

# City of Lynnwood, Washington

## Equity and Social Justice Planning Meetings Summary

*February 2017*

### Introduction

In November 2016, the City of Lynnwood contracted with ORS Impact to provide consulting services to explore outcomes-based strategies for ensuring equity and social justice in the City's institutional culture, policies, and practices. ORS Impact facilitated three strategic sessions on November 17, 2016, January 5, 2017, and January 19, 2017, where ideas were generated by City of Lynnwood leadership and community stakeholders through a collaborative process.

This memo summarizes key findings from the strategic sessions. In addition, ORS Impact has provided recommendations and considerations for future equity and social justice strategic planning efforts.

### Meeting Activities and Key Findings

Below is a summary of each meeting's activities as well as key findings from the facilitated discussions.

#### Meeting I: Reflect, Share, and Prioritize Strategies

Meeting I goals were to: 1) identify equity and social justice goals for the City of Lynnwood and 2) explore and prioritize strategies to achieve those goals identified.



The primary activity required all meeting attendees to share strategies for how the City of Lynnwood could ensure equity and social justice for its residents. Common themes that emerged reflected elements of systems change, proactive community engagement, and cultural competence.

When prioritized, the themes identified and ranked highest were to ensure policies for equity (11), to develop trust and transparency (10), and to listen and better engage residents (10) (see Meeting I notes attachment). The themes with the most strategies identified were listening and better engaging residents (14) and advancing systemic change in the City (14).

## Key Findings

- Priority strategies to ensure equity and social justice generated by City of Lynnwood leadership and community members include:
  - Intentional City policies that promote equity
  - Ensuring trust and transparency between City and community
  - City proactively listening and engaging with community constituents

## Meeting II: Forecasting Success

Meeting II goals were to: 1) review prioritized strategies for addressing equity and social justice from Meeting I and 2) forecast successful equity and social justice strategies for the City of Lynnwood. The primary activity asked all meeting attendees to predict a future news headline based on successful policing in the City of Lynnwood utilizing equity and social justice strategies. Common headlines centered on the achievement and acknowledgement of a successful police and community effort that leads to better relations through ensuring trust, accountability, transparency, engagement, and community ownership.

These headlines also had a common emphasis on relationships between police and minority communities, and cultural competency (see Meeting II notes attachment). City leadership and community leaders also came to consensus around a shared interest in the concept of “intentional movements” to promote equity and social justice. This approach was revisited again in Meeting III.



## Key Findings

- Several aspirational headlines were generated that centered on the achievement of a successful police-community partnership that leads to better police-community relations through ensuring trust, accountability, transparency, engagement, and community ownership. These headlines also highlighted the importance of the relationship between police and minority communities, and cultural competency among the police (see Meeting II notes attachment).
- Conversations arose about community perceptions of police, leading to the identification of a priority area of interest in improving police-community relations through “intentional movements.” Potential solutions include:
  - Implementation of community engagement strategies to better understand and improve perceptions of police
  - Developing community policing to improve relationships and increase familiarity with communities
- Community leaders identified challenges to communication between police and their respective communities after the December 2016 officer-involved shooting. The lack of a civilian presence for investigations of officer-involved shootings was also expressed by community leaders as a concern.

## Meeting III: Forecasting and “Intentional Movement”

Meeting III goals were to: 1) continue forecasting successful equity and social justice strategies for the City of Lynnwood and 2) discover new ways to move forward with “intentional movement” to address police-community relations. The session involved two primary activities. The first activity invited all meeting attendees to think about *who or what needs to change* for headlines forecasted in Meeting II to be realized. The second activity invited meeting attendees to develop a visual map to represent their perceptions for “intentional movement” around police-community relations.

In these maps, meeting attendees were asked to identify *facilitators* and *impediments* to advancing “intentional movements” which might represent people, departments, groups, practices, organizational structures, and/or policies. Common themes emerged in maps around understanding community perceptions of police and their official processes, reviewing police data and ensuring accountability,



funding future taskforce efforts, and focusing on a few action items at a time (see Meeting III notes attachment).

