

RE: Seattle Community Police Commission
Strategic Plan 2022-2024

REcentering

REconnecting

REorganizing

REequipping

REpositioning

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Strategic Planning Process designed and facilitated by Connected Realities, LLC. www.connectedrealities.com

Executive Summary

Seattle CPC's Introspective Moment of REbirth

The Seattle Community Police Commission (Seattle CPC/the CPC/CPC) has been working tirelessly to reform the Seattle Police Department's (SPD) policing practices for nearly a decade. Navigating the police accountability landscape has only become more challenging in recent years. Police violence has fallen under a more scrutinizing spotlight with calls to defund and divest from the police, since the murder of George Floyd, and the summer of racial reckoning. Working through this increasingly turbulent social and political climate, while pursuing structural organizational changes, is no easy setting for the CPC to develop its **first strategic plan**. It's a serious effort at a serious time.

The CPC's originating and enabling documents – the Consent Decree of 2012 and Accountability Legislation of 2017 – give clear direction to seek Community input and ongoing, Community-based oversight of policy accountability. This is a solid start to meaningful reform however Seattle CPC's work would benefit from going beyond these mandated requirements and into meaningful connection and guidance from the very people most affected by police violence.

The moment has come for Seattle CPC to ground its purpose in its people; to chart a course devised by its Community, staff, commissioners, and partners.

The process of creating a strategic plan was not simply about carving out a path forward. It was a necessary moment of introspection and grounding in the philosophical foundations of CPC's role in police reform

and accountability. Who does CPC serve? What is the CPC meant to do? How are they meant to do it? How should CPC be positioned to do this work?

It was also a moment of understanding hard truths, such as Community's less-than-stellar perceptions of CPC and their engagement efforts, that CPC is missing important partnering opportunities, and that across the Commission, members were unaligned in their views of policing, accountability, and by extension the CPC's vision, mission, and purpose.

But CPC stepped up to the challenge, faced these difficult realizations head on, with open minds and hearts. Their courage paved the way for deep learning, understanding, and eventual agreement on a grounded path forward. This strategic plan draws on these tough dialogues and new awareness and calls for Seattle CPC to:

- **REcenter** those most affected by police violence
- **REconnect** with Community
- **REorganize** a robust policy strategy centered in grassroots efforts
- **REequip** the Commission to operate effectively
- **REposition** the Commission to optimally carry out its mission in the police accountability system

These are bold actions that will require bold leadership from every member of the CPC. Keeping their mandates in mind, Seattle CPC is excited to embark on a journey that steps outside the ordinance and uplifts their voices on changed policies, improved policing, and reimagining safety.

Process and Methodology

Seattle CPC's strategic plan is a culmination of extensive input gathering, visioning, and goal setting with commissioners, staff, and stakeholders via phone, online surveys, email, and virtual meetings.

Project Setup

The project began with a kick-off meeting in April 2021 with the **Strategic Planning Working Group (SPWG)**, composed of the Seattle CPC executive director, co-chairs, and a small number of staff and commissioners. The SPWG's role was to work in tandem with Connected Realities to guide the design of a relevant, responsive, and customized strategic planning process.

Stakeholder Engagement and Deep Learning

This strategic planning process began with an assessment of Seattle CPC's existing conditions through extensive stakeholder engagement, a very high priority for the CPC. The SPWG conducted an comprehensive **stakeholder analysis** identifying over 130 groups and individuals that would help the CPC to understand Community's¹

¹ From 2019 Seattle CPC Annual Report: "What We Mean When We Say Community - Adhering to a strict definition of "Community" can be an ineffective way of centering the people we serve. It is important that we acknowledge that Community is a malleable term that historically means different things to different people. While racial, gender, or physical identity can define some Communities, religion, housing status, political affiliation, or nationality may be more meaningful identities for others. With that in mind, the Commission acknowledges that the Communities it serves are those that have been the most impacted by the institution of policing. Readers of this report will see the word "Community" capitalized. This is purposeful, as it is one of the small but significant ways that this government office can shift power to those that we serve. Although titles and names of institutional actors are capitalized, government institutions neglect to offer the same reverence to people in Community. By capitalizing Community, we seek to demonstrate that the Commission respects no voice or feedback more than it respects that of the Community we serve."

perceptions of Seattle CPC and their recommendations for future Community engagement and strategic direction.

Stakeholders were comprised of organizations and individuals in several sectors working hard to address a variety of social issues in Seattle, including biased policing, police violence, public safety, civil rights, workers' rights, racial discrimination, poverty, homelessness, and houselessness, immigration stresses, mental health, public health, and more. The stakeholder list was generated by building on Seattle CPC's current lists of stakeholders, including those currently subscribed to Seattle CPC's e-newsletter, and those previously engaged in Seattle CPC's 2013 Community Outreach Process.

Three (3) **modes of engagement** were used – surveys, interviews, and focus groups:

- Surveys
 - 1 public survey (online)
 - 1 survey to Seattle CPC commissioners (online)
 - 1 survey for Seattle CPC staff (online)
- Interviews
 - 15 one-on-one interviews (phone calls and virtual meetings)
- Focus Groups
 - 1 focus group of Seattle CPC's accountability partners (virtual meeting)
 - 1 focus group of youth-centered organizations (virtual meeting)
 - 1 focus group of youth (virtual meeting)

The **questions** asked of participants were co-created by the SPWG and Connected Realities and generally revolved around understanding how stakeholders a) view Seattle CPC, what they're doing, and how they're doing it; b) envision policing and public safety; c) believe Seattle CPC should be engaging stakeholders; and d) what direction Seattle CPC should take. Most questions were open-ended, and were meant to inspire dialogue. Some questions were common across all modes, while other questions were unique to the format or audience. All participants were asked questions pertaining to their familiarity with Seattle CPC, engagement and communication, vision and mission, public safety, values, current work, and strategic direction.

Upon completion of all interviews and focus groups, and surveys, Connected Realities compiled and reviewed all responses to identify recurring themes, issues, opinions, and beliefs. All findings can be found in the ***October 2021 Deep Learning Results Report***.

These findings were first shared with the SPWG. After gaining a clear understanding of stakeholders' perspectives, the SPWG and Connected Realities were able to refine the focus areas for the strategic planning workshops that followed.

Strategic Planning Workshops

Six (6) virtual strategic planning workshops resulted in the bulk of the information, agreements, and direction included in this strategic plan:

- Workshop 1: Naming the Gaps
- Workshop 2: Defining the Work
- Workshop 3: Setting Goals and Identifying Objectives
- Workshop 4: Strategic Priorities
- Workshops 5 & 6: Action Planning

All Seattle CPC commissioners and staff were invited and encouraged to attend each workshop. Attendance generally consisted of 4-5 staff members and 4-7 commissioners with at least two co-chairs present.

The facilitation approach for the entire workshop series was rooted in deep listening, understanding, agreement, relationship building, and balanced participation across the Seattle CPC team. To aid learning and understanding, a virtual whiteboard (Miro) was used throughout the process to generate ideas, capture opinions, visualize concepts, and prioritize goals and actions.

Workshop 1: Naming the Gaps

The workshop series began with a group of Seattle CPC Commissioners and staff understanding and reflecting on the themes of the Deep Learning from stakeholders and then identifying what was missing from stakeholders' assessment and what needed to be considered or addressed in the strategic plan. Staff and commissioners also shared how well they resonated with the current vision and mission statements, and what needed to change in those statements to make them relevant and motivational. (See Appendix)

Workshop 2: Defining the Work

Like most steps in this strategic planning process, the discussion about who the CPC serves was a moment of collective clarification and defining the philosophical basis for the CPC's works. While there was a significant amount of discussion and a lack of consensus about who the CPC DOES NOT serve, there was consensus among those present that the CPC's primary audiences are marginalized communities including traditionally disenfranchised communities and those disproportionately impacted by police violence. (See Appendix)

The group also articulated their sense of the CPC's work, including:

- What are we doing now that we should keep doing?
- What are we doing now that we should stop doing?
- What are we not doing but should be doing?
- What do we not do?

