

1960

1970

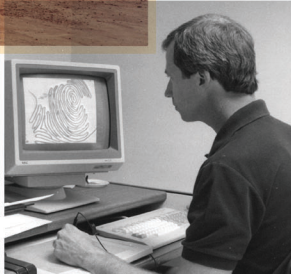
1980

1990

2000

2010

SPD 2010



SEATTLE POLICE DEPARTMENT STRATEGIC PLAN

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A. SPD Strategic Plan 2003-2010

Background Research

www.seattle.gov/police/publications/SPD2010

B. Implementation Projects

www.seattle.gov/police/publications/SPD2010

“SPD 2010: Seattle Police Department Strategic Plan”

Published:

2004

Produced by:

Strategic Policy & Planning Unit
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The Seattle Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies.

MESSAGE FROM THE CHIEF

I am pleased to introduce you to the Seattle Police Department's updated Strategic Plan, *SPD 2010*. This document will provide us with focus for near- and long-term work plans and budgets for the balance of this decade.

As with all documents of this nature, *SPD 2010* is a work in progress; it will provide us with a practical, flexible set of strategic directions as we move forward.

Many people have helped develop the directions set forth in the plan. Beginning with the Management Study described in the introduction, members of the Department and interested citizens have had an opportunity to shape plan goals and strategies. Principal among these is the commitment to core services and neighborhood-based police services, an essential concept for policing during the post-9/11 era and a time of tight budgets. By meeting the expectations of our citizens where they live and work,



“By meeting the expectations of our citizens where they live and work, and by providing quality training and state-of-the-art equipment to the officers on the beat, I am confident that we can realize the goals of community policing proponents.”

and by providing quality training and state-of-the-art equipment to the officers on the beat, I am confident that we can realize the goals of community policing proponents.

As we move forward with the hard, practical work required to implement the directions set forth in plan, we will continue to rely on the constructive insights and contributions of our officers and

civilian employees, other City and public agencies, and the good citizens of Seattle.

Sincerely,

A handwritten signature in black ink that reads "R. Gil Kerlikowske". The signature is written in a cursive, slightly slanted style.

R. Gil Kerlikowske
Chief of Police

INTRODUCTION



This document charts future directions for the Seattle Police Department (SPD). Looking seven years into the future, through the year 2010, the plan describes where we want to be with respect to public safety as a city and Department. The heart of the plan presents a short list of goals and implementing strategies to take us toward that envisioned “end state.” These goals and strategies are rooted in the lessons of the recent past and in the societal trends and conditions that we believe will need to be addressed as we move forward. As shown in the table of contents, each of these elements receives due attention in this presentation.

This document is the third comprehensive long-range plan prepared to further our Seattle approach to community policing, a broad philosophy of policing founded in the belief that public safety and order are the shared responsibility of the public and the police working together. In pursuit of this strategy, SPD in 1992 published its first official long-range plan entitled *Partnership Policing in Seattle*. This was followed by publication of the immediate predecessor of the present plan, *Seattle Police Department Strategic Plan: SPD 2001*, in the fall of 1997.

The present effort began in 2001 with the preparation of a series of white papers regarding the organization and management of the Department by Public Administration Service Associates of McLean, Virginia. This consultant report, which appeared in July 2002 as the *Study of Organization, Deployment, Training, and Staffing in the Seattle Police Department*, provides a thorough review of major systems within the Department. After extensive review and discussion by mid-level and senior managers in the Department, many of the core ideas from this study have helped us to form the strategic directions presented in the body of this document.

MISSION, VISION & VALUES

Our *mission*, vision, and core values reflect who we are, what our purposes are, and what we aspire to be and to do. As such, these considerations are central to the long-range plan.