## Key Findings

- Common themes emerged about the need for “intentional movement” to:
  - Communicate police processes to residents and the community at-large
  - Develop action items for police rooted in data
  - Ensure police accountability
  - Focus on priority issues and quick wins

## Recommendations and Considerations for the Future

The following recommendations and considerations for advancing equity and social justice in the City of Lynnwood were identified from analysis of the ideas and comments generated by City and community leaders during the three sessions. The focus of Meeting I was to generate strategies for equity and social justice for the City of Lynnwood. As the conversation progressed in Meetings II and III, the group prioritized their focus on equity and social justice with respect to police-community relations. Recommendations and considerations for the future are organized in the following three categories: equity and social justice, police-community relations, and taskforce.

### Equity and Social Justice

- Overarching strategies for ensuring equity and social justice that were prioritized during the three sessions include:
  - Intentional City policies that promote equity
  - Ensuring trust and transparency between City and community
  - City proactively listening and engaging with community constituents

### Police-Community Relations

- Police-community relations was identified as the top priority for advancing equity and social justice work.



- This area of focus was prioritized during the meetings, and seemed to increase in priority after the officer-involved shooting that took place between Meetings I and II.
- Addressing police-community relations and equity and social justice through “intentional movements” was generated as the priority approach for next steps in advancing this work. Examples of “intentional movements” prioritized by the taskforce include the following:
  - Developing better police-community relations would ensure accountability and community ownership.
  - Creating a civilian seat on Lynnwood Police Department’s internal investigative team for officer-involved shootings would provide an external lens for investigations and help bridge gaps in communication between community and police.
  - Developing better relationships between police and minority communities would promote equity and social justice.
  - Training could improve cultural competency among the police.
  - Communicating police processes to residents and the community at-large could improve perceptions and police-community relations.
  - Utilizing data to develop action items for police will ensure the most relevant strategies.

## Taskforce

- The current workgroup has demonstrated they can work well together in generating ideas and arriving at consensus with facilitation support. This is noteworthy considering the diverse group is comprised of City officials, City staff, and community leaders.
- Continuing to delineate goals for the taskforce and for each meeting will be important for moving this important work forward.
  - The workgroup might also consider creating a timeline and action plan for their future work.



## Attachments

- Meetings I, II, and III agendas
- Meeting I notes: matrix of strategies identified and prioritized for ensuring equity and social justice in the City of Lynnwood
- Meeting II notes: forecasted news headlines envisioning successful policing strategy that ensures equity and social justice and advances police-community relations
- Meeting III notes: notes from roadmap activity identifying pathways to implementing successful equity and social justice strategies

# City of Lynnwood Equity and Social Justice Planning Meeting

## Meeting I: Reflect, Share and Prioritize Strategies

November 17<sup>th</sup>, 2016 7:00PM to 9:00PM PST

### Meeting Goals:

- Identify equity and social justice goals for the City of Lynnwood
- Explore and prioritize strategies to achieve goals identified

Time	Topic
7:00-7:20 <i>20min</i>	<b>Getting Started</b> <ul style="list-style-type: none"><li>• Welcome</li><li>• Review meeting goals</li><li>• Introductions</li></ul>
7:20-7:30 <i>10min</i>	<b>Setting Ground Rules</b> <ul style="list-style-type: none"><li>• What are our ground rules for participation and meeting conduct?</li></ul>
7:30-7:35 <i>5min</i>	<b>Defining Equity and Social Justice</b>
7:35-7:55 <i>20min</i>	<b>"Yes, and" ...Dream Kitchen Brainstorm</b>
7:55-8:05 <i>10min</i>	<b>Break</b>
8:05-8:50 <i>45min</i>	<b>Reflect, Share and Prioritize Strategies</b> <ul style="list-style-type: none"><li>• How should the City of Lynnwood ensure equity and social justice for its residents?</li></ul>
8:50-9:00 <i>10min</i>	<b>Wrap Up and Next Steps</b>