Workshop 3: Setting Goals and Identifying Objectives

Developing vision and mission statements required deep conversations about the CPC's purpose, history, responsibilities, audiences, and philosophy. Workshop 3 included continued discussion about vision and mission statements as well as a goal setting exercise where 3 groups brainstormed goals related to a variety of categories using the sentence stem "The CPC will..." which produced a preliminary framework for CPC's future work. (See Appendix)

Workshop 4: Strategic Priorities

In workshop 4, the group worked on categorizing and prioritizing the goals and objectives generated in workshop 3. The group also continued to work on the mission and vision statements. (See Appendix)

Workshops 5 & 6: Action Planning

In workshops 5 & 6, participants explored what kind of support is needed to achieve their goals, considered challenges to implementation, and outlined bold steps to achieve their priority goals. The group also explored the implications of the Consent Decree and Accountability ordinance as it relates to its strategic vision. (See Appendix)

Parameters

ORDINANCE MANDATED RESPONSIBILITIES:

The Community Police Commission was made permanent and fully independent by Ordinance 118969 in 2017. The ordinance states that Commission's role is, "to help ensure public confidence in the effectiveness and professionalism of SPD and the responsiveness of the police accountability system to public concerns by engaging the community to develop recommendations on the police accountability system and provide a community-based perspective on law enforcement-related policies, practices, and services affecting public trust."

In support of the ordinance, the CPC fulfills the following duties:

1. To review and provide input to the Office of Police Accountability (OPA), Office of the Inspector General (OIG), Seattle Police Department (SPD), and other City departments and offices, on the police accountability system, police services, and SPD policies and practices of significance to the public.
2. To be responsive to community needs and concerns through means including, but not limited to engaging in community outreach to obtain the perspectives of community members and SPD employees on police-community relations, SPD policies and practices, and the police accountability system.
3. To maintain connections with representatives of disenfranchised communities and with other community groups in all of the City's legislative districts; and
4. To provide accountability system partners with community feedback relevant to their operations received as a result of its public outreach activities, provide technical assistance on community matters to accountability system partners; and to identify and advocate for reforms to state laws that will enhance public trust and confidence in policing and the criminal justice system.

Results and Strategic Direction

Vision

The Community Police Commission (CPC) envisions a world where policing, public safety, and accountability in Seattle reflects trust and respect for all community members, especially those most harmed by police violence. Police should protect, serve, empower, and support marginalized communities, and community members must have an active seat at the decision-making table. Police must also respect and support individuals and groups expressing their 1st Amendment Rights.





Mission

The City of Seattle Community Police Commission engages Community to listen, amplify, and center the voices of those impacted by violence perpetrated by the Seattle Police Department. The CPC advocates for policy and reforms to hold police directly accountable to all civilians, with particular attention to communities that are most harmed by policing.

Who We Serve FIRST

- People harmed by police
- Those most and disproportionately impacted by police violence
- Traditionally disenfranchised communities: BIPOC, communities of color, Immigrant communities, youth,
- Those experiencing...
 - Substance use disorders
 - Mental health issues
 - Homelessness
 - Limited or no access to "the system"

Summary of Strategic Direction

Issue Area	Goal	Objectives
<p>ORGANIZATIONAL EFFECTIVENESS</p> 	<p>The CPC will operate as a highly effective and functional organization.</p>	<ul style="list-style-type: none"> A. Clarify and delineate the roles, responsibilities, and expectations for staff, including the executive director and section directors. B. Establish and define clear roles, responsibilities, expectations, and goals for commissioners, including co-chairs. C. Honestly evaluate and confront deficiencies D. Build commissioners’ knowledge and skill in navigating CPC mandates, structure, and systems.
<p>STRATEGIC POSITIONING</p> 	<p>The CPC is positioned for maximum benefit within the police accountability system.</p>	<ul style="list-style-type: none"> A. Secure the authority to hold SPD accountable for appropriate officer discipline. B. The CPC is a required part of the SPD hiring process. C. The CPC is a fully civilian body that recommends and implements policy changes at SPD. D. Foster partnership and collaboration with their accountability partners, but never at the expense of our mission. E. Reach out to national oversight groups to understand their best practices and lessons learned. F. CPC seats are elected and representative of the Seattle community and those most impacted by police violence.
<p>COMMUNITY ENGAGEMENT</p> 	<p>The CPC is accountable to Community.</p> <p>Strengthen relationships within the Seattle community to expand how the CPC can learn more from the Community, especially those disproportionately impacted by police violence.</p>	<ul style="list-style-type: none"> A. Expand and offer effective engagement with our partners and the Community. B. Develop meaningful relationships, partners, and MOUS with others to accomplish critical communications around police accountability. C. Ensure the public has a clear understanding of what the CPC does, how we work, and our position in the accountability framework. D. Improve commissioner engagement within 7 districts.
<p>POLICY & ADVOCACY</p> 	<p>Effectively use our power to make necessary changes in policing, police oversight, and police accountability.</p>	<ul style="list-style-type: none"> A. Use a menu of strategies to highlight changes that need to be made. B. Develop a greater advocacy plan. C. Develop and implement a robust local public policy agenda aimed at policymakers. D. Prioritize the inclusion of input from Community on policy priorities. E. Advocate for a new organizational culture within SPD that replaces the current paramilitary structure.

Bold objectives = objectives that CPC prioritized for action plan development during the strategic planning process.

Action Plan

ORGANIZATIONAL EFFECTIVENESS



Being a CPC Commissioner is a difficult job. The nature and complexity of police accountability coupled with the volunteer nature of CPC appointments can create an overwhelming and discouraging work environment. Low Commissioner participation in meetings results in difficulty getting quorum and not having enough hands to accomplish necessary work, including strategic planning.

In an effort to increase capacity on the Commission, the number of commissioners was increased from 15 to 21 in 2017. Unfortunately, this change has not resulted in improved performance and, in many cases, hindered CPC's ability to progress toward their goals.

More is not always merrier when there is a lack of understanding and agreement about roles, expectations, policies, and processes and a need to make decisions collaboratively. These areas of unalignment have resulted in confusion and inefficiencies across the Commission.

GOAL: Operate as a highly effective and functional organization.

Objectives:

- A. Clarify and delineate the roles, responsibilities, and expectations for staff, including the executive director and section directors.**
- B. Establish and define clear roles, responsibilities, expectations, and goals for commissioners, including co-chairs.**

2022 Actions

1. Update and approve bylaws that clearly articulate the roles and responsibilities of Commissioners and Staff.
2. Delineate the roles and responsibilities of the executive director and section directors when making decisions.
3. Clarify staff roles as they pertain to the individual sections of the Commission.
4. Clarify roles and expectations with existing commissioners. Include updated bylaws in roles & expectations.
5. Ensure that current commissioners are willing to meet the commissioner requirements.
6. Clear process on how Commissioners report out and in with their district

2023-2024 Actions

Objective C: Honestly evaluate and confront deficiencies.

2022 Actions

1. Reconsider the number of Commissioners.
2. Review and revisit meeting structure, timing, location, etc.

2023-2024 Actions

1. Re-configure workgroups around new focus areas identified in the strategic plan.
2. Ensure clear and accurate records are kept to maintain institutional knowledge.

Objective D: Build commissioners' knowledge and skill in navigating CPC mandates, structure, and systems.

2022 Actions

1. Ensure commissioners have access to necessary documents, website, and other relevant resources.
2. Ensure that all commissioners have the same level of knowledge about consent decree, and all of the things that define us as a commission (legal aspects, rules, etc.)

2023-2024 Actions

1. Develop a digital training manual for commissioners to orient new commissioners to their roles and refresh veteran commissioners on an as-needed basis.
2. Training for Commissioners.

Ongoing Actions

- Rebuild enthusiasm in Commissioners

STRATEGIC POSITIONING



Despite having an official role in the police accountability system, the CPC does not currently have the power, influence, or flexibility needed to make the changes it envisions. The perception is that the Commission is hamstrung by political pressure and severely limited in their authority to bring about necessary changes.