Prevent Crime, Enforce the Law, and Support Quality Public Safety by Delivering Respectful, Professional, and Dependable Police Services

Our *vision*, looking forward to the end of the present decade and beyond, also may be described briefly:

Working in partnership with citizens, businesses, and community groups, SPD is committed to programs of action to enhance public safety throughout the city of Seattle. This commitment includes identification and incorporation of best practices in policing, including programs of performance-based accountability and use of innovative technology to get the job done. SPD will act to strengthen the police precincts, providing training and resources to patrol officers who will concentrate on solving public safety problems in their assigned geographic areas of responsibility. The knowledge and commitment of our front-line patrol officers to their assigned police beats will be the hallmark of SPD's service to the community. The Department will be organized to support this focus in a manner that is efficient, effective, and responsive to our citizens.

Our *values* are those beliefs that bring direction and energy to the work we do with, and on behalf of, the citizens of Seattle. These values are best summarized by the three words embossed on the officer's shoulder patch:

Service, Pride, Dedication

These three values are rooted securely in the professionalism and integrity of all of our employees, who are committed to protect and serve without bias or favoritism while respecting and safeguarding the constitutional rights of all members of the Seattle community.

CHALLENGES & OPPORTUNITIES



In preparation for updating the SPD Strategic Plan, we have reviewed crime trends, staffing patterns, and strategy used to deploy police resources to address problems of crime and disorder over the past 15 years. This section of the plan presents highlights of this work. Details are available in Appendix A.

Crime Trends and Staffing

Between 1988 and the end of 2002, there was a clear decline in serious crime and arrests while police increasingly spent a greater proportion of their time addressing issues of crime and disorder in a proactive manner. At the same time, SPD sworn staffing increased significantly in 1990, and then changed little through the end of 2002. The loss of 26 sworn authorizations in the 2003 budget as a result of the ongoing economic recession has reduced the Department to a sworn strength not seen in a decade. These 2003 staff reductions occurred at the same time that property crime increased by 9.4% during the year.

Police Strategy

Beginning in the late 1980s in South Precinct, then expanding to the other precincts, SPD inaugurated a program of “community policing.” Designed to improve communications between police and the public by engaging citizens in work on safety and disorder issues in their communities, this initiative came at precisely the right time for the Department. The declining crime trend gave SPD a “window of opportunity” to explore alternative policing modes that might be more effective in addressing crime problems.

The Department’s 1997 strategic plan described three interrelated facets of community policing: community engagement, problem-solving, and organizational transformation. The community policing strategy of the past 15 years has fully legitimized SPD’s **community engagement** strategy, deepening and extending connections with the community, while it has created useful additions to the permanent organization with the introduction of six-officer Community Police Teams (CPTs) in

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CHALLENGES & OPPORTUNITIES

the precincts. The Department's experience also has shown that targeted **problem-solving** efforts that pool resources can have an impact on neighborhood problems. Changes recommended in a recently completed management study of the Department would further **institutional change** and, in so doing, bolster the community policing strategy by decentralizing sworn staff to precinct area commands and fostering operational integrity at the level of the police beat.

Issues & Implications

In preparing for the plan update, SPD has conducted an assessment of recent societal trends and issues that the Department is likely to face during the planning period, 2003-2010. Each condition and/or issue will be addressed as we move forward.

	Issue:	Implication:
Crime Trends	Recent upsurge in property crimes.	Need to enhance our capability to track crime trends on a near real-time basis and to respond effectively with patrol and follow-up resources.
Demographic Trends	Recent growth of the foreign-born population, new to American ways and of limited English-speaking ability.	Need for enhanced outreach to new arrivals, especially youth and elders – need for officer training in cross-cultural communication – need for greater use of interpreter and translation services – need for focused recruitment for officer and civilian hires.
Housing & Employment Growth	Added densities in Urban Centers and Villages will create greater concentrations of people and jobs.	Need to review officer deployment strategies – foot and bike beats versus motor patrol; added emphasis on creative problem-solving.
Economic Uncertainty & Public Budgets	Lingering economic downturn and impacts to City and other public budgets are a two-edged sword – fewer resources to address social order and safety issues while cutbacks in social programs create more problems on the street (e.g., increase in mental illness encounters).	Continued emphasis on crisis intervention training and less lethal weapons technologies; possible increase in reliance on private sector security for low-risk problems (e.g., false burglar alarms); need to redouble efforts to work cost-effectively and secure outside grant support.

