

# MOVING FORWARD, LOOKING AHEAD



Strategic Plan  
2019

# Seattle Police Department Strategic Plan 2019

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## About this plan

The content of this plan originated in ideas put forward by all levels of the Department. It is organized into the five priorities for the Department established by Chief Carmen Best: service excellence, reducing crime and disorder, data-driven policies and practices, honor and professionalism, and business efficiencies.

Throughout the plan, recent achievements lay the foundation for the goals of the Department in the next two to three years. The common thread connecting all of these priorities together is the intention of the Seattle Police Department to continue to enhance trust and respect with the community in every interaction.



# MOVING FORWARD, LOOKING AHEAD



SPD Officers perform for SPD's contribution to the 2018 Law Enforcement lip sync challenge that swept the nation.

**MOVING FORWARD,  
LOOKING AHEAD**



# Our Policing Principles

**It is the mission of the Seattle Police Department to enhance the quality of life in Seattle by working to ensure the safety and human rights of every member of the community.**

## **Service Excellence**

The Seattle Police Department aspires to exceed best practices and constitutional minimums and will work to ensure the department provides police services better than any other department in the country.

## **Reducing Crime and Disorder**

The Seattle Police Department recognizes that policing is more than arrests and enforcement, and that it is responsible for improving public safety by effectively addressing crime and disorder.

## **Data-Driven Policies and Practices**

The Seattle Police Department will focus its resources through policies and actions that reflect the best of modern, effective policing.

## **Honor and Professionalism**

The Seattle Police Department will ensure that the department is staffed by the best-trained officers and civilians, who take pride in honorable service to the community.

## **Business Efficiencies**

The Seattle Police Department will guarantee it is an excellent steward of public resources by prioritizing investments on effective improvements in the provision of public safety.

# Leading Reform

One year ago, Chief Carmen Best was sworn in as Chief of Police of the Seattle Police Department. She outlined the department's five key principles and set out to listen to all levels of the department about where the department needed to focus to continue to set a new national standard for equitable, constitutional policing. This plan is grounded in SPD's fundamental responsibilities to prevent crime and promote public safety by providing professional, responsive, and dependable police services. The objectives were chosen to elicit agile and proactive responses to a city that is rapidly growing and changing in ways that create new demands on its police department.

Through the hard work of the women and men of the department, with the support of the community and government partners, SPD made substantial progress in the past year. This report outlines the department's major accomplishments and sets a course for achieving new objectives in 2019, 2020 and beyond. As is clear from the successes detailed herein, the Seattle Police Department has substantial momentum in its mission to lead policing across the nation, now and in the future.



**Chief Carmen Best greets the crowd at the swearing-in ceremony at City Hall, August 21, 2018**

# Key Achievements in 2018-2019

## Service Excellence

- Found in “full and effective” compliance with the requirements of the federal consent decree and began the two-year sustainment period.
- Successfully completed all aspects of the first-year plan for sustainment.
- Completed the roll-out of Body-Worn Cameras to patrol officers and uniformed specialty units.
- Revised and re-issued the policy regarding interacting with non-citizens to ensure all people in Seattle feel safe interacting with the Seattle Police Department.

## Reducing Crime and Disorder

- Decreased reported car prowls incidents by 6% in 2018.
- Expanded participation in the city’s Navigation Team to improve the response to issues associated with people living outside.
- Removed over 1,000 guns from the streets and increased traces run on guns involved in crime.

## Data-Driven Polices and Practices

- Launched – on budget – a modern, adaptable records management system to improve officer experience and enhance data collection.
- Deployed a variety of new officer-level data dashboards to allow officers and detectives to better assess and monitor trends.

## Honor and Professionalism

- Increased the diversity of new hires to 36% in 2018 (was 22% in 2014).
- Established the Civilian Leadership Program to ensure continuity of excellent civilian leadership into the future.

## Business Efficiencies

- Successfully negotiated with both police labor unions (SPOG and SPMA) to reach an agreement on labor conditions.
- Worked within existing budget structure to complete the plan to get a smart phone to all officers.
- Created first anti-swatting registry in the United States in response to community requests.

**MOVING FORWARD,  
LOOKING AHEAD**



***Complete Deployment of Body-Worn Cameras to all uniformed officers by early 2018: Officers in the West Precinct began wearing body-worn cameras in July 2017. All uniformed officers had cameras by March 2018.***

# Service Excellence

Police officers are delivering services – from settling disputes to less frequent enforcement actions – most often when individuals are experiencing some of their worst life moments. It is essential that SPD officers are prepared to respond to all aspects of these events. No matter what officers encounter, the department expects they will respond appropriately, in a way that establishes a national model of holistic policing.

