

Reimagine Policing Engagement: A Commitment to Lifting Impacted Communities' Voices and Perspectives

-- Sarah Huntley, director of Communication and Engagement, City of Boulder

Introduction

As the City of Boulder embarked on engagement for the Reimagine Policing project, it recognized two statements as generally accepted truths:

- Safe communities are strong communities; and
- Every community member deserves to feel safe.

When it comes to defining what safety looks like and the role policing plays in creating safety, however, perspectives differ. A continuum of opinions exists in Boulder, and across the U.S., about whether the predominant system of policing creates safety, or perpetuates oppression.

The city's approach to engagement around this issue started with a recognition that a wide spectrum of viewpoints is valid. The goal was not to see which perspective would "win out;" instead, it was to bring a diverse audience together to envision a new approach for the Boulder Police Department.

More than 1,600 individuals participated in at least one conversation or touchpoint about the desired future of policing in Boulder between 2021 and 2023. Some individuals – usually representing communities of color or populations that have historically had less power in Boulder – engaged repeatedly and deeply.

To do that, it was necessary to create easy and accessible ways for anyone with interest to provide feedback. At the same time, it was critically important for the city to hear from individuals and communities who have been disproportionately impacted by policing. These voices were key to developing strategies and recommendations that would shake up the status quo.

Maximizing Traditional Engagement Resources

Knowing this, the city created an engagement plan that sought to reflect Boulder's commitment to equity. The plan leveraged existing

communication and engagement tools to reach majority populations in Boulder. This decision, made early on, reflected a belief that these community members were familiar with effective techniques and methods for sharing their thoughts.

Over the course of two years, police and other city staff interacted with hundreds of individuals who expressed support for policing – and police – in Boulder. A significant theme emerged around the need to provide more resources and concern about crime, especially in central parts of the city. These perspectives were incorporated into the plan.

Charting New Territory to Reach Non-Traditional Audiences

While ensuring that existing engagement resources were used appropriately to reach individuals already connected with local government, the city built its overall engagement approach around a commitment

to reach audiences that often experience barriers to participation in strategic planning. This called for a level of thoughtful collaboration and innovation with community partners, organizations, professional researchers, civil rights experts, and youth advisors that was unprecedented in Boulder planning processes.

As with many creative endeavors, some of these efforts resulted in clear feedback that both deepened relationships and showed up in concrete ways in the Reimagine Policing Plan. There were, however,

This work was supported by a Council Process Subcommittee that met periodically to guide staff efforts. Council Members Bob Yates and Junie Joseph served first, with the positions transitioning to Council Members Rachel Friend and Tara Winer. Two community members – Marina LaGrave and Mallory Kates – were also appointed. The subcommittee’s contributions and wisdom were much appreciated.

some efforts that were not successful, and we will explore these in this appendix to glean lessons learned.

The City of Boulder is grateful to everyone who shared their courageous input, seeking to balance the needs of many different communities, the national context around policing, and the challenges faced by the department. The 2023 Reimagine Policing Plan strives to reflect the robust engagement that helped shape it.

Phases of Engagement:

Plans of this nature usually serve as touchstone documents for five to 10 years after their adoption. Because of this, the processes that support their development are often complex and involved. This was certainly true of the Reimagine Policing Plan.

To ensure that feedback could be incorporated along the way, and to prevent community burnout, the project was split into four phases. In the engagement context, these were called windows. As each opened, the city received as much feedback the community wanted to provide. Then, the window was closed, temporarily, to allow for analysis, deep reflection, and integration of the feedback into the next step.

The four windows were:

- **Window I: Hopes, Values and Concerns (Summer 2021)**

This window was designed to be as open-ended as possible and sought feedback from diverse community members around their concept of safety as well as their hopes, values and concerns about policing in Boulder. The city took care in this window to structure feedback questions in a way that did not assume police were central to – or even associated with – safety for every community member.

Several engagement innovations were initiated during this window. They will be outlined later in this document.

The information provided by the community was used to develop a set of shared values or desired outcomes. The following reports describe the process and feedback from this window in more detail: Summary Report ([bldr.fyi/rp-window-1](#)) and Window I Youth Engagement Report from Growing Up Boulder and Mayamotion Healing ([bldr.fyi/rp-window-1-engagement-report](#)).