SEATTLE POLICE DEPARTMENT

	Issue:	Implication:
Transportation & Special Events Policing	Transportation congestion likely to worsen with new construction projects, especially light rail and monorail, while the demand for officer hours to police special events is expected to grow.	Need to review adequacy of staffing for these purposes, consider creative alternatives.
Terrorist Threats	Post-9/11 threat presents a set of issues new to municipal policing in North America.	Need to re-examine the way we gather and process information; need to provide enhanced training and equipment to address contingencies; need to address resource shortfalls within regional, state, and national context.
Police Accountability & Organizational Change	Demands for transparency and accountability, and related employee morale issues, will continue to confront SPD commanders and supervisors.	Need to follow through on early intervention system and performance evaluations; need to negotiate workable solutions with represented labor groups; need to focus on procedures that will ensure effective follow through on projects that address issues and fight crime; need to continue with command communication programs while fostering climate conducive to good employee morale.
New Technology	Technological advances are another two-edge sword – additional resources will be required to incorporate technological innovations that promise greater cost-effectiveness in the future (e.g., RMS/CAD upgrades, in-car video cameras).	Need to budget and/or find outside resources for new technology, including operation, maintenance, and training as well as new acquisitions.

SPD Top Priorities

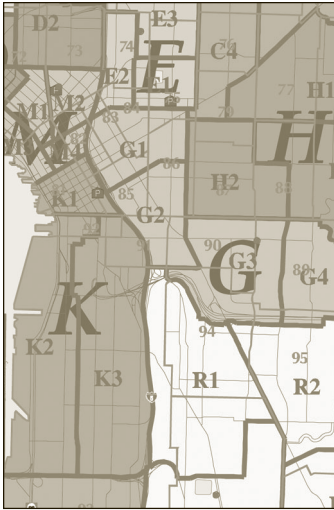
While all of the above will require attention during the balance of the present decade, the two top priority claims on the Department's time and resources are likely to be the decentralization and reconfiguration of staff and resources around strengthened precinct commands, and the implementation of emergency preparedness measures to counter the possibility of terrorist strikes. The former challenge will allow the Department to follow through on its long-term commitment to an effective community policing strategy while countering the recent upsurge in property crime. The latter challenge will engage the Department and the City in addressing a low-probability, high-risk contingency that, if not handled well, would render comparatively insignificant all lesser challenges.

GOALS & STRATEGIES



This section identifies the seven major goals the Department will pursue to accomplish its mission. Within each goal, implementing strategies are described together with the accountability measures associated with those strategies. The accountability measures identify critical milestones as well as expected results from SPD's chosen strategies. Overall evaluation of plan performance and progress is described in the concluding section of this plan. Details for projects that will implement these strategies are contained in Appendix B.

GOALS & STRATEGIES



Goal 1: Strengthen Geographic Integrity

Respectful, professional, and dependable law enforcement is built from the “ground-up” by officers who have a strong connection to the people they serve. SPD is pursuing a set of strategies designed to ensure that officers identify with discrete geographic areas and are deployed in these areas in a manner that enhances their capacity to interact effectively with those who live, work, visit, and attend school there. These strategies are, as follows:

- Redraw police beats to focus officer attention in limited geographic areas that they can come to know very well.
- Review call priorities and dispatch protocols to reduce unproductive deployment, ensure adequate coverage, and free up officer time for community engagement and proactive and preventive enforcement actions.
- Develop resources and models for effective public engagement by officers.

Goal 1: Accountability Measures

Complete redraw of police beats.

Adopt minimum staffing standards for officer safety and call response coverage across all watches, beats and shifts and meet these standards 95% of the time.

Implement new call handling protocols to achieve a benchmark of 35% proactive time for all officers across all watches, beats and shifts and meet this benchmark 95% of the time.

Incorporate public outreach and engagement criteria into a performance review system for officers.