The selection of Commissioners depends on mayoral and city council recommendations, which can preclude CPC's ability to build trust with Community. Several Community stakeholders reported feeling that CPC is "part of the system" and doesn't represent Community.

CPC Commissioners are also volunteers while their accountability partners - the City of Seattle Office of Police Accountability and Office of the Inspector General, and the Seattle Police Monitor - are fully staffed which makes consistent and equitable participation challenging.

GOAL: The CPC will be positioned for maximum benefit within the police accountability system.

Objectives:

- A. Secure the authority to hold SPD accountable for appropriate officer discipline.**
- B. The CPC is a required part of the SPD hiring process.**
- C. The CPC is a fully civilian body that recommends and implements policy changes at SPD.**

2022 Actions

1. The CPC will seek from the City the authority to hold SPD accountable for appropriate officer discipline.
2. Develop relationships with city council and mayor and begin to advocate for the changes that need to be made.
3. Update bylaws to outline how we will carry out the new work.
4. Update internal systems to enable carrying out the new work.

2023-2024 Actions

1. Come to consensus within the CPC about what specifically needs to change regarding our position.
2. Determine what scale or level to work on - State? City?
3. Weigh the possibilities of a new ordinance with what can be lost.
4. Engage Community on changing the ordinance.
5. Partner with stakeholders that will support our proposed amendments.
6. Cultivate city council members to champion change.
7. Conduct a process of stakeholder mapping to understand various players and partners involved in the work of police accountability.
8. Develop a strategy for working with stakeholders involved in work related to police accountability.

Objective D: Foster partnership and collaboration with accountability partners, but never at the expense of our mission.

2022 Actions

2023-2024 Actions

1. Convene a conversation of accountability partners to outline shared goals as well as differences.
2. In cooperation with accountability partners, examine the roles of each entity to identify any overlap, gaps, opportunities, or challenges in our shared work.
3. Determine the status of what has been accomplished under the current accountability system.
4. Revisit configuration of the CPC as it relates to the rest of the accountability system.

Objective E: Reach out to national oversight groups to understand their best practices and lessons learned.

2022 Actions

2023-2024 Actions

1. Identify successful national oversight groups who are working on similar issues.

1. Invite groups to speak to the CPC and to the Community.

Objective F: CPC seats are elected and representative of the Seattle community and those most impacted by police violence.

Ongoing Actions

- Continue to weigh in and monitor actions and decisions by OIG, OPA, and SPD
- The CPC will remain aware of and use its authorities.

COMMUNITY ENGAGEMENT



The Deep Learning phase of this strategic planning process revealed that there is a general Community sense that the CPC is neither adequately engaging Community members nor meaningfully involved in Community conversations.

CPC public meetings aren't providing space for conversation and deliberation, are often one-sided, and often focus on complex information that isn't clear to Community members. Community members have had challenges signing up for public comment and no time is provided for responding to the comments that are shared. Community stakeholders reported feeling there is no mechanism for everyday people to provide input and receive updates. There is also wide confusion as to what the CPC is, how it functions, and the role of Community.

GOALS: The CPC is accountable to Community. The CPC will strengthen relationships within the Seattle community to expand how the CPC can learn more from the Community, especially those disproportionately impacted by police violence.

Objectives:

- A. Expand and offer effective engagement with Community and our partners.
- B. Develop meaningful relationships, partners, and MOUS with others to accomplish critical communications around police accountability.

2022 Actions

1. Implement system where CPC responds to public comment.
2. Staff up communications and community engagement sections to support the strategic priorities of the commission.
3. Ensure Community Engagement Plan addresses findings from Deep Learning Report as well as intentions that emerged in the strategic planning process.

2023-2024 Actions

1. Create and implement a detailed communications plan that includes leads, roles, and responsibilities.
2. Implement communications plan.
3. Recognize our own privilege as individuals and as a commission. Explore and determine how to center others, especially when we don't share identities with people impacted by police violence.

Objective C: Ensure the public has a clear understanding of what the CPC does, how we work, and our position in the accountability framework.

2022 Actions

2023-2024 Actions

1. Use multiple types of media and formats in multiple languages to explain our position, structure, actions, priorities, process.
 - a. Diagram or infographic to explain the work and framework of the CPC.
 - b. YouTube 2-min videos.

Objective D: Improve commissioner engagement within 7 districts.

2022 Actions

1. Introduce or reintroduce Commissioners to the purpose and content of the existing District Liaison Plan including the intention of taking information from the CPC to the Community and bringing the voices of Community into the Commission’s work.
2. Develop a shared understanding and agreement within the Commission about Commissioners’ responsibility in implementing the plan and about actions to take when Commissioners are not meeting the agreed-upon responsibilities.

2023-2024 Actions

1. Utilize the existing district liaison plan to connect commissioners to specific districts.

Ongoing Actions

- Be involved in Community: support other organizations and attend their events, get to know their priorities, and build relationships.
- Engage and listen to the entire community, especially who CPC hasn’t yet engaged.
- Hear from Community about what they expect from CPC.
- As things happen (a law is passed, protest, etc.), CPC communicates to Community to ground them in CPC’s role in the situation: describing what it is, what it means, how to get connected and involved.
- Repeat messages across different modes for audiences to access.
- Include voices of families who have lost someone to violence period, not necessarily police violence - ensure those that know something/an experience the most are leading the discussion.
- Leverage commissioners for more support in community engagement.
- More capacity/ help from Community with work groups.
- Engage Community members with lived experience in advocacy directed at state and local decision makers related in how CPC engages in policy changes and recommendations for improvement

POLICY AND ADVOCACY



Despite the challenges CPC is working through related to organizational effectiveness, strategic positioning, and community engagement, the CPC has had a strong focus on policy and advocacy. Based on the input from Commissioners and staff during this strategic planning process, the CPC has the opportunity to be more proactive in policy and advocacy related to the organization's updated vision, mission, and strategic priorities. CPC has begun advocacy planning, and teamed with structural-change goals, are on the road to creating a collaborative and robust agenda to confidently fight for policies that bring about lasting change.

GOAL: Effectively use our power to make necessary changes in policing, police oversight, and police accountability.

Objective A: Use a menu of strategies to highlight changes that need to be made.

2022 Actions

1. Set up a meeting within the first 100 days of new mayor's administration.

2023-2024 Actions

1. Secure Greater City resources to ensure engagement is robust.
2. Be clear with the public, media, and decision makers about what is at stake if the goals are/are not achieved.

Objectives:

- B. Develop a greater advocacy plan.**
- C. Develop and implement a robust local public policy agenda aimed at policymakers.**
- D. Prioritize the inclusion of input from Community on policy priorities.**

2022 Actions

1. Set aside time to clarify our policy objectives
2. Identify key allies and cosponsors among legislators (City Council)
3. Identify Community spokespersons and third party validators
4. Develop a strategy for getting input from community on future policy priorities

2023-2024 Actions

1. Identify policy goals and decision makers who have power to make those goals a reality
2. Activate Community spokespersons and third party validators

Objective E: Advocate for a new organizational culture within SPD that replaces the current paramilitary structure.

Ongoing Actions

- Engage Community members with lived experience in advocacy directed at decision makers (calls, emails, etc.)
- Increase public awareness around our policy goals, and the strategies to achieve the goal
- Ensure continuity, documenting institutional knowledge
- Cultivate and restore relationships with other agencies and Community groups

Recommendations from Connected Realities, LLC



Planning

- A. Use this strategic plan as a continuous guide for developing staff and commissioner work plans.
- B. Compare CPC's current work plans with this strategic plan. Determine whether the CPC is conducting mission-critical work according to the updated mission. Determine whether anything needs to be added to CPC's work priorities based on the goals and objectives in this plan.
- C. All of the objectives in this strategic plan should have associated tasks, timelines, and assignment of who will lead the task. These things are the foundation of an action plan. During this strategic planning process, tasks were articulated for many key objectives, but other objectives do not have tasks and an action plan associated with them. Tasks should be identified for all objectives that do not have tasks currently associated with them. Please refer to the visual template examples for identifying tasks used in Workshops 5 & 6 in the appendix of this document.
- D. Develop measures of success /evaluation measures for each objective in the Action Plan.
- E. Revisit and update the Action Plan on a periodic or ongoing basis, at least quarterly.