- **Window II: Checking In/Defining a Vision (Fall 2021)**

This window gave community a chance to see the proposed values and some early thoughts on focus areas the plan could use. The city collected feedback about whether it was on the right track or if changes were needed. The following materials describe the process and feedback from this window in more detail: Summary Report and Documents ([bldr.fyi/rp-window-2](#)) and Window II Youth Engagement Report from Growing Up Boulder and Mayamotion Healing ([bldr.fyi/rp-window-2-engagement-report](#)).

- **Window III: Learning Together (December 2021 through July 2022)**

During this window, significant work happened behind the scenes, as authors of the Reimagine Policing Plan got to work on a first draft, incorporating the community's feedback with guidance provided from Police Chief Maris Herold about critical elements of police reform. The city used this time to address some key questions from community about the police department and how it currently operates. This window featured a series of short explainers on the following topics:

- crime science;
- workforce and staffing;
- the department's budget;
- use of force/the ICAT de-escalation model/complaints;
- the accreditation process;
- recruitment and diversity;
- crime trends;
- alternative response models and programs;
- training for officers; and
- federal partnerships.

Information on each topic, in English and Spanish, was posted on the Reimagine Policing Engagement Hub on BeHeard Boulder ([bldr.fyi/rp-reimagine-beheard](#)) and discussed at a Police Department Town Hall.

As this window featured more sharing of information, there is no overall summary report. Instead, the city released a draft Reimagine Policing Plan in English ([bldr.fyi/rp-july-2022-draft-plan-en](#)) and in Spanish ([bldr.fyi/rp-draft-july-2022-plan-sp](#)). Youth engagement during this window is detailed in the Window III Youth Engagement Report from Growing Up Boulder and Mayamotion Healing ([bldr.fyi/rp-window-3-engagement-report](#)).

- **Window IV: Plan Feedback/Refinement (July 2022 through January 2023)**

The goal of this window was to be transparent about the draft while encouraging as many individuals as possible (including City Council) to read it and provide feedback.

In addition to input from the full council at a July 28, 2022, study session, the project team met with individual council members to understand what they liked, what concerns they had and what they would like to see more of and less of in a final version.

City staff also consulted with youth engagement partners who said the draft plan was challenging for young people to digest. They suggested a visual

While the city knew that work remained before a final plan could be produced, the team released a first draft. This gave community members something concrete to react to as the plan was further refined.

explanation of the vision as well as a more accessible summary of the draft plan. The city produced both these resources. City and police department staff also participated in an in-person facilitated youth forum during this time, with the police chief and three officers interfacing directly with members of the Youth Opportunities Advisory Board (YOAB) and other young people interested in the project. Growing Up Boulder and Mayamotion Healing released two reports in 2023: Window IV, Part 1 Youth Engagement Report (bldr.fyi/rp-youth-engagement) and a Window IV, Part 2 Youth Engagement Report (bldr.fyi/rp-youth-perspectives-report).

Reflecting upon the feedback and capacity constraints in the previous windows, a decision was made to bring in additional support for this project, through a competitively bid contract that led to the selection of the National Policing Institute (NPI). Hiring a professional survey and engagement consultant was also the recommendation of the NAACP Boulder County. Details of what NPI did to collect both quantitative and qualitative data are provided in Chapter 2 of the Reimagine Policing Plan. From an engagement innovation perspective, it is worth noting that the city took the unprecedented step of requiring NPI to seek feedback on the survey questions in advance of its launch from representatives of historically excluded communities to ensure it was accessible and to address concerns about white bias. NPI's full findings and recommendations are available at bldr.fyi/rp-npi-boulder-community-assessment.

This window also included efforts to solicit feedback and guidance from civil rights experts, in response to a request from City Council. That work is described more in Chapter 2 of the Reimagine Policing Plan and is featured as an innovation later in this document.

Lastly, the Police Department and Communication and Engagement Department collaborated with Reimagine Policing Process Subcommittee Member Marina LaGrave to host a dinner for Latinx community members in August 2023 to highlight key elements of the Reimagine Policing Plan, answer questions, and begin to build the trusting relationships and spirit of collaboration that will be necessary to implement the plan.