# City of Lynnwood Equity and Social Justice Planning

## Meeting II: Forecasting Success

January 5<sup>th</sup>, 2017 7:00PM to 9:00PM PST

### Meeting Goals:

- Review prioritized strategies for addressing equity and social justice
- Forecast successful equity and social justice strategy in the City of Lynnwood

Time	Topic
7:00-7:20 20min	<b>Getting Started</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Review meeting goals</li> <li>• Introductions</li> </ul>
7:20-7:30 10min	<b>Revisiting Ground Rules</b> <ul style="list-style-type: none"> <li>• What are our ground rules for participation and meeting conduct?</li> </ul>
7:30-7:35 5min	<b>Revisiting Definition of Equity/Social Justice</b>
7:35-7:55 20min	<b>Review Meeting I Strategies</b> <ul style="list-style-type: none"> <li>• How should the City of Lynnwood ensure equity and social justice for its residents?</li> </ul>
7:55-8:05 10min	<b>Break</b>
8:05-8:50 45min	<b>CNN Headlines</b> <ul style="list-style-type: none"> <li>• Forecasting successful equity and social justice strategy <ul style="list-style-type: none"> <li>– Example A: policing</li> <li>– Example B: other examples</li> </ul> </li> </ul>
8:50-9:00 10min	<b>Wrap Up and Next Steps</b>

# City of Lynnwood Equity and Social Justice Planning

## Meeting III: Forecasting & Intentional Movement

January 19<sup>th</sup>, 2017 7:30PM to 9:30PM PST

### Meeting Goals:

- Continue Meeting II activity: forecast successful equity and social justice strategy (policing example)
- Discover new ways to move forward with “intentional movement” to address police-community relations

Time	Topic
7:30-7:40 10min	<b>Getting Started</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Review meeting goals</li> <li>• Introductions</li> <li>• Revisit ground rules and definitions</li> </ul>
7:40-8:10 30min	<b>CNN Headlines Continued</b> <ul style="list-style-type: none"> <li>• Forecast successful equity and social justice strategy (policing example) <ul style="list-style-type: none"> <li>– Review headlines</li> <li>– Who or what needs to changes?</li> </ul> </li> </ul>
8:10-9:15 65min	<b>Mapping “Intentional Movement”</b> <ul style="list-style-type: none"> <li>• Group activity: teams create a roadmap to represent their perceptions for intentional movement around police and community relations <ul style="list-style-type: none"> <li>– Identify <i>facilitators</i> and <i>impediments</i> which can represent people, departments, groups, practices, organizational structure, policies etc.</li> </ul> </li> </ul>
9:15-9:30 15min	<b>Wrap Up and Next Steps</b>

## Meeting I: Reflect, Share and Prioritize Strategies

Meeting I attendees were asked "How should the City of Lynnwood ensure equity and social justice for its residents?" The following table lists the themes most commonly shared. Below each theme are the corresponding strategies raised by meeting attendees. Themes were prioritized by attendee vote. The table is organized with the highest priority themes on the far left.