Structure

- F. Reconfigure working groups to support strategic priorities.
- G. Consider engaging community members in working groups.
- H. Engage in critical conversations with Commissioners about their commitment and participation on the Commission. Explore what brings them to the Commission personally and professionally, what is getting in the way of their participation, what they need in order to participate fully, and whether it is realistic for them to be on the Commission.
- I. Examine whether the internal structure of the CPC is supporting the work to be done.
- J. Examine the role of the CPC within the accountability system to ensure that CPC is functioning effectively.

Working Climate/Systems

- K. Carve out space for commissioners to have real and deep conversations outside of public scrutiny.
- L. Continue to explore ways to make awareness-building and education of the police accountability system accessible to commissioners.
- M. Spend time in deliberate conversation about organizational culture, patterns of communication, relationships, and organizational dynamics in order to better understand what is working well and to make necessary changes in order to improve organizational effectiveness.

Stakeholders

- N. Conduct a stakeholder assessment to understand other entities in the City who are working on related issues.
- O. Consider partnering with or building upon the work and research done by partners.

APPENDIX A - Process

Workshop 1: Naming the Gaps

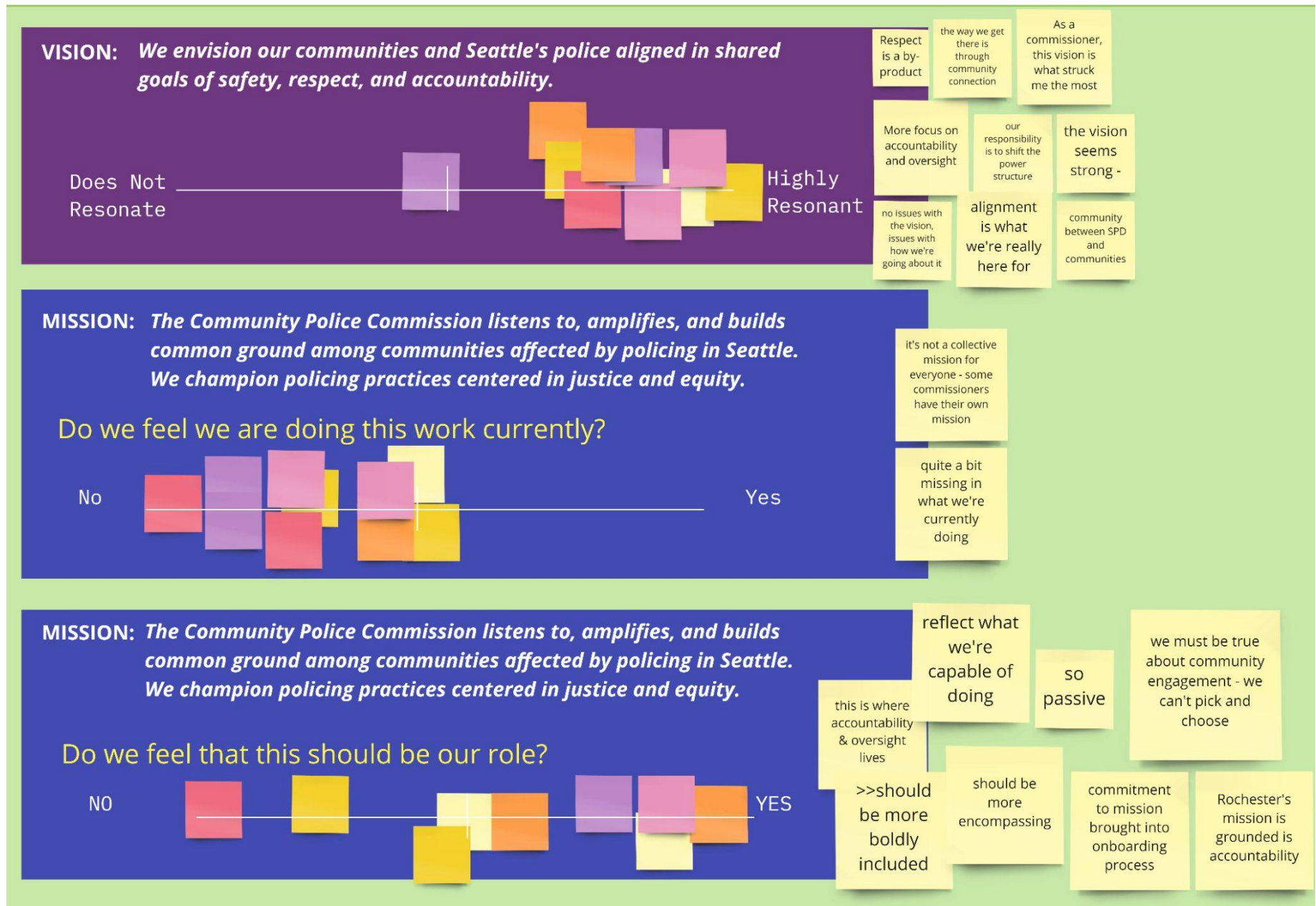
Group Agreements

What do you need to have a productive workshop?

This list is numbered, but NOT ranked.

1. Step Up, Step Back
2. Hear from everyone today
3. Bring [participant] back if she gets quiet
4. Space and grace - folks have commitments to tend to!
5. Dream big and be bold!
6. Everyone to need what they need from themselves
7. Be present as much as we can be
8. Do our best
9. Be thoughtful and introspective
10. Please don't edit or delete anything on the Miro board.
11. Avoid false harmony; avoid not rocking the boat; have the difficult conversations

Checking in on Existing Vision and Mission Statements



Deep Learning Summary

This summary represents Connected Realities informal analysis of the raw data and distills high level key findings from the totality of the survey, focus group, and interview findings.

- CPC and its work is not universally known and understood, even among those who "should" know.
- Among those who know CPC, there are varying perceptions of what CPC does, how effective CPC is, and what the CPC should be doing.
- There doesn't seem to be current internal alignment regarding CPCs scope, role, philosophies, and approaches.
- External pressures are enormous, the world is changing, and the organization has evolved. Who does CPC want and need to be NOW?
- Organizations involved in public safety and police accountability are not working together or communicating effectively and are missing opportunities for collaboration.
- The CPC's engagement of the public is the subject of much criticism regarding who it engages and how.
 - CPC's community engagement to date is lacking depth.
 - CPC is viewed as uninvolved and disconnected from Community, only engaging certain voices they agree with, and transactional in their engagement.
- External and internal structures, processes, and pressures keep the CPC from being as effective as it could be.
- The work of the CPC is big, complex, and burdensome and commissioners are volunteers.
- making sure people feel connected to something

Organizational Role	Organizational Culture
<ul style="list-style-type: none"> maintaining voice and place for community perspectives working hard to set a foundation by providing education to new commissioners and updating information sharing to community identifying and addressing SPD policing practices. Professionalizing our entire organization -- policy, communications, operations. Follow up on follow through, reporting, operationally there are some wins with consistency, stability, and skill The CPC staff is doing a good job building processes and procedures while tracking a constant flow of new developments. being a strong voice for police accountability 	<ul style="list-style-type: none"> Run by diligent, dedicated people with the right experience and the right knowledge to answer the tough questions. They are the right people doing the right work. Seriously engaged with tough topics to arrive at important solutions. They put a tremendous amount of time into their work. The staff works well together. The staff is well educated on