## 2018-2019 Key Achievements

### DOJ SETTLEMENT AGREEMENT

**Complete Year One of the Sustainment Period under the Consent Decree**

The City and the SPD were acknowledged by the federal judge as maintaining progress on all ten assessment areas covered under the sustainment plan.

**The federal judge found SPD in ‘full and effective compliance’ in January 2018**

The City and SPD were found in full and effective compliance on January 10, 2018. This finding began a two-year sustainment period during which the SPD must prove it can continue to lead reform.

**Establish strong working relationships with oversight bodies**

Formed collaborative and productive relationships with the new Office of Inspector General, the Office of Police Accountability, and the Community Police Commission.

**Continue to enhance opportunities to address implicit bias and institutional racism**

The Department is conducting more Undoing Institutional Racism trainings at all levels of the agency.

**Expand the Department’s efforts concerning the city’s Race and Social Justice Initiative**

The Department expanded its RSJI Change Team and created an RSJI work-plan for each part of the department.

### BODY-WORN CAMERAS

**Begin deployment of Body-Worn Cameras to all officers in 2017**

Officers in the West Precinct began wearing the cameras in July 2017. All patrol officers and uniformed specialty units had cameras by March of 2018.

### 911 CENTER

**Hire new call center operators to meet national service standards and improve work conditions**

The 911 Call Center continued to exceed the national standard of 90% of calls answered in 10 seconds (95%). Median (and average) Priority 1 call response times were down in 2018 compared to 2017.

### MCPP

**Continue to expand the role that Micro-Community Policing Plans (MCPP) play in the department**

SPD worked with precinct leadership, neighborhood representatives, and Seattle University to update MCPP plans and increase the number of responses to the Public Safety Survey compared to 2017.

