative support for comprehensive urban renewal efforts.

Utilizing the sectors model allows for a nuanced understanding of urban challenges and developing targeted strategies that address issues from multiple angles. The primary challenge lies in managing complexity and ensuring cohesive action across different sectors, necessitating high levels of coordination and expertise.

V. CASE STUDIES

A. ADDRESSING URBAN CHALLENGES

Exploring the stakeholder and sectors models as foundational frameworks for addressing urban challenges is not merely an academic endeavor. Across the globe, cities have successfully applied these models, transforming theoretical concepts into actionable solutions with profound impacts on urban renewal, safety, and community cohesion. The following examples from Medellín, Detroit, Copenhagen, and Singapore illustrate the tangible benefits of integrating comprehensive stakeholder engagement with a multi-sectoral approach. These case studies validate the models' effectiveness and offer inspiration and guidance for cities facing similar challenges, demonstrating the right frameworks and collaborative efforts can make significant positive change achievable.

1. MEDELLÍN, COLOMBIA: TRANSFORMATION THROUGH SOCIAL URBANISM

Medellín's transformation from one of the world's most dangerous cities to a model of urban innovation is a testament to the power of inclusive, stakeholder-focused strategies. Through implementing social urbanism policies, the city engaged with communities, local businesses, and various sectors to address violence, poverty, and inequality.²² Initiatives such as the

²² See generally Madeleine Galvin & Anne Maassen, *Urban Transformations: In Medellín, Metrocable Connects People in More Ways Than One*, WORLD RES. INST. (Mar. 20, 2019),

MetroCable (aerial cable cars) and escalators in poor hillside neighborhoods improved accessibility while investment in public spaces and education fostered community cohesion.²³ This approach emphasized the importance of listening to and addressing all community members' needs, particularly those in marginalized areas.²⁴

2. DETROIT, MICHIGAN, USA: ECONOMIC REVITALIZATION THROUGH COLLABORATIVE EFFORTS

Detroit's comeback from bankruptcy and economic collapse showcases the effectiveness of engaging various sectors and stakeholders in urban renewal. Public, private, and philanthropic partnerships were essential in revitalizing the downtown area, supporting small businesses, and improving public services.²⁵ Initiatives like the Detroit Future City plan underscored a comprehensive approach to urban development, focusing on economic growth, land use, and community engagement.²⁶ By involving residents, businesses, and external investors in its redevelopment efforts, Detroit strides towards becoming a more vibrant and sustainable city.²⁷

3. COPENHAGEN, DENMARK: A LEADER IN SUSTAINABLE URBAN DEVELOPMENT

Copenhagen's transformation into one of the world's most livable and sustainable cities is based on extensive stakeholder engagement and a clear vision for the future. The city's approach to

<https://www.wri.org/insights/urban-transformations-medellin-metrocable-connects-people-more-ways-one>.

²³ *Id.*; see also Madeleine Galvin & Anne Maassen, *Connecting Formal and Informal Spaces: A Long-Term and Multi-Level View of Medellin's Metrocable*, 2 URB. TRANSFORMATIONS 1 (2020).

²⁴ Galvin & Maassen, *supra* note 9, at 6 (noting interview with social development worker on the MetroCable initiative who described the project as follows: "All the work that we did with the community created a shared responsibility, and when there is co-responsibility, people work together, we work hand in hand with the community, creating new spaces for the people").

²⁵ See generally LEWIS D. SOLOMON, *DETROIT: THREE PATHWAYS TO REVITALIZATION* (2013).

²⁶ See generally *Detroit Future City Strategic Framework*, DETROIT FUTURE CITY (2012), https://detroitfuturecity.com/wp-content/uploads/2017/07/DFC_Full_2nd.pdf

²⁷ See, e.g., Raymond Owens et al., *Rethinking Detroit*, 12 AM. ECON. J.: ECON POL'Y 258 (2020).

urban planning, which includes ambitious goals for carbon neutrality, extensive bicycle infrastructure, and accessible green spaces, was developed through collaboration among government, businesses, and the community.²⁸ This holistic approach to urban development, emphasizing sustainability and quality of life, demonstrates how diverse sector and stakeholder involvement can foster innovative solutions and improve urban environments.

4. SINGAPORE: HARNESSING TECHNOLOGY AND STAKEHOLDER ENGAGEMENT FOR URBAN SOLUTIONS

Singapore's Smart Nation initiative exemplifies how a city-state has leveraged technology, stakeholder, and sectors models to improve urban living. Singapore has implemented solutions to address transportation, sustainability, and public services by engaging citizens, businesses, and the tech community.²⁹ The initiative's success lies in its comprehensive stakeholder engagement strategy and technology integration into various urban planning and management sectors, showcasing a forward-thinking approach to addressing urban challenges.³⁰

These examples illustrate how cities that employ the stakeholder and sectors models by emphasizing comprehensive engagement and a holistic view of urban challenges can drive significant improvements in safety, sustainability, and livability. By fostering collaboration among different groups and leveraging the strengths of various sectors, cities can create more resilient and inclusive communities, proving these integrated approaches' effectiveness to urban development.