Stakeholder Participation from 2021 to 2023:

Because policing can have such deep impacts on individuals and communities, the project team committed to hearing from a wide range of voices and perspectives throughout the planning process. The following page features a snapshot of stakeholders the city sought to reach, organized by engagement window. (See next page)

Reimagine Policing Stakeholders, by Window and At-A-Glance

	Window 1 - Summer 2021 Hopes, Values and Concerns	Window 2 - Fall 2021 Checking In/Defining A Vision	Window 3 - December 2021-July Learning Together	Window 4 - July 2022-September Release of Draft Plan, Refinement
Communitywide				
All community members, neighborhood associations, community advocacy groups	Be Heard Boulder questionnaire (504 participants); Neighborhood associations; Safer Boulder; Boulder SAFE, Moms Demand Action; and cannabis-related groups	Be Heard Boulder questionnaire (158 participants); Police-Community Interaction Survey (102 participants); Safer Boulder, Boulder SAFE, Moms Demand	Held eight Town Halls with <u>average</u> participation of 10 people per event.	National Policing Institute (NPI) survey (556 participants), NPI focus groups and interviews (58 participants), Safer Boulder; Boulder SAFE; Moms Demand Action; and
Specific Adult Populations				
Communities of color, non-English backgrounds, diverse cultural backgrounds, immigrants (regardless of documentation), LGBTQ+ communities, university students, people with physical and developmental disabilities, people with lived experience in homelessness	Latinx Leadership Team (16); Racial Equity listserv; Community Connectors; Out Boulder County; Emergency Family Assistance Association; Older Adult Services; Center for People With Disabilities; Association for Community Living; Imagine; Feet Forward; Boulder Housing Partners; Boulder Shelter for the Homeless; Lived Experience in Homelessness Advisory Group (4); Naropa; University of Colorado; Boulder County NAACP; Families of Color Colorado; Showing Up for Racial Justice, nonprofit organizations funded through City of Boulder Housing and Human Services	Latinx Leadership Team (16); Black/African Amer Leadership Team through Boulder County NAACP (8); Racial Equity listserv; Community Connectors; University of Colorado; Families of Color Colorado; Showing Up for Racial Justice; Emergency Family Assistance Association; Older Adult Services; Boulder Housing Partners; Out Boulder County; Center for People With Disabilities; Lived Experience in Homelessness Advisory Group (4)	All community members invited to Town Halls with police, and links to informational handouts in English and Spanish were posted on the Be Heard Boulder website. Some print copies were made available upon request. Note: Boulder County NAACP opted out of further participation at about this point.	City formed a Community Advisory Group (CAG) that included representatives from the specific population organizations involved previously. Consultation occurred between CAG members and National Policing Institute, which was the contractor hired by the city to collect quantitative and qualitative feedback. Latinx community leaders also participated in an evening workshop to walk through plan and answer questions.
Youth and Youth-Focused				
	180 participants: El Centro Amistad (ELLOS), Boulder County Public Health (GENERATIONS), TGTHR (Tenant Association), Boulder High School (Black Student Alliance, Z Club), BVSD (Youth Equity Council), I Have a Dream (Youth Council), Whittier Elementary (4th grade class),	42 participants: El Centro Amistad (ELLOS), Boulder County Public Health (GENERATIONS), TGTHR (Tenant Association), I Have a Dream Foundation	315 participants: Boulder County Public Health (GENERATIONS), City of Boulder (EXPAND), El Centro Amistad (ELLOS), Boulder County Public Health (GENERATIONS), Centennial Middle School students	81 youth representing seven different groups, which included: YOAB (City of Boulder), Generations (Boulder County Public Health), Ellos (El Centro Amistad), TGTHR, Youth Equity Council (BVSD), Friends School, and teens from the community-at-large (via the survey and GUB's
Business Perspective				
	Downtown Boulder Partnership and Community Advisory Board; Boulder Chamber of Commerce; The Hill Boulder	Downtown Boulder Partnership and Community Advisory Board; Boulder Chamber of Commerce; The Hill Boulder	Downtown Boulder Partnership and Community Advisory Board; Boulder Chamber of Commerce	Boulder Chamber of Commerce, Latino Chamber of Commerce
Public Service Partners				
	Boulder County Public Health; Boulder Valley School District, University of Colorado	Boulder County Public Health, University of Colorado		Boulder County Public Health; Boulder Valley School District; District Attorney's Office; University of Colorado Police Department (CUPD)
Civil Rights Experts				
				Center for Policing Equity, Alphonse Gerhardstein, Immigrant Legal Center, Jeff Schlanger, OIR Group, Ganesha Martin, Vera Institute of Justice; NAACP Rocky Mountain State Conference
Outside Policing Perspective				
	CUPD	CUPD	CUPD	CUPD; National Policing Institute
Boulder City Council				
	Informed of engagement opportunities; provided guidance on desire for plan to be transformational; process subcommittee	Process subcommittee meetings and periodic heads up updates	Study Session July 28, 2022; process subcommittee; feedback sessions with individual council members	City Council Meeting Sept. 7, 2023
City Boards and Commissions				
	HRC/HAB Planning Board	HRC/HAB		Police Oversight Panel Human Relations Commission
Boulder Police Department				
	Chief's Community Engagement and Dialogue Panel; police union and sworn staff; civilian staff; internal teams; volunteers	Police union and sworn staff; civilian staff; internal teams' volunteers	Several subject matter experts throughout Police Department presented information and participated in Town Hall discussions.	Police union and sworn staff; civilian staff; internal teams; volunteers
Other City Departments and Teams				
	City Master Plan Coordinating Committee; CMO Equity Office; Budget Office; Communication & Engagement Department	City Master Plan Coordinating Committee; CMO Equity Office; Budget Office; Communication & Engagement Department	Independent Police Monitor, CMO Equity Office; Communication & Engagement Department	Independent Police Monitor; CMO Equity Office; CMO Leadership; Budget Office; Communication & Engagement Department, City Master Plan Coordinating Committee