Organizational Structure - Internal	Organizational Structure - External
<ul style="list-style-type: none"> The CPC has filled more commissioner seats than in a long time (although many have been absent) and has very energetic new commissioners committed to the work. Leadership keeps changing in ways that makes people question the organization Should the CPC be a staff-driven or commission-driven org? Commission perceives as volatile and disorganized internally Up to 9 years for commissioner terms may be too long Organization needs to be able to respond to both immediate and long term goals Are we structured the way we need to be structured for sustainability? Need short term actors and longer term strategists People are volunteering for the organization. In one sense it's great to get new voices but when you're addressing systemic issues, you also need the continuity for longer periods of time. If there is new leadership every couple of years, you lose institutional knowledge, personalities, relationships. The commissioner role as outlined in the ordinance is really a full time job - hard to expect this from volunteers. Communication between the co-chairs and the commissioners. Unclear who "point people" are - Co-chairs or Director? 	<ul style="list-style-type: none"> People, even some of those we interviewed, do not know what the CPC is and/or can't distinguish it from the OIG or OPA or SPD. Organization not working well with others externally CPC has so much process and OPA can't wait for them Not enough of a unified voice internally Tough to get opinion When new commissioners come in, everyone has their own agenda Low confidence in co-chairs (not a most point) Partners don't know what CPC's goals are If leadership changes every couple of years, institutional knowledge is lost, organizational personality and priorities can change Volunteers are doing work that needs continuity over a sustained period of time. CPC seems to be generally unclear, disorganized, and divergent internally It's unclear to partners and Community how to work with CPC

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Relationships	Organizational Effectiveness
<ul style="list-style-type: none"> Brandy is meeting with one of the coptrainers/actors often. They're still trying to get it together. Chief is open to more communication. Brandy and staff are accessible Accountability Partners exist on "all in this together" and cross collaboration attitude Engaged youth and youth serving organizations ready to take action. 	<ul style="list-style-type: none"> People, even some of those we interviewed, do not know what the CPC is and/or can't distinguish it from the OIG or OPA or SPD. Organization not working well with others externally CPC has so much process and OPA can't wait for them Not enough of a unified voice internally Tough to get opinion When new commissioners come in, everyone has their own agenda Low confidence in co-chairs (not a most point) Partners don't know what CPC's goals are If leadership changes every couple of years, institutional knowledge is lost, organizational personality and priorities can change Volunteers are doing work that needs continuity over a sustained period of time. CPC seems to be generally unclear, disorganized, and divergent internally It's unclear to partners and Community how to work with CPC

Communication & Engagement	Context
<ul style="list-style-type: none"> Director Grant and staff are doing a great job. Website, newsletter, and posted media Soliciting public input Website is good and people on the website are accessible Good communication through newsletter and news articles and website Community meeting on collective bargaining - it was a great example of how they were trying to get so diverse community voices as they could. Good job on reporting out on meetings Brandy and others are attending community meetings 	<ul style="list-style-type: none"> Fresh staff, fresh commissioners and New ED-it is an opportunity to move away from "the way we have always done things" and create new processes that work. Concern from people in the district movement in having the current decree being blamed or scapegoated to hinder new approaches in addressing public safety Seattle is experiencing the highest crime and homicide rates in a long time. Extreme polarization of police and community. "Obtaining" The impacts of fewer numbers of police officers and higher crime rates. Concern about Police officers' response to imminent risk of safety calls due to the involvement of mental illness Some community voices who are getting traction use CPC as a hindrance to the movement. Feeling pressures like moment. Calls to de-fund and re-imagine, protests and violence, past George Floyd.

Philosophy & Approach	Perceptions
<ul style="list-style-type: none"> Dashboard tracks progress on recommendations - demonstrates openness, accountability, and responsiveness Soliciting community feedback on its future, educating the public about its past. 	<ul style="list-style-type: none"> Commission is not doing social justice activities and they aren't getting work done CPC is part of the system and doesn't represent the community The work of the Commission is driven by only a few Commissioners Language like "reform" might be alienating to law enforcement vs. language like "retooling existing systemic change" CPC only comes to the community when it needs support There is not a mechanism for everyday community people to provide input and receive updates CPC is not listening to the whole community CPC isn't broadly trusted and respected by community or police CPC is perceived as PART of the system. "Why even have the word police in the name?" Perception that Federal Judge Report is a bully and not on side of the CPC. Much work with and develop an allyship with him. "CPC isn't always known as an entity that it's a good use of your time to connect with. No direct results" "There is a lot of good intentions, but not follow through" "If your goal is to maintain the status quo by blocking or ignoring or diverting community input, that's working"

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Full size versions of these images may be found in the [October 2021 Deep Learning Results Report](#)

What else aren't we talking about?

What else is under the surface that we need to address?

Intentions from Brandy:

"A post-consent decree future and how the CPC can lead that conversation amongst ourselves and the community and its importance."

Addressing the disconnect between staff, commissioners, and leadership and everyone understanding their roles

How do we propel community engagement and outreach forward in a meaningful and impactful way?"

Need to be proactive in our political strategy - we have a brilliant policy team - need to strategize on both policy and politics

Strategize about independence so we can foster change

important that anyone working with accountability pieces of policing should take the Seattle police citizen academy (Felicia used to facilitate) - education on police practices

Proactive vs. Reactive

Have an agenda and fighting for that agenda

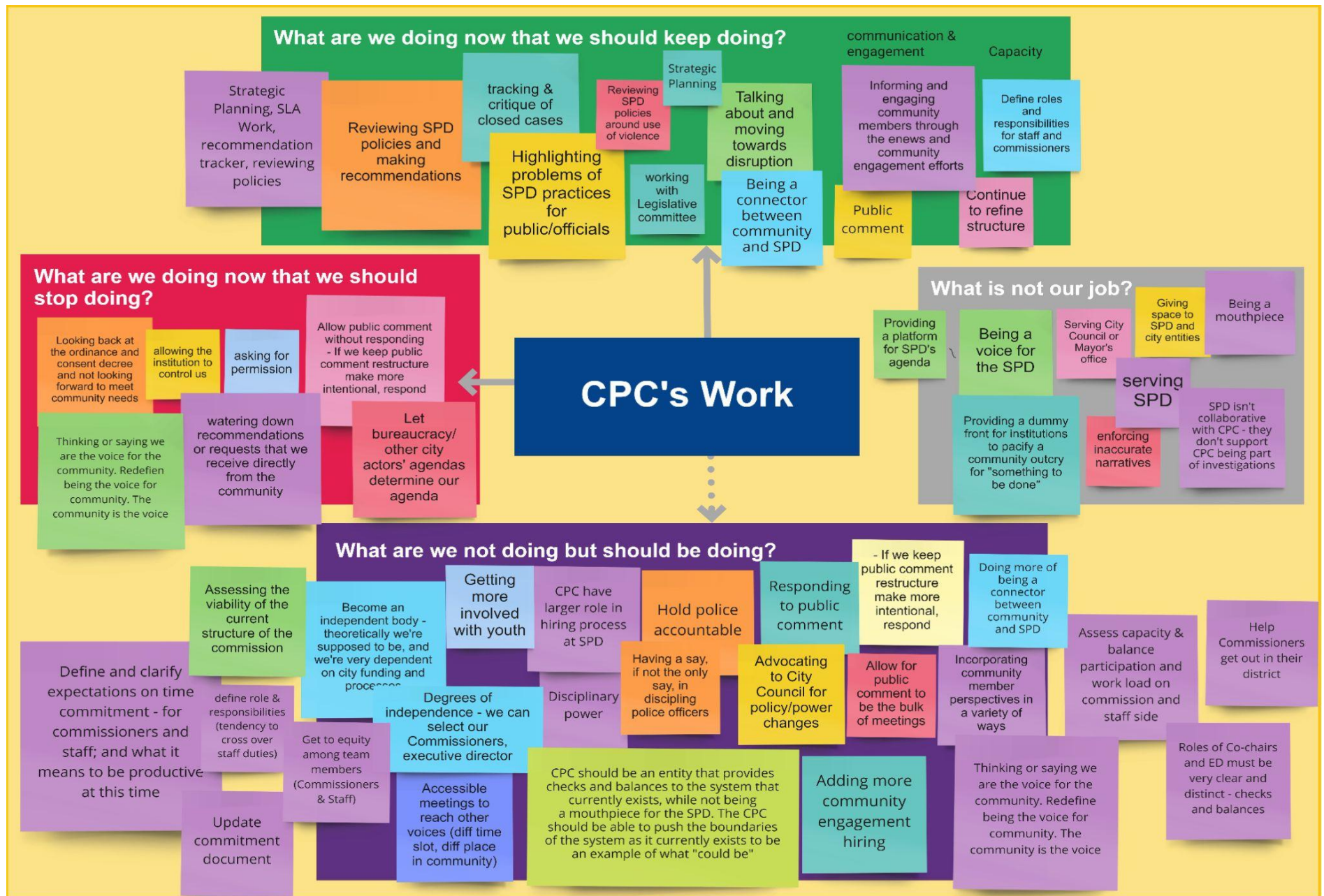
What is the structure we want?