B. EMPHASIS ON POLICE REFORM

In recent years, the imperative for police reform has echoed through cities worldwide, highlighting the need for strategies that bridge gaps between law enforcement and their respective communities. At the heart of successful reform efforts is applying comprehensive frameworks that emphasize stakeholder engagement and a multi-sectoral approach akin to the principles outlined in the

²⁸ See generally BERTRAND QUÉLIN & ISAAC SMADJA, *The Green Growth City: Copenhagen*, in SMART CITIES: THE SUSTAINABLE PROGRAM OF SIX LEADING CITIES 16–17, 112–15 (2021).

²⁹ See generally *Towards a Sustainable and Resilient Singapore*, U.N. MINISTRY FOREIGN AFFS. (2018), https://sustainabledevelopment.un.org/content/documents/19439Singaporees_Voluntary_National_Review_Report_v2.pdf.

³⁰ See *id.*

stakeholder and sectors models. Through a lens of collaboration and community partnership, cities such as Camden, New Jersey; Glasgow, Scotland; Los Angeles, California; and Stockholm, Sweden, have embarked on transformative police reform initiatives. These examples not only demonstrate the power of integrating community perspectives into policing strategies, but also showcase the potential to rebuild trust, reduce crime, and foster a sense of shared responsibility for community safety. These cities' journeys offer valuable insights into the challenges and triumphs of implementing police reforms that align with the broader goals of justice, equity, and peace.

1. CAMDEN, NEW JERSEY, USA

Once known for having one of the highest crime rates in the United States, Camden, New Jersey, underwent a significant police reform focused on community policing and stakeholder engagement.³¹ In 2013, the city dissolved its police department and rebuilt it with a focus on community policing.³² The new approach emphasized building trust between the police and the community, de-escalation training, and engaging with residents in non-enforcement activities.³³ Officers walked beats and interacted with residents, listening to their concerns and working collaboratively to address them.³⁴ This reform led to a dramatic drop in violent crime rates and improved relations between the community and the police.³⁵

³¹ See Sophia L. Peele, A Case Study of the Efficacy of Community Policing in Camden, New Jersey (May 16, 2003) (M.A. thesis, Rowan University), [https://rdw.rowan.edu/cgi/viewcontent.cgi?article=2354&context=etd.](https://rdw.rowan.edu/cgi/viewcontent.cgi?article=2354&context=etd;); Alecia McGregor, *Politics, Police Accountability, and Public Health: Civilian Review in Newark, New Jersey*, 93 J. URB. HEALTH 141–53 (2016).

³² See generally Alan Wigg, *Secure the City, Revitalize the Zone: Smart Urbanization in Camden, New Jersey*, 36 ENV'T & PLANNING C: POL. & SPACE 403 (2018).

³³ See generally Alan Wiig, *Urban Revitalization Through Automated Policing and “Smart” Surveillance in Camden, New Jersey*, in CREATING SMART CITIES 13 (Claudio Coletta et al. eds., 2018).

³⁴ See Wiig, *supra* note 18, at 404, 407, 412.

³⁵ *Id.* at 412 (“[H]omicides were down significantly, shootings were down 43%, and violent crime down 22%.”).

2. GLASGOW, SCOTLAND, UK

Glasgow is renowned for addressing its once-notorious violence problem through a comprehensive public health approach that involved multiple stakeholders including law enforcement, healthcare professionals, and community groups.³⁶ The Violence Reduction Unit (VRU) initiative, established in 2005, aimed to tackle violence as a public health issue rather than a criminal matter.³⁷ By engaging various sectors and focusing on prevention, education, and community involvement, Glasgow significantly reduced its homicide rate and transformed into a safer city.³⁸ The VRU's success highlights the importance of cross-sector collaboration and community engagement in policing and public safety reforms.

3. LOS ANGELES, CALIFORNIA, USA

The Los Angeles Police Department (LAPD) implemented several reforms over the years to improve community relations and reduce the use of force.³⁹ These reforms include the adoption of community policing strategies, the establishment of the Community Safety Partnership (CSP) program, and engagement with community stakeholders to develop and implement policing policies.⁴⁰ In particular, the CSP program places specially trained officers in neighborhoods for five years to build trust and work collaboratively with residents to identify and solve problems.⁴¹ This long-term, community-focused approach reduced crime and

³⁶ See Michael J. Harvey et al., *Estimating The Financial Cost of Murder In Glasgow: "The Murder Capital of Western Europe"*, 65 J. EPIDEMIOLOGY & CMTY. HEALTH A189 (2011); Karla Adam, *Glasgow was once the 'murder capital of Europe.' Now it's a model for cutting crime*, WASH. POST (Oct. 27, 2018), https://www.washingtonpost.com/world/europe/glasgow-was-once-the-murder-capital-of-europe-now-its-a-model-for-cutting-crime/2018/10/27/0b167e68-6e02-4795-92f8-adb1020b7434_story.html.