GOALS & STRATEGIES

Goal 2: *Reduce Sworn Specialization*

Within the horizon of this plan, the prospect is for lean fiscal times and continually evolving public safety challenges, calling for patterns of sworn deployment that are adaptable and flexible. Allocating sworn resources to specialized assignments contradicts the need for flexibility and adaptability. SPD is committed to a set of strategies designed to reduce the number of sworn personnel in centralized, specialty units and to increase the capacity of precinct-based, generalist officers to perform selected investigative functions. These strategies include:

- Identify specialty assignments justified by the need for specialized training and expertise, e.g., homicide or domestic violence investigation, and the appropriate allocation of personnel to such units or details.
- Sharpen the mission focus of proactive specialty units, e.g., narcotics or gangs, to reduce redundancies and better support precinct-based officers.
- Ensure effective utilization of personnel in specialty units by revising case assignment and case management protocols.
- Strengthen the ability of precinct-based officers and detectives to conduct preliminary and follow-up investigations.



Goal 2: *Accountability Measures*

Complete the assessment of investigative specialties, including the development of mission statements in proactive units and the staffing of specialty units.

Adopt new case assignment, management and case-aging benchmarks for follow-up investigative units and meet these benchmarks 95% of the time.

Incorporate investigative criteria in the performance evaluations system for officers.

GOALS & STRATEGIES



Goal 3: Enhance Crime Fighting Results

Steps taken to promote geographic integrity in police assignments and to reduce specialization among sworn personnel will ultimately be successful only if they contribute to improved capacity to prevent crime, enforce the law, and deliver quality public safety services. SPD is committed to strategies that will lead to improvements in the capacity to monitor and track enforcement actions and to enhance operational results in preventing and fighting crime. These strategies are:

- Strengthen the ability of SPD crime analysts to provide timely information and analyses for crime fighting initiatives.
- Develop and consistently employ procedures, data and metrics to support police emphasis operations aimed at reducing and/or mitigating crime problems.

Goal 3: Accountability Measures

Develop and provide analytical reports to SPD commanders on bi-weekly basis.

Achieve case clearance rates that compare favorably with those of jurisdictions of similar size.

Reduce calls for service for chronic behaviors/incidents by at least 10% after SPD emphasis operations.

Reduce calls for service to “hot spots” by at least 25% after SPD emphasis operations.

GOALS & STRATEGIES

Goal 4: *Strengthen Emergency Response Capabilities*

The tragic events of September 11, 2001 have led all public safety agencies to undertake a comprehensive review of their emergency response responsibilities and capabilities. Locally, in response to the mayoral charge to make Seattle the most prepared city in the nation, SPD has initiated far-reaching efforts to enhance the Department's emergency preparedness, to prevent disasters where possible and to respond effectively when necessary. The major change in the organization since 9/11 is the creation and staffing of an Emergency Preparedness Bureau of approximately 30 sworn and civilian employees whose principal job is to leverage resources for emergency preparedness and event response. Looking forward, SPD's major strategies in this area include:

- Improve the capacity to plan for, prevent, respond to and recover from disasters and emergencies of all kinds.
- Develop and consistently employ procedures, data and metrics to assess threats to the City's safety and security and to support emergency preparedness operations aimed at reducing and/or mitigating these threats.
- Develop and pursue effective strategies for acquiring the resources necessary to make the City of Seattle the most prepared city in the nation.



Goal 4: *Accountability Measures*

Complete initial vulnerability/threat assessment of city infrastructure and update assessments on a regular basis.

Identify, equip, and train a cadre or sworn officers capable of working within a chemical-biological-radiological (CBRNE) "hot zone."

Acquire federal dollars to support continuous work on Seattle emergency preparedness initiatives.