What other changes need to be made to the larger police accountability system?

Evaluative system - how well are we functioning?

What is the power we want?

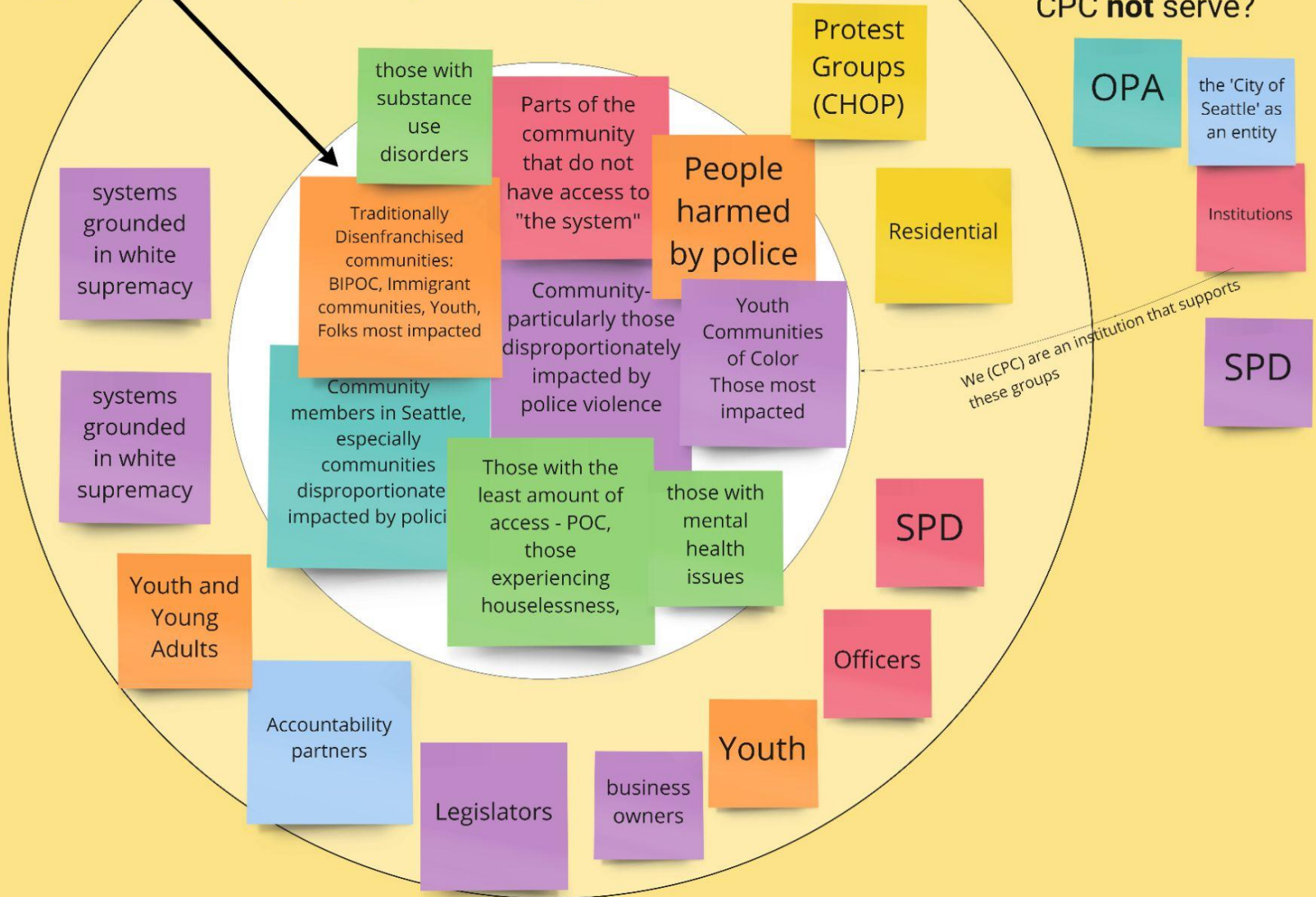
Workshop 2: Defining the Work



1) What individuals, groups, and communities should the CPC **prioritize** serving?

2) What *other* individuals, groups, and communities is CPC interested in **positively influencing**?

3) What individuals, groups, and communities does CPC **not** serve?



Workshop 3: Setting Goals and Identifying Objectives

VISION: *We envision our communities and Seattle's police aligned in shared goals of safety, respect, and accountability.*



MISSION: *The Community Police Commission listens to, amplifies, and builds common ground among communities affected by policing in Seattle. We champion policing practices centered in justice and equity.*



Brainstorming Goals



GROUP 2

Organizational Role

SPD Oversight and Accountability

Philosophy and Approach

Context (political, social, other)

Organizational Effectiveness

The CPC will...

CPC have larger role in hiring process at SPD

Secure authority over SPD

Track & critique closed cases

Maintain Recommendation Tracker

Review SPD policies

Recommend SPD policies

Honesty

Identify changes that must be made to the larger police accountability system

Strategic Planning

Evaluative system - how well are we functioning?

Have a say in the disciplining of SPD

Secure disciplinary power over SPD

Establish the same rules for police and community

Highlight problems of SPD practices for the public and officials

CPC fully understands how SPD operates

vulnerability

continuity of institutional knowledge

memorialize the history and honor the past and moving into the future

Develop greater advocacy plan

The CPC will advocate to City Council for a fully civilian body/hybrid model to have authority over SPD hiring/firing and discipline decisions.

The CPC will develop a disruptive local public policy agenda, aimed at policymakers, and fight to implement it.

The CPC will center communities most affected by police violence

Secure expertise on hiring/firing

- *Notes and opinions on the use of the word "Disruption":**
- Disruptive = disrupting the status quo (CPC has no/not enough authority, etc.); aiming for change. Changes codified into law.
 - Not sure about "disruptive"; not a deal-breaker
 - Like "disruptive" because it's speaks to a larger change, it's not negative, it's powerful, has good implications, our work requires disruption +1
 - Other possibilities: Bold. Radical.
 - It's jarring; don't see it as a positive; doesn't feel collaborative; taking away from community engagement
 - May lose certain aspect of the community (older generation) we're trying to engage
 - Great for younger generation
 - We may lose people who want to see our agenda as "punched up" if we don't use this language

The CPC will advocate for a new organizational culture within SPD (get rid of paramilitary structure)

The CPC will advocate to City Council for a fully civilian body to recommend and implement policy changes at SPD.

The CPC will honestly evaluate and confront its deficiencies, building towards better and more effective police oversight.

Education

This review should be impartial, and conducted outside of the city of Seattle.

GROUP 3

Organizational Structure - Internal

Internal Communication and Protocols

Organizational Culture

The CPC will...

Clarify roles among staff, executive director, and commission

Clarify levels of authority and responsibility for Co-Chairs

Adding more community engagement hiring

Getting to full time, paid Commissioners

Assess capacity & balance participation and work load for Commissioners and staff

Develop realistic expectations for commissioners

Define and clarify expectations on time commitment and what it means to be productive for commissioners and staff

Formal orientation for new Commissioners

ED should have more say and power and feel more supported by staff and commissioners

Clearly Defined Roles and Expectations

The CPC will develop a digital training manual for commissioners. The manual will be used to orient new commissioner to their roles and be available to refresh veteran commissioners on an as-needed basis.