# Service Excellence

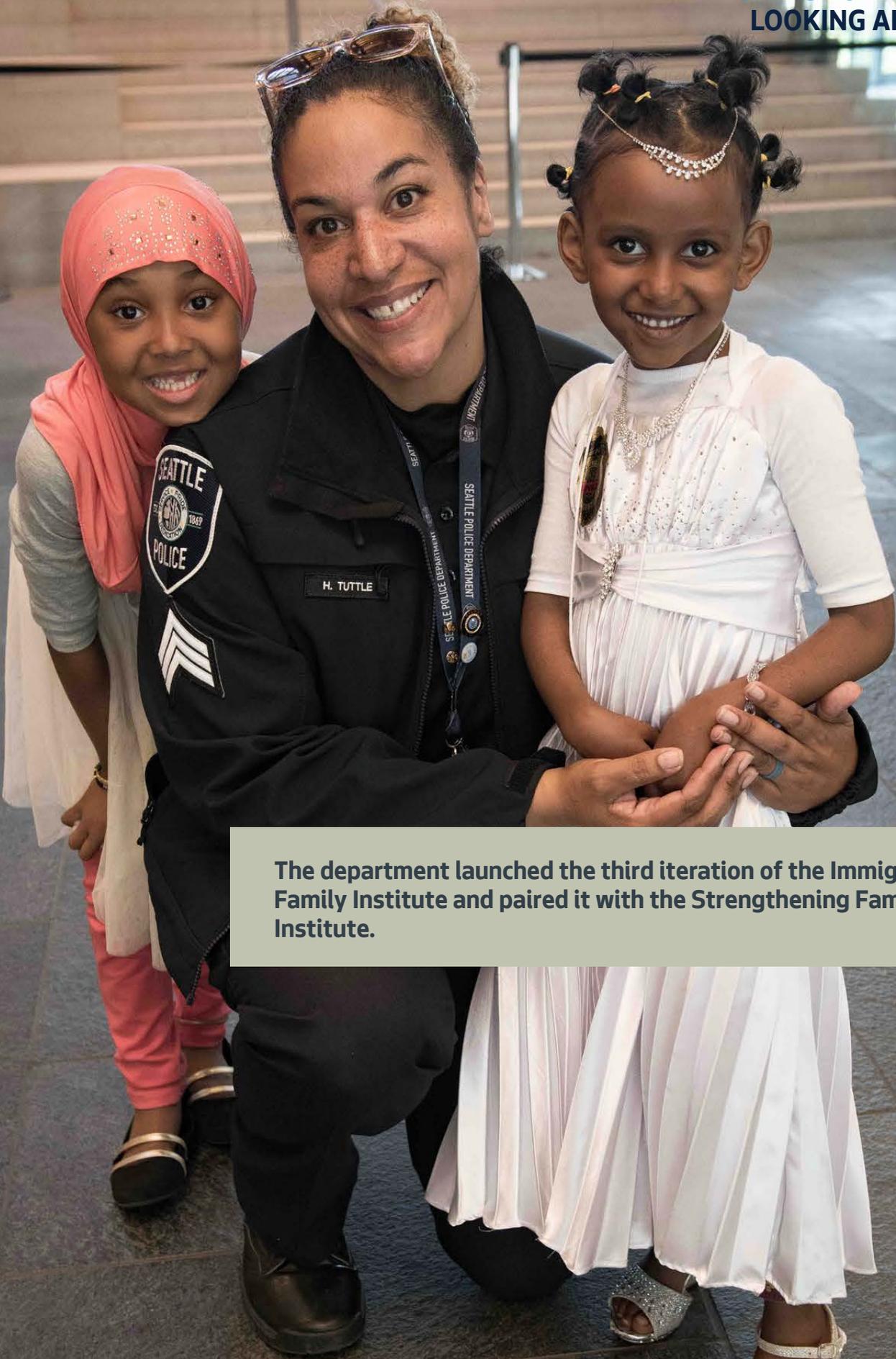
## 2018-2019 Key Achievements

### COMMUNITY OUTREACH

<b>Establish a service model to more efficiently address non-enforcement related community issues</b>	Working with City and community stakeholders, SPD designed a modern version of the Community Service Officer program. CSOs will begin to be hired in the fall/winter of 2019.
<b>Reorganize Community Outreach team to better leverage department resources</b>	SPD formed, from existing resources, the Collaborative Policing Bureau to better organize all efforts around engagement with the community. This work included hiring three Crime Prevention Coordinators.
<b>Strengthen SPD's relationship with youth</b>	SPD hired 32 young people in 2018 and 32 in 2019 through the Seattle Youth Employment Program (SYEP). The department continued to expand the Seattle Police Activities League (SeaPAL).
<b>Connect with Seattle's Immigrant and Refugee Communities</b>	SPD expanded the Refugee Women's Institute to include entire families and re-launched it as the Immigrant Family Institute (IFI).
<b>Respond to community desires around policing services</b>	Deployed a re-drawn precinct/beat boundary to include the entire Chinatown/ID District into the West Precinct.
<b>Ensure there are at least two (2) SPD representatives at Demographic Advisory Council (DAC) meetings</b>	SPD was able to have multiple representatives at every DAC meeting.
<b>Expand the SPD Safe Place initiative to increase safety and trust</b>	Added over 300 locations in 2018 and more than 100 in the first half of 2019.
<b>Launch a series of Public Service Announcements</b>	The department increased its use of social media to push out public service announcements on topics such as car prowling prevention, drug take back days, sharing data dashboards, and community surveys.
<b>Improve the community's access to events and good works involving the Department</b>	Responding to direct feedback from the community, SPD launched a weekly Chief's Newsletter that community members can subscribe to.
<b>Create and expand mentoring efforts with young adults</b>	The department and the Seattle Police Athletic League received a grant to have officers/civilians mentor 49 young people.
<b>Continue to support positive community engagement opportunities</b>	The department expanded the SeaPAL program and created a Know Your Rights program for positive youth engagement. In partnership with Starbucks and local stores, the department added Coffee with a Cop events.

### PUBLIC INFORMATION ACCESS

<b>Improve the Department's ability to share information with the community</b>	SPD worked with Seattle IT to redesign and re-launch the public department website to be more streamlined and include more interactive content.
<b>Continue to implement the City's Surveillance Ordinance</b>	Completed an inventory of all technology and began the process of submitting formal reports and holding community meetings.
<b>Make it easier for the public to report criminal activity</b>	The department adjusted the restrictions on telephone/online reporting to allow more events to be reported that do not require an officer to respond.



**The department launched the third iteration of the Immigrant Family Institute and paired it with the Strengthening Families Institute.**

# Service Excellence

The number one priority for the Department will continue to be fostering connections with the community. It is essential that SPD work to have an ally on every block of this city. From a business owner activating a street corner, to a neighbor reporting a package thief, or an outreach worker being there when a connection is made, SPD can only be effective if we work with the community to address the unique concerns of every block.

How SPD does this work, of course, will be guided by the tenets of progressive policing focused on persistent reform. Although SPD has been found in ‘full and effective compliance’ the department is committed to going beyond these requirements as we lead policing into the next decade.