³⁷ See generally Harvey et al., *supra* note 22.; Alistair Fraser & Fern Gillon, *The Glasgow Miracle? Storytelling, Violence Reduction and Public Policy*, THEORETICAL CRIMINOLOGY 1 (2023).

³⁸ See John H. M. Crichton, *Falls in Scottish Homicide: Lessons for Homicide Reduction in Mental Health Patients*, 41 BJPSYCH BULL. 185 (2017).

³⁹ See generally Sydney Kahmann et al., *Impact Evaluation of the LAPD Community Safety Partnership*, 16 ANNALS APPLIED STAT. 1215 (2022).

⁴⁰ See generally Ashley N. Muchow, *Community-Oriented Policing and Violent Crime: Evidence From the Los Angeles Community Safety Partnership*, 26 POLICE Q. 545 (2023).

⁴¹ See *id.*

improved the relationship between the police and communities in Los Angeles.⁴²

4. STOCKHOLM, SWEDEN

Stockholm implemented a community policing strategy focusing on collaboration between police and local communities to address crime and safety concerns.⁴³ The model emphasizes dialogue, transparency, and the co-production of safety strategies with community members.⁴⁴ This approach improved trust in the police, reduced crime rates, and increased community satisfaction with policing services.⁴⁵ Stockholm's experience underscores the value of stakeholder engagement in developing policing strategies responsive to the community's needs.

These examples illustrate the effectiveness of applying stakeholder and sector-based models to community and police reform efforts. By prioritizing community engagement, collaboration across different sectors, and a holistic understanding of the issues, these cities have significantly improved public safety, police-community relations, and overall community well-being.

VI. CONCLUSION: ENVISIONING A UNIFIED PATH FORWARD

The escalating challenges of crime, homelessness, and diminishing trust in local law enforcement underscore an urgent need for cities to galvanize their communities toward cohesive, well-rounded solutions. This comment explores the potential contributions of the stakeholder and sectors models as foundational frameworks that offer insights into the intricate dynamics of urban issues. Through the lens of the stakeholder model, we see the power of comprehensive engagement, where the myriad voices within a community serve an integral part in shaping solutions. This model champions the idea that progress stems from recognizing and valuing the interconnectedness of all community members, ensuring their concerns, aspirations, and insights form the backbone of any intervention.

Simultaneously, the sectors model provides a structured approach to dissecting community challenges, advocating for a

⁴² See, e.g., Ashley N. Muchow, *Can Community Policing Reduce the Chilling Effect of Immigration Enforcement on Latinx Crime Reporting? Evidence from Los Angeles*, CRIME & DELINQUENCY (2022).

⁴³ See Abby Peterson, *From Great Britain to Sweden—The Import of Reassurance Policing. Local Offices in Metropolitan Stockholm*, 11 J. SCANDINAVIAN STUD. CRIMINOLOGY & CRIME PREVENTION 25 (2010).

⁴⁴ See *id.* at 29–31.

⁴⁵ See *id.*

multifaceted analysis that spans the gamut from internal community dynamics and technical capacities to the broader social, economic, and political landscapes. This model highlights the need for viewing community issues through a holistic prism, acknowledging interwoven threads of challenge and opportunity that demonstrate the need for a comprehensive, nuanced understanding.

The convergence of these models offers a potent blueprint for urban renewal, presenting a rigorous methodology in its analysis and inclusive engagement. Cities should embrace this dual-framework approach to better understand the complexities of these unique challenges and forge pathways to sustainable solutions. These solutions, rooted in empirical research and tailored to the specificities of each community, have potential to address not just the symptoms of urban decay but also the underlying structures that perpetuate them.

Cities can cultivate a sense of shared purpose and collective action by fostering collaboration among all stakeholders and sectors, rebuilding the frayed threads of trust and ensuring a safer, more vibrant urban life. The journey towards such transformative change is undoubtedly complex and fraught with challenges. Yet, the stakeholder and sectors models provide comprehensive frameworks for navigating this journey in balancing the immediacy of action with the foresight of strategic planning.

As we look towards the future, the principles elucidated in this comment encourage us to envision urban communities not as battlegrounds of disparate interests, but rather as tapestries of shared humanity, striving for a brighter, more harmonious existence. In harnessing the synergistic potential of these models, urban leaders and community members alike can chart a course toward sustainable development, resilience, and unity. Through such integrated and empathetic approaches, we can catalyze a future where communities rebuild their trust and ensure their safety, to successfully survive and thrive.