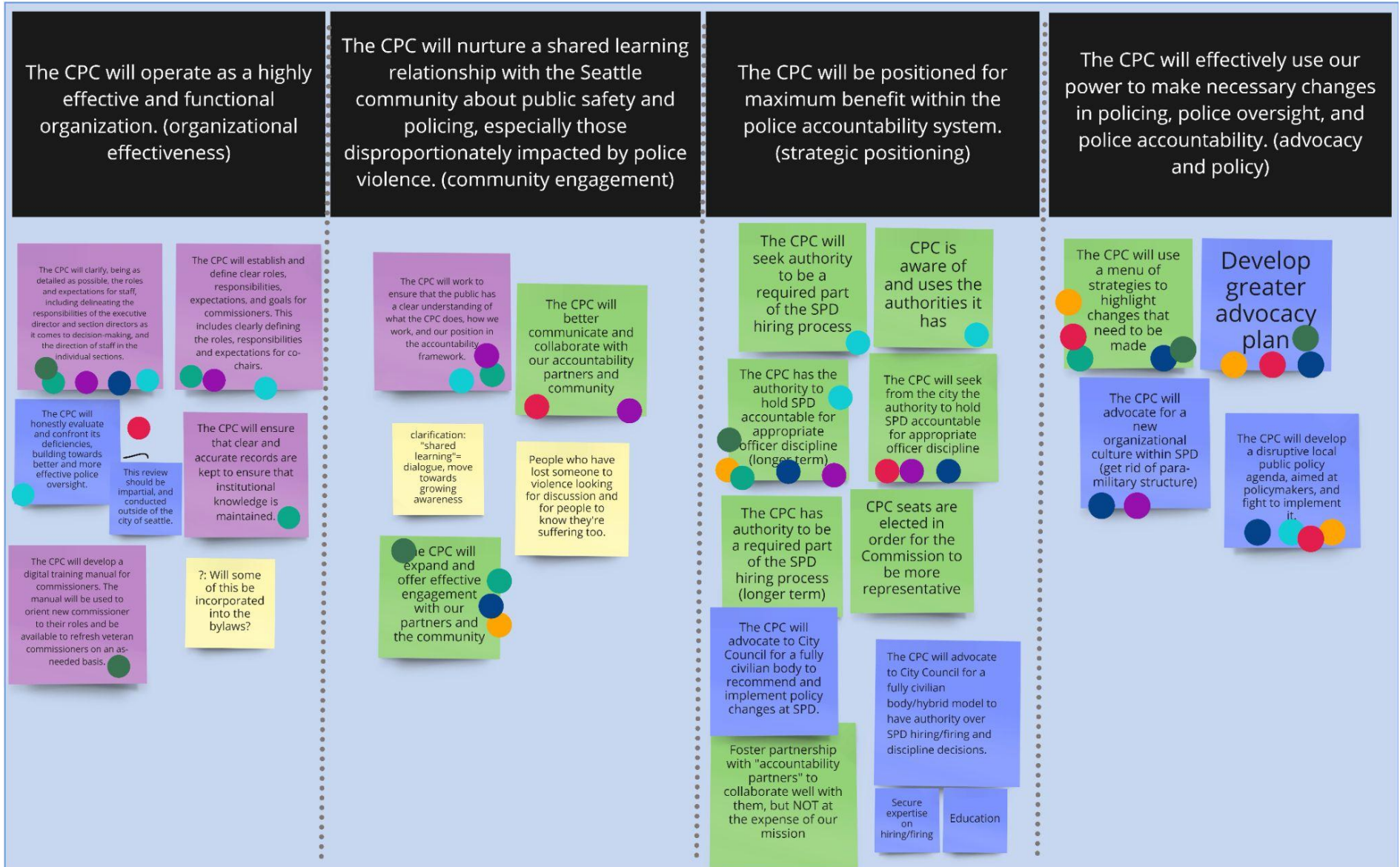
The CPC will work to ensure that the public has a clear understanding of what the CPC does, how we work, and our position in the accountability framework.

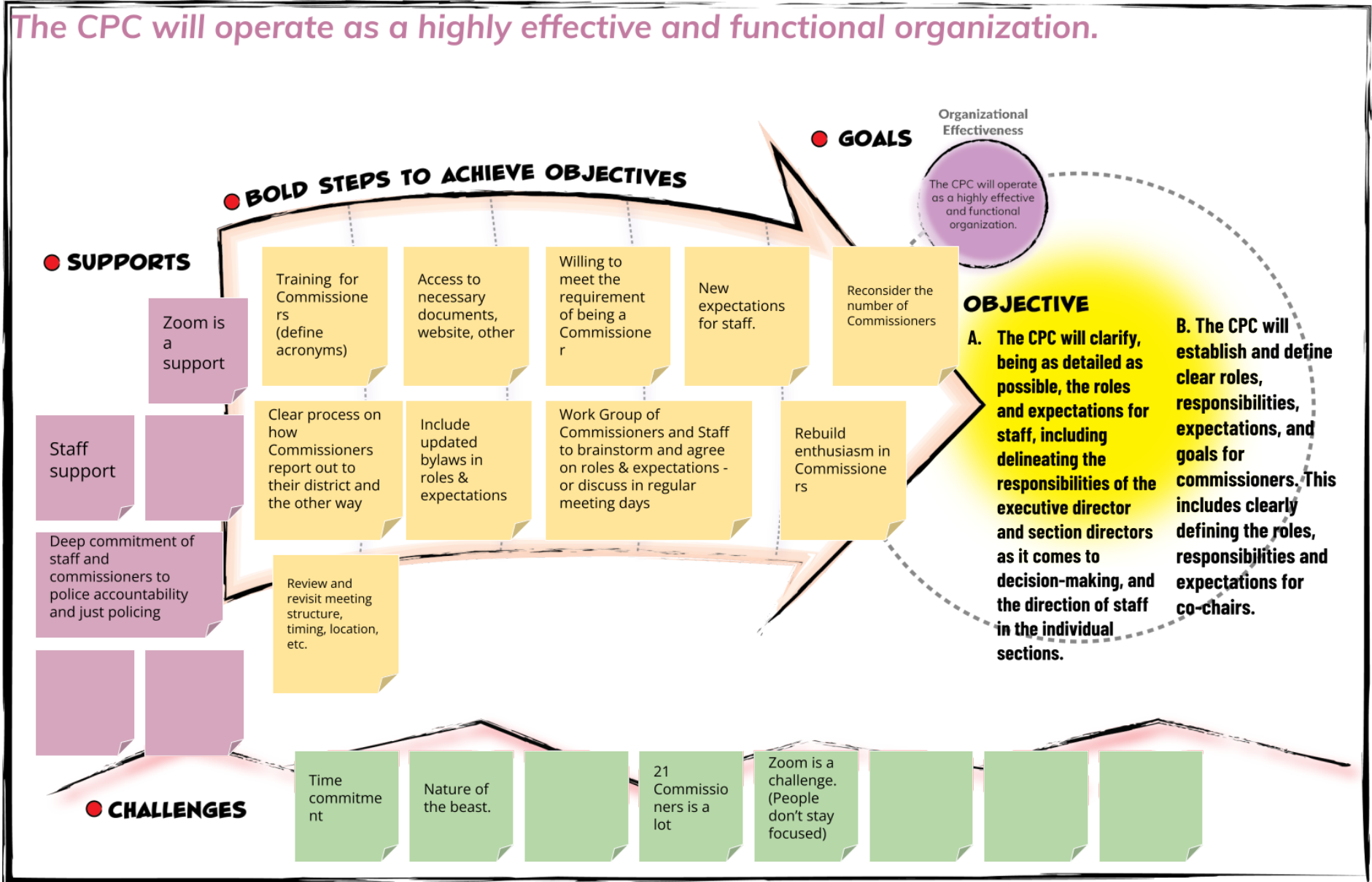
The CPC will clarify, being as detailed as possible, the roles and expectations for staff, including delineating the responsibilities of the executive director and section directors as it comes to decision-making, and the direction of staff in the individual sections.

The CPC will establish and define clear roles, responsibilities, expectations, and goals for commissioners. This includes clearly defining the roles, responsibilities and expectations for co-chairs.