Examples of Innovation:

Existing resources and best practices were used throughout this process to reach Boulder community members who were already likely to be comfortable sharing their views about policing. These included: updates through social media, press releases, Daily Camera articles, Heads Up items, the racial equity listserv group, Nextdoor, videos, reports, a website and a BeHeardBoulder page that changed with each engagement window. The survey and focus groups conducted by NPI were also examples of known techniques for soliciting feedback for this level of strategic planning.

The city adopted a spirit of innovation to address the challenge of empowering voices and perspectives of disproportionately impacted community members.

This next section highlights examples of innovation that demonstrate the city's commitment to hearing from those who were more likely to have been disproportionately impacted by policing.

Identity-Based Leadership Teams

Latinx/e Leadership Team

One of the first commitments the city made to inclusive engagement came early, with a recommendation from Process Subcommittee Member Marina LaGrave that the project team invite Latinx/e community members to join a leadership team. The team had two goals: to help provide feedback of its own and to co-create engagement opportunities with the Latinx/e, immigrant and Spanish-speaking communities.

Under LaGrave's coordination, this group met over a series of months with a mix of presentations and interactive conversations. The team included two community connectors, who received their city stipend; other participants were thanked with gift cards. Approximately 16 members provided invaluable feedback, especially in the first windows, as the city developed shared community values and sought to understand the input that was received around feelings of safety.

By meeting more than once, the Latinx/e Leadership Team was able to build a clearer understanding about, and momentum around, the Reimagine Policing effort. Due in part to staff and member capacity to align meeting logistics with plan development, this group waned a bit in Window III, but several members stepped into a re-configured Community Advisory Group (CAG) that was created in Window IV. The CAG will be described more fully later in this section. In addition, several original participants joined about 35 Latinx/e community members at the Latinx/e Reimagining Policing Plan dinner hosted by the Police Department in August 2023.

Lived Experience in Homelessness Advisory Group

For the unhoused community member team, the city leveraged relationships between the city's Housing and Human Services Department, the Boulder Shelter for the Homeless, Feet Forward and individual leaders within this community. The team had constructive meetings with an advisory group of people with lived experience, including individual follow-up meetings between those members and Chief Maris Herold so she could connect with members on a deeper level and get their advice. This was followed up with one engagement event at Boulder Shelter and three community interactions at Feet Forward sessions in the Civic Area. Unhoused participants received a variety of thank-you gifts, including

bus tickets and gift cards, depending on the time spent in engagement.

Engagement with this group was measured and strategic, recognizing that currently unhoused individuals have more immediate concerns that, understandably, take priority. The efforts were designed to recognize that basic survival needs, like housing, food and transportation, limit a person's ability to engage in civic decision-making, even when it relates to policing, which has considerable impact on unhoused individuals.

Black/African-American Leadership Team

For the Black/African-American team, the city approached NAACP Boulder County. These conversations led to a partnership, with a commitment of \$8,000 from the city and structure determined by NAACP requests. Under this partnership, NAACP was to convene and coordinate an application process and facilitate information and feedback sessions with a group of Black/African-American community members. City funding was to be used for stipends for participants.

Initial disagreement occurred soon after the application process when the city inquired about the criteria NAACP Boulder County used to select participants. The city was unclear about whether NAACP leadership had considered the applications of a few community members who appeared to be connected to larger, hard-to-reach groups, like CU students. Some members of NAACP Boulder County interpreted the city's questions as interference in its process.