11	10	10	5	3	3	3	2
POLICIES FOR EQUITY	TRUST & TRANSPARENCY	LISTEN & ENGAGE	NEEDS ASSESSMENT	COMMUNITY BUILDING	ACCESSIBLE SERVICES	SYSTEMS	CULTURALLY COMPETENT COMMUNICATIONS
Adopt or maintain policies that are fair for all	Ensure transparency in how services are provided to all residents	Listen to our constituents on their needs	Needs assessment per community (identity unique opportunities and challenges)	Rebuilding a sense of community	Make services accessible to all	Have a citizen oversight board for Police Department	Culturally understand and practice understanding (speak 2+ languages, mental, verbal, etc...)
Seek fair (non-disparate) outcomes of actions	Work on building trust between city and community	Maintain or enact messaging programs to communicate our efforts and successes	Assess deployment of resources to determine if groups are being over/under represented	Promote neighborhood gatherings-food, art, music and storytelling. The better I get to know you the greater I respect you.	Provide services to low income household (i.e., sliding scale rates-utilities, affordable housing etc)	Recruit diverse population to volunteer groups (boards, commissions, VIPs, etc)	Understand the cultural difference of our residents. Value and appreciate those differences.
Include equity and social justice wording in all city documents and programs	Collect and make readily available PD data on race/sex of all stops, searches and seizures	Listen	Evaluate needs of the community (housing, education, etc,) and develop programs to support those needs	Cultural appreciation events for all communities to promote diversity.	Affordable housing	Culture of proactivity vs. reactivity	Communicate with groups using language (non-governmental speak) that they understand
Protect constitutional rights	Citizens involved in community/policy planning (early stage)	Engage community in city's planning and budget	Bring in ideas from other cities that have had success	Regular intercultural generational, economic, etc...events	Provide community education on public resources to ensure equal access	Support our vision and work the vision	Communication and information in multiple languages
Establish city ombudsman and other groups to safeguard equal rights	Track/log reports of unfair or unjust treatment	Ask residents for ideas/gaps that are not being met re: equity and social justice	Evaluate communication channels and outreach	Provide opportunities to engage and build relationships		Culture of solution providers	Continue effort to provide translations of city meetings, publications, etc.
Ensure that municipal codes and ordinances are applied equitably	Develop a communications process for addressing injustices	Proactively engage people from different cultures and economic levels and respond to feedback	Discover barriers to access (jobs, services, programs, etc.)	Know my neighbor and neighborhood		Continue effort to diversity staff	Cultural competence learning
	Ensure all PD investigations are conducted by outside organizations	Seek input from all residents. Ask questions, don't just wait for groups to come forward.	Identify what populations (by players) is in our city (who's in our community?)	Find partners to create events to promote understanding		Utilize hiring practices that ensure new employees possess the appropriate values and ethics to achieve desired community goals	Be inclusive of all ethnic groups

11	10	10	5	3	3	3	2
POLICIES FOR EQUITY	TRUST & TRANSPARENCY	LISTEN & ENGAGE	NEEDS ASSESSMENT	COMMUNITY BUILDING	ACCESSIBLE SERVICES	SYSTEMS	CULTURALLY COMPETENT COMMUNICATIONS
		Understand what all groups want	Engage in info gathering about people wants and needs rather than what we thing they want/need	Cross-community engagement		Recognize good work and ensure accountability for sub-standard work	
		Ensure all residence are part of the solution				Connect with state leadership and vocalize the needs of our community	
		Exchange and feedback of information from City residents (grades, solutions, statistics)				Continue and increase multi-culturalism training for employees and volunteers	
		Interact with citizens to elicit the ideas they have to include equity and social justice services				Culturally competent staff	
		Create listening opportunities throughout the City for police and City government				Consider ways to foster a more diverse city council more representative of the population	
		Work together with existing social justice orgs				City employees should model the behavior indicative of equity and social justice understanding	
		Open conversations				Continue growth of human services programs/grants	

## City of Lynnwood Equity and Social Justice Planning

### Meeting II: Forecasting Success

#### CNN Headlines Activity Notes

Meeting II attendees were asked to predict a headline in 2018 based on successful policing strategy around equity and social justice in the City of Lynnwood. The following is a list of the fifteen headlines that were shared.