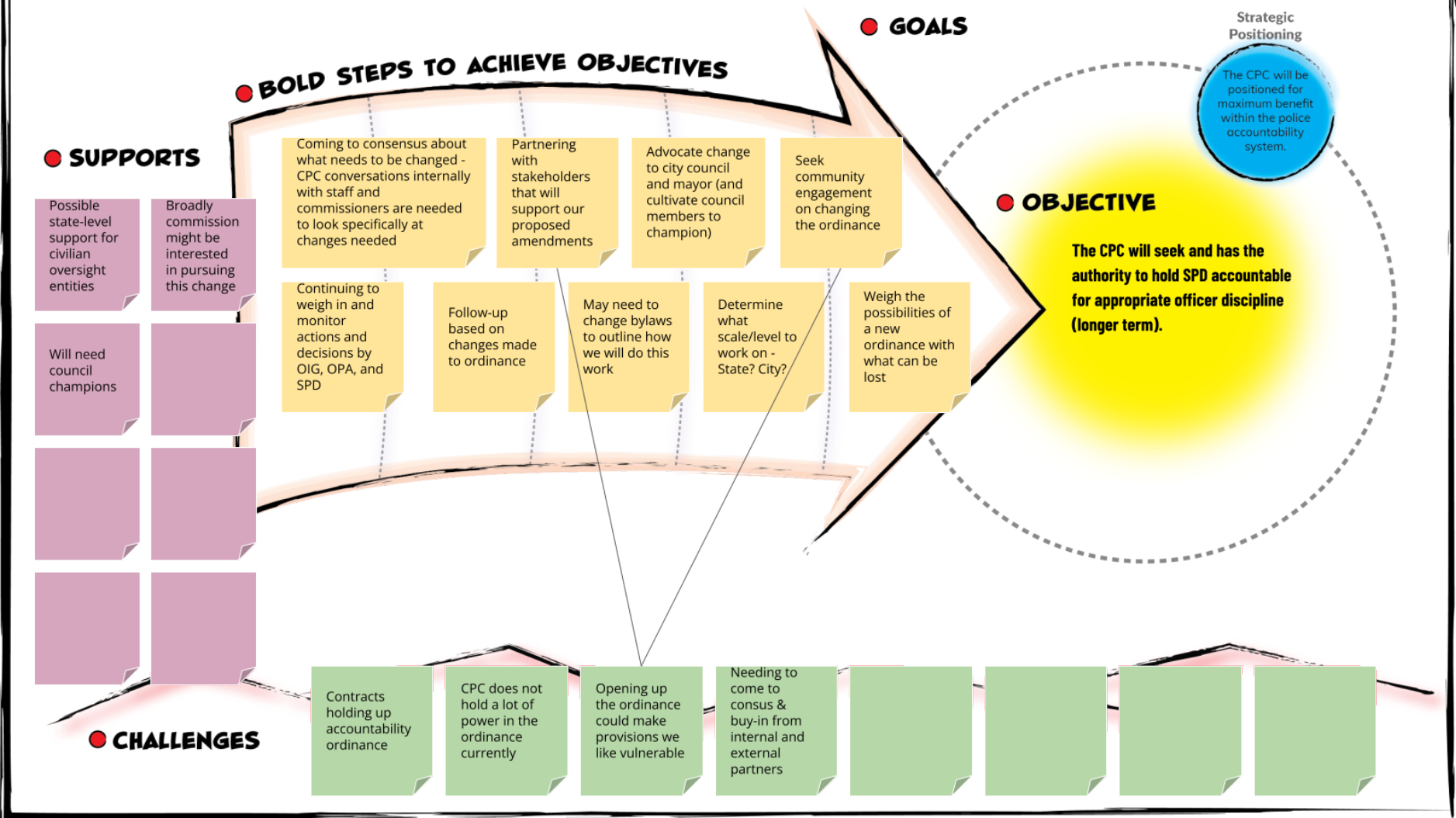
The CPC will ensure that clear and accurate records are kept to ensure that institutional knowledge is maintained.

Workshop 4: Strategic Priorities



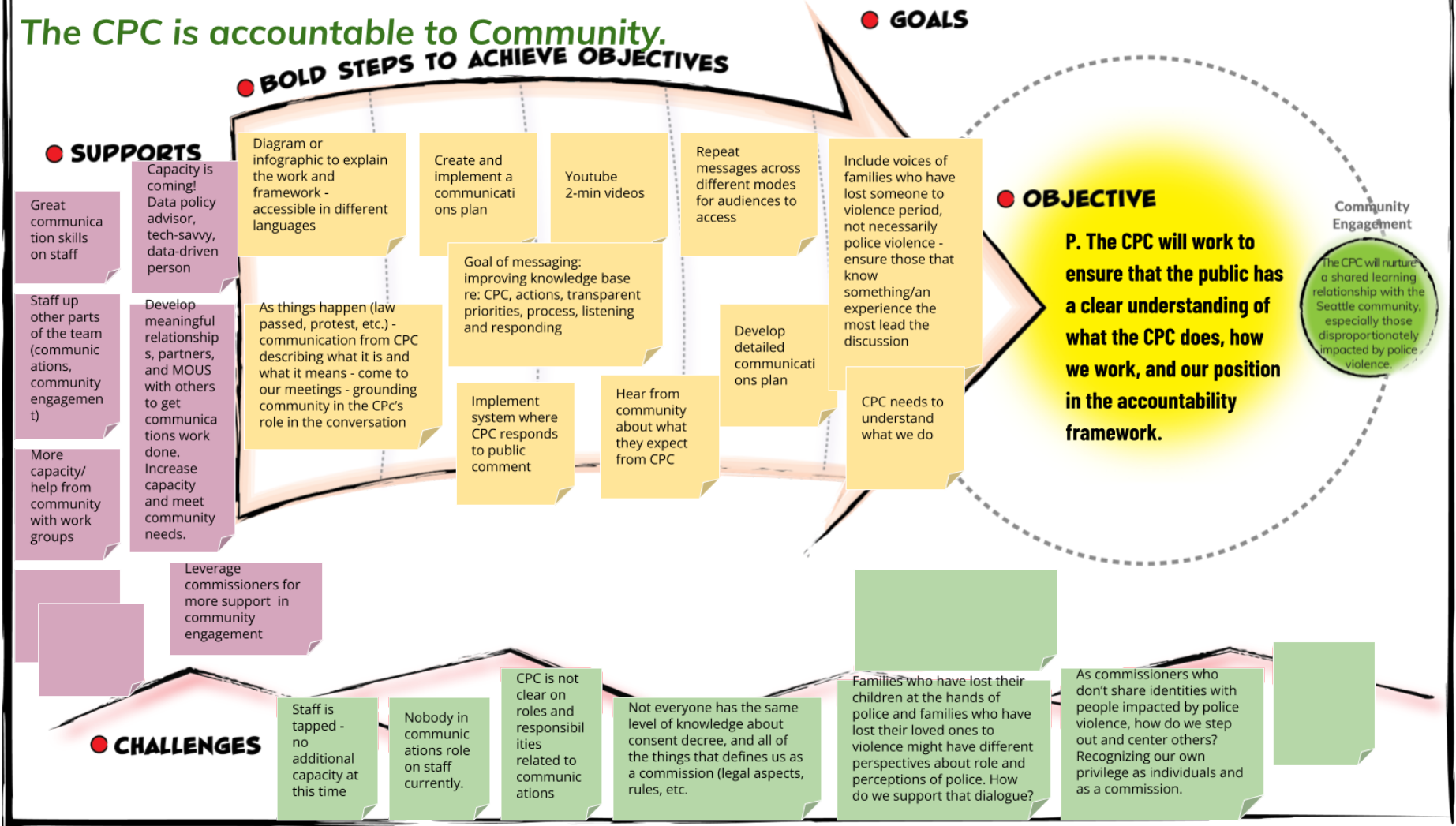


The CPC will be positioned for maximum benefit within the police accountability system.



The CPC will nurture a shared learning relationship with the Seattle community, especially those disproportionately impacted by police violence.

The CPC is accountable to Community.



The CPC will effectively use our power to make necessary changes in policing, police oversight, and police accountability.