Despite this, the group met a few times. The most helpful feedback involved the questions asked, and data collected, during Window I, when the team raised concerns about white bias in analysis of questionnaire responses. The city acted upon this feedback by contracting with non-white researchers, an innovation that will be described later in this section.

As frustrations deepened, it became clear that other conflicts between some Boulder County NAACP members and the city, particularly related to the Police Oversight Panel (which is not managed by the Police Department), was spilling over into this work. After several months, the NAACP Boulder County disbanded the group and announced via social media that it would no longer participate in the process. The city paid the first installment of \$4,000. The remaining \$4,000 was not requested by the NAACP and was returned to the general project budget.

While this outcome was disappointing, it provided some critical learning about the importance of establishing mutually agreed upon guidelines and having candid and honest conversations about what a partnership should look like when deep policy, political and personal disagreements exist. While NAACP Boulder County chose to step back, the city attempted to lift the voices of Black/African-American individuals later through the CAG and by inviting leadership with NAACP at the regional state conference level to provide feedback on a draft plan.

Community Advisory Group (CAG)

Faced with these challenges, and the realization that it was a considerable undertaking to support separate and distinct leadership teams, the city shifted its approach in Window IV. This shift led to the creation of the CAG. The city developed suggestions for potential representatives for the CAG and provided that to NPI. A list of participants is included in NPI's report. The CAG advised NPI on the creation of its quantitative survey, as well as the focus groups, and some members were interviewed directly by NPI's researcher.

Feedback from CAG members who were interviewed was that the researcher approached them with respect, appreciation for their lived experiences, and an openness to their feedback.

Trauma-Informed Youth Engagement

As it has many times before for significant decisions and plans, the city wanted to hear from those who would most be impacted, for the longest, by visions that could take years to achieve: young people. The project team turned to [Growing Up Boulder \(GUB\) - www.growingupboulder.org](http://www.growingupboulder.org), a trusted partner in lifting kids' voices in city processes. While excited to participate in this new topic, the GUB team agreed but raised concerns about their ability, as a white, female team, to build trust with young people from communities of color.

As a result, they introduced the team to Licensed Clinical Social Worker Maya Sol Dansie of [Mayamotion Healing - mayamotionhealing.com](http://mayamotionhealing.com). Dansie, who grew up in Boulder as the child of immigrant parents and a professional who has worked with teens in various contexts, proposed to bring a somatic, healing, and culturally relevant approach to engaging young people who either directly or through family experiences were likely to have been impacted negatively by policing.

The goal of contracting with both Growing Up Boulder and Mayamotion Healing was to “do no harm.” The city recognized the potential difficulty young people might have discussing this topic, especially if they or family members had negative interactions with officers or the policing system previously.

The contract for youth engagement included a partnership between GUB and Mayamotion Healing. While GUB and Mayamotion Healing created the youth engagement plans together, GUB focused primarily on school-aged children and classroom engagement, while also synthesizing feedback from all youth to inform the plan. Dansie created focus groups of historically excluded young people, drawing from organizations like I Have a Dream, the Black Student Alliance, ELLOS, Generations, and TGTHR (formerly Attention Homes). Both consultants also worked with the city's Youth Opportunities Advisory Board (YOAB).

Over a series of sessions not attended by police or city officials, Dansie worked with young people to explore issues and their feelings related to policing in America and in Boulder. She used somatic methods to help participants recognize the physical and emotional reactions they might be having to the topic, fielded challenging questions, and shared their unfiltered feedback with the city. By drawing upon concepts and practices that are part of her Latina heritage, Dansie worked to build pride within her group about their identities, their lived experiences, and the power of using their voices to effect change.

Summary reports, created through the GUB-Mayamotion Healing collaboration, detail fully the processes that were used as well as the feedback from young people. It is important to note that they included both hope and skepticism about the potential for policing to change. The reports included clear recommendations, especially around the need to create ongoing opportunities to build trust and understand each other's perspectives.

This feedback is represented in many places in the plan but most notably in the commitment of the Boulder Police Department to co-create an engagement program with young people. This work will be led by YOAB and include consultation with Dansie to ensure that a diverse set of young voices have an opportunity to help shape this new future.