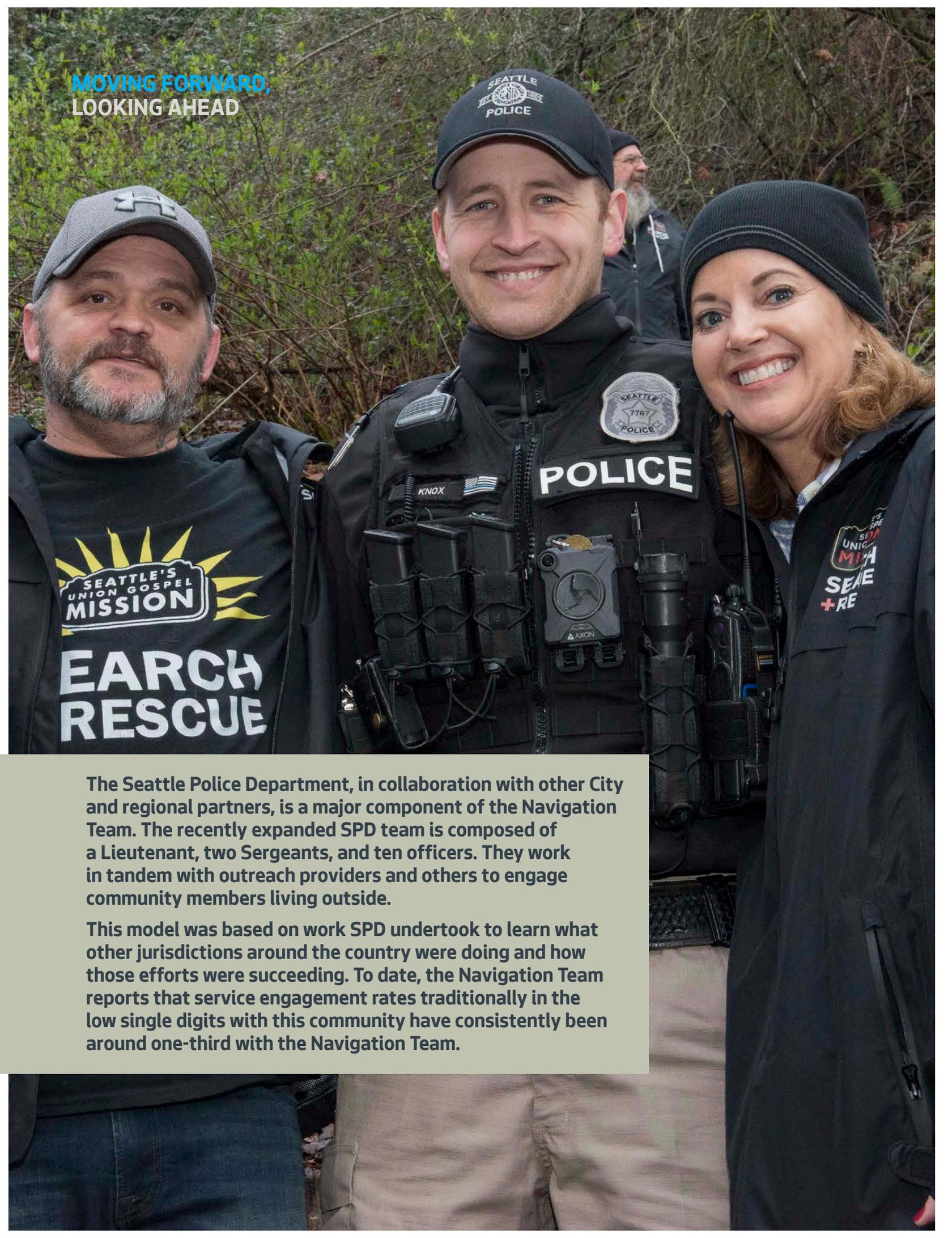
## Goals

TIMELINE		
Increase feelings of safety and support in calling 911	Q3 2019	Design and launch, with community stakeholders, a “Safe to Call 911” public service campaign.
Enhance the department’s efforts around Race and Social Justice Equity	Q4 2019	Identify four (4) major projects for 2019 that can be prioritized for RET analysis.
Design opportunities for excellent work to be publicly recognized	Q3 2019	Launch an Officer of the Month program to highlight good work in the community.
Proactively engage traditional and other media outlets on the department’s plans and achievements	Q3 2019	Work to increase understanding of the department’s outreach efforts, excellent officer work, and overall performance.
Increase the community’s understanding of how SPD works	Q4 2019	Create a community Frequently Asked Questions (FAQ) document online and hardcopy – in multiple languages – around the department and policing in general.
Launch a community SeaStat meeting	Q4 2019	Hold a SeaStat meeting in the community in each precinct during the year.
Meet and exceed community expectations around equitable and constitutional policing	Q4 2019	Develop and implement a ‘post-consent decree’ action plan for ensuring the department adheres to a mission of continuous improvement and innovation.
Create a community partnership strategic plan	Q4 2019	Working with the community and an enhanced Collaborative Policing Bureau, craft a strategic plan with accountability metrics.
Expand internal oversight to include all critical incidents	Q1 2020	Following the model of the Force Review Board, launch a Critical Incident Review Board.
Launch the CSO program	Q4 2020	Ensure the program is staffed by individuals who reflect the community they serve.
Increase opportunities for the general public to participate in the Community Police Academy	Q1 2020	Launch a platform for online viewing/ participation in the Community Police Academy full and short versions.

