

## Community Resilience Exercise (CREX) Model for Success

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The primary purpose of a CREX is to build or strengthen trusting relationships between communities and law enforcement. The CREX event provides the 'first step' for communities and law enforcement to meet and begin a trusting relationship. The subsequent action plan helps to strengthen this relationship and ensure its longevity. In order for an action plan to be successful, stakeholders with the appropriate roles and responsibilities should take ownership of the outlined tasks. This helps to provide points of contact in order to facilitate fruitful communication and collaboration. The stakeholders who own the tasks should begin to reach out to the other stakeholders to forge relationships to address the tasks outlined in this action plan. Stakeholders should create aggressive but realistic milestones to complete tasks and share those milestones with the other action plan stakeholders.

Ideally, an action plan will include the following elements (ranked from basic to advanced):

1. Increase collaboration and communication between communities and law enforcement
2. Increase collaboration and communication between segments of the community
3. Increase awareness of internet recruiting and inspiring methods
4. Increase awareness of mental health issues
5. Create prevention/intervention mechanism

Depending on the current levels of collaboration and communication between communities and law enforcement, and action plan may only contain a few of the points mentioned above. If relationships are just beginning, increasing collaboration and communication between communities and law enforcement may be the primary focus point. If relationships are more advanced, creating prevention/intervention mechanisms are more likely. Action plans are living documents – meaning that they can be modified over time to account for new stakeholders and new objectives.

Sometimes participants may know what needs to be done but do not know how to do it. DHS/CRCL and NCTC/DSOP can provide a list or menu of activities for each of the action plan elements.

### Guiding Principals

Participants: The ideal ratio of communities to law enforcement is 50/50 with about 40 participants combined (not including facilitators). A higher ratio of community participants is okay but having a higher ratio of law enforcement is not desired as communities may be less open and forthcoming.

- Law enforcement participation should include local police departments, sheriff's departments, the local FBI office, and the local U.S. Attorney's office. It is important to have FBI and/or U.S. Attorney's office present because topics such as use of informants, wiretapping, and other intrusion methods should come up during the CREX exercise.
- Community participation should include multiple groups or individuals with credibility amongst their peers.

Timing: CREX's are time consuming events for both the community and law enforcement. Running the CREX during the work week may be ideal for law enforcement but may make it difficult to get ideal turnout from the community as many community members work during the week. Running the CREX during the weekend may bring a better community turnout but may make it difficult for law enforcement. This factor is something you will need to gauge when you meet with communities and law enforcement in the planning stage.

Duration: Based on feedback, the ideal duration is approximately four to six hours. An eight-hour day is a difficult commitment for both communities and law enforcement regardless of whether the event is held during the work week or the weekend.

DHS/CRCL Quarterly Community Engagement Roundtable: If feasible and available, run the CREX before DHS/CRCL community roundtables. The roundtable could provide an additional mechanism to further discuss the CREX and solicit additional input.

Scenario: DHS/CRCL and/or NCTC/DSOP can provide a base scenario that should be modified for your city/region. This provides a sense of realness for all the participants where they can better visualize the events unfolding. It is advisable to create two versions of the scenario: (1) facilitator's copy that includes footnotes and discussion questions and (2) participants copy on colored paper that includes only the stages (no footnotes or discussion questions). To prevent the scenario from outside distribution, the colored paper helps to identify the participant's copy, which should be collected at the end of each scenario. An example scenario is available by request.

Small groups: No more than 10 people per small group. Ensure the groups have a diverse set of voices. For instance, if there are two or more representatives from one organization, split them up. Have a mix of law enforcement and community in each group.

Run plan: The 'run plan' establishes the CREX routine for the facilitators and includes key activities and speaking roles. An example run plan is available by request.