GOALS & STRATEGIES



Goal 5: Invest in Key Support Functions

Strategic investments in personnel and the tools they use to do their jobs are crucial to achievement of SPD's priority goals. The Department has adopted strategies to assist employees in assuming new roles and functions through enhanced training and technology. These strategies are:

- Develop high quality recruitment programs to maximize sworn and civilian strength.
- Deploy new technology that will allow all employees to work more effectively and efficiently, more safely, and with a view toward making SPD actions more understandable and transparent to the public.
- Develop and deliver a comprehensive program of mission-focused, hands-on training that empowers and motivates employees.

Goal 5: Accountability Measures

Develop personnel recruitment program to achieve and maintain effective strength of at least 99% of authorized positions.

Implement Records Management System (RMS) replacement technology.

Implement Computer Aided Dispatch (CAD) replacement technology.

Maintain RMS/CAD systems at minimum 95% availability rates.

Acquire resources to complete deployment of in-car video camera systems in the SPD marked car fleet.

Achieve a high level of user satisfaction with new technologies.

Complete training of patrol personnel in investigative functions and investigations personnel in new case management protocols.

Incorporate new roles and relationships in Street Skills and post-basic training programs.

Develop and deliver first line supervisory training to support new roles and relationships.

Achieve a high level of trainee satisfaction with training programs.

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GOALS & STRATEGIES

Goal 6: *Strengthen Accountability for Results*

SPD’s mission statement – Prevent Crime, Enforce the Law, and Deliver Quality Public Safety Services – is strongly results-oriented, calling for accountability at all levels of the organization. To strengthen internal accountability, SPD is pursuing a set of strategies to monitor individual, unit and organizational performance in relation to stated goals, objectives and professional standards. These strategies are:

- Implement a comprehensive program of career counseling, mentoring, and performance evaluation for all employees through the rank of captain and civilian equivalent.
- Implement an early intervention system to identify performance problems in early stages before they become career thwarting or career ending.
- Develop and produce management reports (both oral and written) to reflect regularly on progress in achieving strategic and tactical goals and objectives.
- Establish and maintain a data-driven process that allows for ongoing review and adjustment of the Department’s anti-crime, patrol emphasis, and counter-narcotics strategies.



Goal 6: *Accountability Measures*

Begin regular, annual performance evaluations of all personnel.

Achieve full implementation of an “early warning system”.

Begin production of regular management reports.

Achieve high levels of career satisfaction among employees.

GOALS & STRATEGIES



Goal 7: Foster a Culture of Service Excellence

Employees who are motivated and equipped to perform to the best of their abilities have the best chance of achieving service excellence. The public we serve ultimately determines whether SPD's services are respectful, professional and dependable. The Department is committed to a variety of strategies to assess organizational performance from the public's point of view. These strategies are:

- Actively engage community members throughout the city – particularly those in vulnerable, minority, and immigrant communities – to articulate public safety concerns, identify solutions and provide feedback on SPD activities and services.
- Develop and maintain channels of communication with community members through standing and ad hoc advisory groups.
- Expand efforts to recruit, hire, and promote employees who reflect the diversity of Seattle's population.
- Expand the availability and breadth of web-based services.
- Work with the Executive and other City departments to provide community access to public safety information through CitiStat and other related initiatives.

Goal 7: Accountability Measures

Solicit formal public evaluations of SPD services through annual telephone surveys, beginning in 2005.

Obtain high levels of satisfaction among community members participating in advisory groups and community meetings.

Establish on-line reporting of critical incidents.

Achieve an ongoing reduction in the number of sustained complaints of rudeness and poor communication.

Increase the presence of underrepresented minorities and women in the SPD workforce.

EVALUATION & IMPLEMENTATION



This section discusses overall performance measures for the Department as well as the evaluation strategy that will be used to monitor progress in implementing the elements of this Strategic Plan. Also identified are a series of implementing projects to assist SPD in accomplishing plan goals.