# Goals

TIMELINE		
<b>Conduct a community survey to measure levels of trust and legitimacy</b>	<b>Q3 2019</b>	Support the Federal Monitor in conducting a survey on trust and legitimacy.
<b>Continue to modernize the 911 Call Center's staffing and management structure</b>	<b>Q4 2020</b>	Continue to work with labor unions and the City to establish a civilian Executive Director at the Call Center, in line with best practices.
<b>Solicit community input on draft policies and procedures</b>	<b>Q1 2020</b>	As new website technology allows it, implement a portal for community feedback on draft department policies and procedures.
<b>Continue to create positive opportunities for youth to spend time with officers</b>	<b>Q3 2019/ Q4 2020</b>	Hire more youth through the Summer Youth Employment Program.
<b>Increase engagement on digital platforms</b>	<b>Q4 2019</b>	Public Affairs team will grow social media channels.
<b>Increase department engagement on social media</b>	<b>Q3 2019</b>	Establish training and guidelines to allow more supervisors to engage across social media platforms.
<b>Release additional datasets to open data</b>	<b>Annually</b>	Post new datasets to the city's open data platform, along with analytic dashboards.
<b>Sign up additional locations for the SPD Safe Place program</b>	<b>Annually</b>	SPD will partner with existing and new businesses and organizations to get 300 new locations in the SPD Safe Place program.
<b>Support the elder LGBTQ community</b>	<b>Q2 2020</b>	Research and conduct LGBTQ elder training to address a significant new demographic group.

**MOVING FORWARD,  
LOOKING AHEAD**



The Seattle Police Department, in collaboration with other City and regional partners, is a major component of the Navigation Team. The recently expanded SPD team is composed of a Lieutenant, two Sergeants, and ten officers. They work in tandem with outreach providers and others to engage community members living outside.

This model was based on work SPD undertook to learn what other jurisdictions around the country were doing and how those efforts were succeeding. To date, the Navigation Team reports that service engagement rates traditionally in the low single digits with this community have consistently been around one-third with the Navigation Team.

# Reducing Crime & Disorder

The Seattle Police Department is committed to continuing to engage in multi-disciplinary teams and partnerships to more effectively respond to behavioral health issues and address persistent concerns about crime and disorder. This work includes ensuring that officers have the tools and information to respond to the unpredictable challenges they encounter every day.

## 2018-2019 Key Achievements

### ADDRESSING DISORDER

**Effectively address disorder and crime complaints associated with the homelessness crisis**

The Navigation Team is partnered with outreach workers and other city teams to engage individuals living outside, connect them with services, and address associated disorder and crime issues. In 2018, SPD expanded the Navigation Team, to one Lieutenant, two Sergeants and ten officers.

**Continue to partner with the Joint Enforcement Team (JET) to address chronic nuisance properties**

Together with SPD and other participants, the JET team addressed more nuisance properties in 2018 than in 2017.

**Enhance diversion opportunities for individuals committing low-level offenses due to issues with addiction**

SPD partnered with the King County Prosecutor, the Public Defenders Association, and other stakeholders to expand the LEAD program to the North and South Precincts.

**Focus enforcement and accountability efforts on individuals persistently contacting the justice system**

SPD worked with government partners and communities to address emerging and persistent disorder issues across the city through emphasis patrols. SPD also actively participates in the Mayor's working group developing solutions for individuals frequently contacting the justice system.

**Address high-volume 911 call locations**

SPD used a data-driven approach to focus precinct efforts on top call locations. Partnerships were created to train staff on 911 procedures, design assessments were conducted to decrease crime opportunities, and emphasis patrols were implemented to address organized crime.