1. City of Lynnwood Police Wins Nobel Peace Prize
2. City of Lynnwood Police Is Recognized For Its Accountability & Transparency
3. Lynnwood Launches Town Meetings On Improving Relationship Between Police And Communities Of Color
4. Longstanding Lynnwood Police And Community Task Force: A Regional Model For A Successful Partnership
5. City of Lynnwood Police Force Leads The Nation In Reducing Crime
6. LPD Validates Its Training, Policies, Processes And Practices With Communities It Serves
7. Washington City Makes First Move in Police Reform
8. The People of Lynnwood, WA "Own" The Vibrancy And Safety of Their City!
9. LPD Continues To Make Intentional Movements To Strengthen Relationships With Communities Of Color
10. Lynnwood Community Members Join Police In Effort To Reduce Impact of Opioids On Their City
11. LPD Named Most Trusted Department By Minority Communities
12. Listen. Engage. Trust. (LET) The Conversation Begin: Lynnwood Police Department Implementing A Series Of New Community Engagement Strategies To Promote And Strengthen Positive Community Relationship
13. Lynnwood Police/Civilian Work Group Sets Bar For Police/Community Relations Through Innovative Approaches To Improving Communications, Education And Engagement
14. Award Winning LPD Through Local And Community Policing
15. Lynnwood Police Department Recognized as National Leader In Training Police Officers In Cultural Competences

## City of Lynnwood Equity and Social Justice Planning

### Meeting III: Forecasting & Intentional Movement

#### Roadmap Activity Notes

Meeting III attendees were asked to develop a map to represent their perceptions for “intentional movements” around police and community relations. Four groups discussed and created four maps. Each group summarized their maps and articulated the following main points about what intentional movements are needed moving forward:

- There is a desire to dig for data, analysis and baseline information which will lead to greater understanding
- There is a need to create an action plan with self-accountability and truth telling along the way
- There is a need to maintain gains and keep momentum (it’s about the small win)
- There is a need to understand and evaluate the hiring process of City police officers
- There is a desire to create a process map of the police investigative process to understand what happens when a crime or incident occurs on two fronts:
  - Internal (Police department): from beginning to end
  - External: the tasks and responsibilities handed out to other agencies

(In addition, this is needed so liaisons can communicate with residents when something occurs)

- There is a desire for the City to actively lobby for legislative/legal issues such as the legislative process of I-873 in the 2017 session and Sanctuary Cities
- There is a desire to change perceptions by helping residents understand the issues police deal with daily (forest/tree metaphor)
- There is a desire to prioritize what’s most important and focus on issues and problems that are solvable in the community

Below is an example of a map created at the meeting.



## City of Lynnwood Equity and Social Justice Planning

### Meeting III: Forecasting & Intentional Movement

#### Who or What Changes Activity Notes

After meeting II attendees were asked to predict a headline in 2018 based on successful policing strategy around equity and social justice in the City of Lynnwood, they were asked **who or what needs to change for the headline to become a reality**. The following is a list of some of the ideas generated during a discussion.

1. City of Lynnwood Police Wins Nobel Peace Prize:

- Active resident involvement
- Community and police change
- Diversity in police department

2. City of Lynnwood Police Is Recognized For Its Accountability & Transparency

- Maintaining communication with residents
  - Effective methods include: social media, newspapers/newsletters (particularly local ethnic newsletters/papers), town hall
- The development of an info sharing network, led by community leaders

3. Lynnwood Launches Town Meetings On Improving Relationship Between Police And Communities Of Color

- Getting out of the building (out of City Hall)
  - Neighborhood gatherings/forums
- Intentional commitment and local ownership
- Police should be seen as approachable (should engage with community especially shop owners, consistently)

4. Longstanding Lynnwood Police And Community Task Force: A Regional Model For A Successful Partnership

- Definition of task force has to change
- Diverse groups need to be at the table
- Community members need to know one another

5. City of Lynnwood Police Force Leads The Nation In Reducing Crime

- Crime has to change

- Police need to be seen as integral part of the community (better relationships)
- Crime prevention
- Greater police-civilian interaction (both must reach an understanding)