The work over four engagement windows culminated with one in-person meeting involving police and young people, facilitated by Dansie in conjunction with GUB, in late 2022. The event, held at the Teen Space in the Library, was highly successful in that it represented what participants agreed was a good "first step" to getting to know each other as humans and to talking about issues of mutual interest. The chief and officers wore plain clothes and brought objects to share with the group that represented something core about them as individuals. Young people from YOAB and GUB programs began to share their perspectives about police and asked many insightful questions.

This forum was not, however, without some important learnings. Despite the trust Dansie had built over time with the many groups she facilitated, most of the youth contacts she developed relationships with declined to participate in the session that included police. Some of the youth declined due to scheduling conflicts while others declined because they did not feel comfortable meeting directly with the chief, officers, and a mix of young people whom they did not know. Addressing this discomfort will take continued work and a deep commitment by Boulder police and adults who have earned credibility and trust with disproportionately impacted youth.

After the event, some of the teens shared that while they appreciated the effort, they sometimes felt talked at and wanted more of an opportunity to get into complex and substantive challenges in the relationships and perceptions they have with police. This is a good reminder that engagement with young people will require frequent demonstrations of active listening by adults and the creation of a space for candid conversations that give participants shared power and authority to work through difficult issues. Young people want opportunities to connect with police, and while this could include social events, tours and ride-alongs, a meaningful and inclusive engagement program will need to involve dialogue on tough topics and a willingness to welcome youth contributions to decisions and choices the department makes.

The youth engagement conducted during the Reimagine Policing Plan is likely to have applications that go beyond this process. In a world that is becoming even more challenging, the city will need to work to repair relationships with groups and individuals who have been harmed by government systems. Only with the acknowledgement of past harm, and the intentional and authentic co-creation of the systems of the future, will change and trust occur. This is an area ripe for further exploration.

Bilingual Materials

The city leveraged the expertise of LaGrave, who is a professional interpreter, translator and engagement specialist, and the city's Language Access Program Manager Manuela Sifuentes to identify the sessions

and materials that should be made available in English and Spanish. The first draft of the Reimagine Policing Plan was translated in its entirety, but feedback received from Latinx community members is that it was too dense and complex. (It is worth noting that similar feedback was received by English speakers). As a result, the city changed its approach and opted instead to create shorter Spanish-specific content for the feedback dinner and the city's Spanish Facebook page. Interpretation was provided at all but one council meeting on this topic.

Researchers of Color Perspective and Expertise; Addressing White Bias in Questions

As mentioned briefly above, the members of the NAACP Boulder County -led leadership team raised considerable questions about the city's process for choosing engagement questions and the potential for white bias in evaluating data. In response, the city hired two graduate researchers, both community members of color, from CU Boulder to work with staff to review and reach conclusions about the feedback received in Window I. This proved to be incredibly helpful in terms of leveraging local expertise to interpret open-ended data that did not, at the time, exist in house, and to address valid concerns about white bias. This should be an area of continued learning and evolution for future projects and initiatives.

Input from Civil Rights Professionals

One of the suggestions made during City Council's July 28, 2022 discussion of the draft plan was to solicit input from civil rights professionals. While this had never been done for a planning process in the city previously, the project team got to work contacting potential local and national reviewers. This was a considerable ask of the reviewers, given that the first draft was 74 pages. Feedback came in a variety of forms, including general impressions and comments, as well as marked up versions of the draft plan. In all, eight of those contacted provided feedback. Their feedback, in the form of raw data, is available at bldr.fyi/rp-civil-rights-feedback. This additional step allowed Boulder to get a sense of how its work and vision compares to initiatives and movements in other parts of the country. This was valuable in informing what needs to happen for Boulder Police Department to continue to lead in reform and community responsiveness.

Conclusion:

The engagement work that spanned all four windows and 19 months provided valuable information and opportunities to start building trust as the Police Department considered its future. While project-based engagement will end with council's decision about whether to adopt the plan, the need for inclusive, meaningful, best-practices engagement will live much longer. Indeed, the plan itself is centered on a model that requires increased collaboration, communication and partnerships between police and the community.

The lessons learned during this process will be valuable as the Police Department strives to make this plan a reality. Many of the interested community members who participated along the way have expressed deep interest in continuing to help change the culture, build trust and achieve the full potential of reimagining policing. This, by itself, is promising and reflective of the emphasis the city's engagement approach placed on hearing from individuals who have likely not been allowed a voice in past policing discussions and planning efforts. The Department of Communication and Engagement was

honored to support this work and stands by to assist the Police Department and community in forging a new path, together.