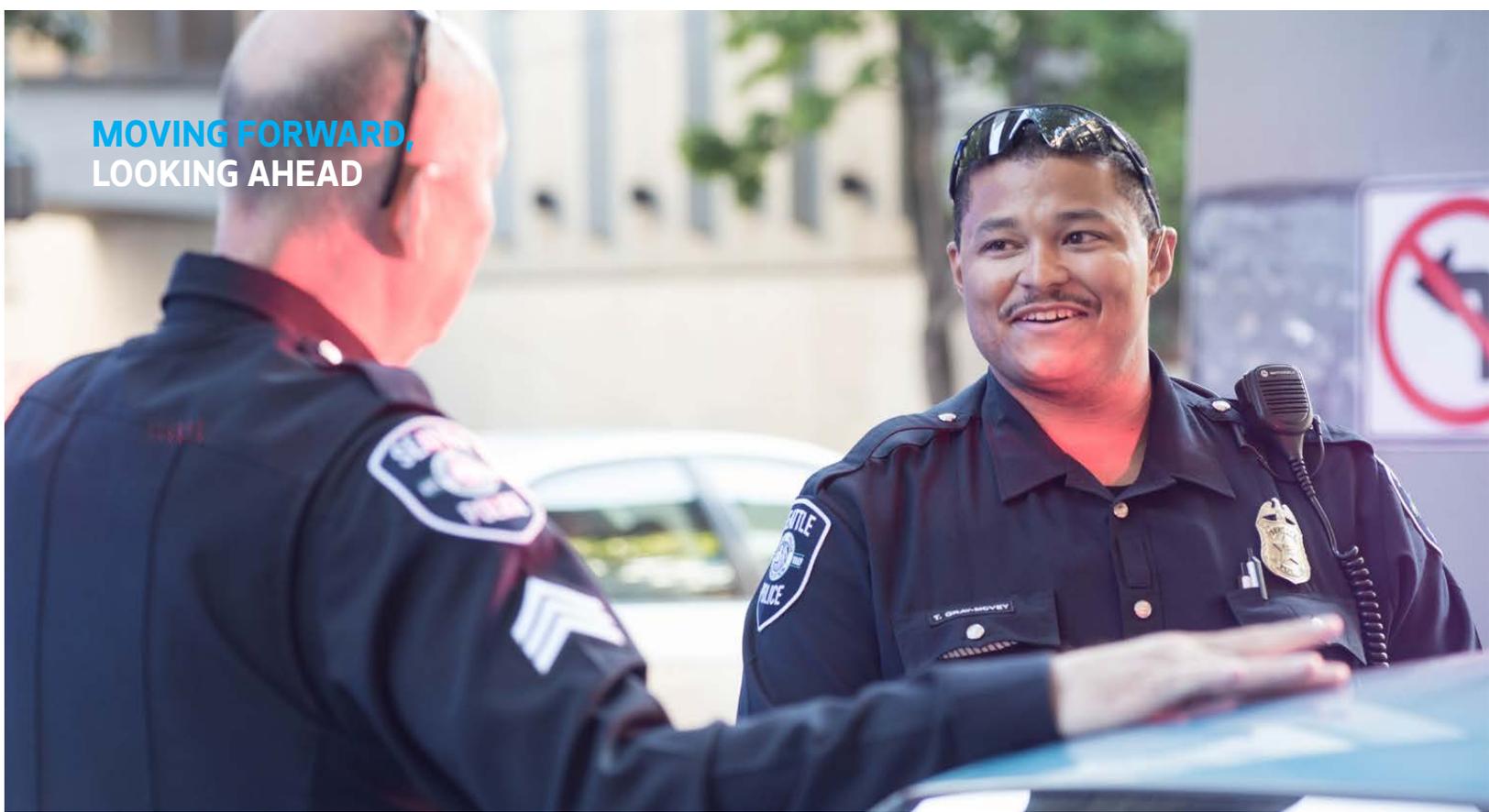
### GUN CRIMES

**Work with partners to address gun-related violence**

SPD actively worked with the Puget Sound Regional Crime Gun Task Force to increase the number of crime guns taken off the street and tracked through the National Integrated Ballistic Information Network.

**Focus prevention and intervention resources to reduce gun violence**

In 2018 shots-fired incidents were down 13% compared to 2017, and were at the third lowest level since data started being recorded in 2012.



## 2018-2019 Achievements

### ENHANCING SAFETY AND ENGAGEMENT

**Provide information and skills to allow community members to better protect themselves**

The Department began delivering Women’s Safety Courses to city employees and community members.

**Develop new approaches and partnerships to address addiction-related issues**

The Department formally partnered with the Police Assisted Addiction Recovery Initiative (PAARI) to provide more officers with naloxone and avenues to connect individuals with treatment.

### TECHNOLOGY IMPROVEMENTS

**Improve the functioning and capacity of the forensics section**

SPD hired additional forensic personnel and streamlined the work processes of the forensics section.

**Launch RideAlong app in partnership with Code for America**

SPD supported the Code for America team’s development of the RideAlong application to allow SPD’s Crisis Response Team to better manage and access information on chronically involved individuals with behavioral health challenges. Unfortunately, the company providing this app ceased operation. The Department worked with its RMS vendor to integrate similar functionality into the system.