Performance Measures

The high level performance measures currently in place for the Department and their relationship to Plan goals are, as follows:

- Residents' feelings of safety in their neighborhoods at night. (Goals 1, 2, 3 & 4)
- Residents' level of satisfaction with police services. (Goal 6 & 7)
- Maintenance of timely response to emergency calls for service. (Goals 1 & 3)
- Achievement of clearance rate benchmark for UCR index (major) crimes. (Goals 1 & 3)

- Maintenance of sworn staffing targets. (Goal 5)
- High rates of availability for critical technology systems. (Goal 5)
- Expanded training opportunities for sworn and civilian employees. (Goal 5)
- Progress in organizing citizens for self-sufficiency in emergency situations. (Goal 4)

These measures are used in the City's semi-annual managing for results (MFR) process and are contained in budget documents. They will be retained as this plan is being implemented. As new data sources become available and track with plan progress and objectives, these measures will be supplemented with some of the accountability measures identified in the Goals & Strategies section.

EVALUATION & IMPLEMENTATION

Evaluation Process

Evaluation is an integral part of the SPD Strategic Plan process. Implementing strategies and projects all have schedules and milestones and associated accountability measures. Formal annual evaluations of Plan implementation will be produced in order to assess progress and make adjustments to existing projects, as appropriate.

Internal task forces are already at work on the first installment of projects designed to implement this Strategic Plan. A new series of projects will be identified to correspond with subsequent biennial budgets. The 2003-2004 implementation projects are listed here and detailed further at Appendix B.

Implementing Projects for SPD Strategic Plan in 2003-2004:

- Review call prioritization and handling protocols and make recommendations to dispatch only emergency calls to field units.
- Redraw beats to enhance geographic integrity.
- Examine and make recommendations on patrol shifts to address deployment disparities and achieve staffing and safety criteria.
- Maintain authorized personnel strength (both sworn and civilian) to ensure we can achieve our goals.

- Develop an operational model of the “New SPD Precinct,” including expectations for commanders, first line supervisors, and officers; best practices for call response, for handling crime scenes, and for addressing chronic and intensive crime problems; and statistical indicators of precinct performance.
- Develop and implement operating protocols for patrol officers and detectives in crime investigations.
- Establish work programs for proactive investigations units.
- Develop and implement revised case management protocols for centralized investigations units.
- Develop and implement a comprehensive training program to support Plan goals. Bring new RMS/CAD systems online within budget and schedule.
- Identify, equip and train a cadre of sworn officers capable of working within a chemical-biological-radiological (CBRNE) “hot zone.”

CITY DATA

Type of Government- *Mayor-Council*

Official Organization of SPD- *1886*

Population of Seattle (2004)- *572,600*

Population of King County (2004) - *1,788,300*

Area of Seattle (sq miles)- *143*

Land- *84*

Water- *59*

Parks (acres)- *4,811*

2004 SPD COMMAND STAFF

R. Gil Kerlikowske, *Chief of Police*

John Diaz, *Deputy Chief of Administration*

Clark Kimerer, *Deputy Chief of Operations*

Harry Bailey, *Assistant Chief - Patrol Operations 2 Bureau*

Cindy Miller, *Assistant Chief - Criminal Investigations Bureau*

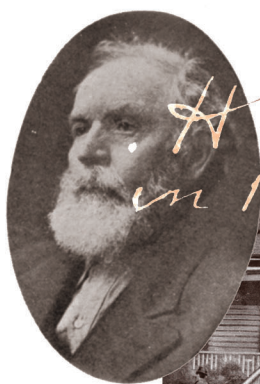
Nick Metz, *Assistant Chief - Patrol Operations 1 Bureau*

Sam Pailca, *Civilian Director - Office of Professional Accountability*

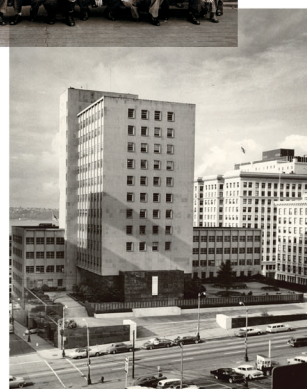
James Pugel, *Assistant Chief - Field Support Bureau*

Brent Wingstrand, *Assistant Chief - Emergency Preparedness Bureau*

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*History
in 1960*



City of Seattle

Seattle Police Department

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