# Reducing Crime & Disorder

The Seattle Police Department is committed to building trust one person at a time. Every day, SPD has the opportunity to enhance its relationship with the community by effectively and professionally addressing persistent and emerging issues of crime and disorder.

## Goals

	TIMELINE	
<b>Reduce commercial robberies by 2%, motor vehicle theft by 5%, and residential burglaries by 5%</b>	<b>Q4 2019</b>	Based on trends in 2018, as well as known effective strategies, SPD identified three crime types for specific reduction goals.
<b>Address gun violence</b>	<b>Annually</b>	Increase the number of crime guns removed from the streets.
<b>Develop and implement a comprehensive Violent Crime Reduction Strategy</b>	<b>Q4 2019</b>	Work with city and county stakeholders to implement full spectrum of evidence-based prevention and intervention strategies and approach violence as a public health issue.
<b>Develop a plan for increased visibility and response</b>	<b>Q1 2020</b>	Use data to focus intervention resources on micro places where most serious crime occurs to free up officer time to engage, do prevention work, and respond to calls.
<b>Develop a coordinated response to persistent low-level offending</b>	<b>Q4 2019</b>	Work with stakeholders to develop a menu of service and accountability options.
<b>Enhance response to behavioral health needs</b>	<b>Q1 2020</b>	Increase the number of mental health professionals in the Co-Responder Model, as well as the availability of jail alternatives.
<b>Continue to address high-volume 911 call locations</b>	<b>Annually</b>	Work with property owners and city stakeholders to address identified problems resulting in persistent calls to one address.
<b>Work with stakeholders to prevent violent crime</b>	<b>Q2 2019</b>	Enhance engagement with community-led initiatives designed to prevent violence and group-related violence.
<b>Ensure that police service deployments are data-driven to address day-to-day trends and concerns</b>	<b>Q1 2020</b>	Create joint analytic/operation teams in each precinct to inform daily operations
<b>Ensure victims are respectfully and supportively served</b>	<b>Q4 2019</b>	Institute training around trauma-informed responses to victimization.
<b>Increase investigations and enforcement actions to decrease victimization</b>	<b>Q4 2019</b>	Work to coordinate more enforcement actions against human traffickers.
<b>Continue to address group-involved violence</b>	<b>Q4 2019</b>	Work to coordinate more enforcement actions against individuals involved in group-related violence.
<b>Enhance approach to domestic violence</b>	<b>Q2 2020</b>	Implement an evidence-driven domestic homicide assessment with matching services/prosecution.
<b>Utilize data and best practices to address residential burglary</b>	<b>Q4 2019</b>	Work with at least one precinct with burglary hotspots and test the evidence-based approach of utilizing immediate neighbors to prevent additional burglaries.

**MOVING FORWARD,  
LOOKING AHEAD**



**The Data Analytics Platform (DAP) provides real-time visibility into officer performance.**

# Data-Driven Policies & Practices

The Seattle Police Department has undertaken significant work to ensure it can effectively collect and coordinate data across all aspects of the department, as well as those data from partners and stakeholders. These efforts have been focused on informing and evaluating policies and practices as compared to best practices and emerging research trends.

## 2018-2019 Achievements

### INCREASED DATA ANALYTICS

<b>Provide real-time visibility into officer performance</b>	SPD leveraged the Data Analytics Platform (DAP) to design and distribute performance dashboards at all levels.
<b>Provide greater insight into effectiveness of concentrations on crime associated with nightlife activity</b>	SPD incorporated more extensive analytics into assessments of crimes associated with traditional nightlife areas and events.
<b>Improve data quality and reliability</b>	In 2018, SPD formalized and made permanent a data governance process.
<b>Increase the department's analytic capacity</b>	SPD was able to increase the number of permanent data-driven analysts to four (4).

### IMPROVED INFORMATION SHARING

<b>Partner with outside experts to improve the Department's Early Intervention System (EIS) model</b>	SPD officially partnered with experts at Washington State University and the University of Chicago to begin their assessments of the EIS system.
<b>Enhance the sharing of information across bureaus</b>	SPD further integrated information flows among analysts, patrol officers, and detectives to respond to immediate events, emerging trends, persistent locations/individuals.

# Data-Driven Policies & Practices

The Seattle Police Department has made amazing strides in implementing a data-driven perspective in every aspect of its operations. Researchers from across the country have partnered with SPD to analyze data, assess policies and procedures, and develop new tools to assess the information submitted to the department. SPD is committed to increasing its use of data to minimize the impact policing can have on communities while ensuring challenging locations and individuals who are repeatedly engaging the justice system are addressed and held accountable.

## Goals

TIMELINE		
<b>Enhance the integration of external data sources into SeaStat</b>	<b>Q2 2020</b>	Collaborate with other City (SFD) and County (Public Health) agencies to bring data beyond traditional crime measures into SeaStat.
<b>Develop tools to allow the department to assess outreach/diversion programs</b>	<b>Q2 2020</b>	Work with city partners to implement output and outcome tracking partnerships/systems for LEAD and the Navigation Team.
<b>Increase the department's analytic capacity</b>	<b>Q1 2020</b>	Work to secure additional full-time positions to make the entire SeaStat team permanent and add a position to the DAP team.
<b>Increase officer and supervisor access to crime data and analyses</b>	<b>Q4 2019</b>	Deploy additional and/or enhanced analytic dashboards to the field.
<b>Develop mobile applications to support field-based responses to incidents and investigations</b>	<b>Q1 2020</b>	Leverage the Real Time Crime Center, the new RMS system, and smart phones to build applications to support officers in the field.
<b>Continue to increase performance data available to supervisors through the DAP</b>	<b>Q4 2019</b>	Develop additional dashboards to allow field supervisors and commanders to monitor officer performance and safety.
<b>Incorporate public-feedback metrics into SeaStat</b>	<b>Q1 2020</b>	Leverage the department's implementation of a public sentiment tool to develop community trust/safety measures that can guide department strategies.
<b>Implement recommendations from outside experts to improve EIS system</b>	<b>Q2 2020</b>	Work with various outside research partners to implement lessons learned from their assessments of the current SPD system and those in other departments.



**MOVING FORWARD,  
LOOKING AHEAD**



**SPD continued to provide the 8-hour Crisis Intervention training to all officers. SPD also achieved the goal of maintaining a proportion of greater than 60% of patrol officers certified in Crisis Intervention Training (CIT).**

# Honor & Professionalism

The Department has increased the amount of training officers are required to attend five-fold. This investment of officer time and department resources has been essential to developing a cadre of police officers who have the skills and abilities to serve the community in an effective and respectful manner.

## 2018-2019 Achievements

### TRAINING

<b>Implement additional bias training</b>	SPD partnered with the Washington State Criminal Training Commission to provide additional bias training to all officers.
<b>Improve training delivery methods and efficiency</b>	The Training Unit increased the use of e-learnings where appropriate and began to strengthen the focus on matching style of training to operational role.
<b>Provide officers with skills necessary to effectively address crisis situations</b>	SPD continued to provide the 8-hour Crisis Intervention training to all officers. SPD also achieved the goal of maintaining a proportion of greater than 60% of patrol officers certified in Crisis Intervention Training (CIT).
<b>Expand scope of leadership training</b>	In 2018, SPD launched the Civilian Leadership Development program and participated in the West Point Leadership program.
<b>Enhance officer skill in emergency driving</b>	Conducted emergency vehicle operations trainings for all officers.
<b>Work with city partners to be prepared for providing aid at scenes of violence</b>	Partnered with the Seattle Fire Department to complete the Scenes of Violence training and expand collaborative training with SFD.

### RECRUITING

<b>Engage the local community more in hiring efforts</b>	SPD recruiters attended 130 recruiting events in the community.
<b>Enhance outreach efforts with women to increase representation in SPD</b>	SPD helped organize a Women & Diversity Public Safety and STEM Career Fair, participated in young women's empowerment events, and put on the first-ever Future Women Leaders in Law Enforcement program.
<b>Increase the proportion of minority hires</b>	In 2014, 22% of new hires identified as a minority group, it was 36% in 2016.
<b>Design hiring and testing standards to get officers with the experience the department needs</b>	SPD worked with the Mayor's office and other stakeholders to develop a strategic recruitment and retention plan.

### EQUIPMENT

<b>Improve access to modern equipment</b>	SPD provided all patrol officers with new handcuffs designed to reduce incidents of pain for subjects.
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### WELLNESS

<b>Give officers new skills and tools to handle stress</b>	SPD conducted resiliency training for all sworn officers and is expanding it for civilians.
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# Honor & Professionalism

The Department expects all employees to deliver the highest level of professional police service. As the public deserves to receive the very best model of policing, this work also means developing a police department that provides a professional environment for both sworn and civilian employees in the department.

## Goals

	TIMELINE	
<b>Design and implement a Risk Management Plan</b>	<b>Q2 2020</b>	Set standards and metrics to continue pushing reform beyond consent decree requirements.
<b>Conduct an internal survey of SPD employees</b>	<b>Q3 2019</b>	Allow the individuals who make the department function to provide direct suggestions and feedback on how to continue to drive improvements.
<b>Implement recommended hiring and testing standards to get officers with the experience the department needs</b>	<b>Q4 2019</b>	Begin to implement the immediate recommendations from the Innovation Team and develop workplans for the longer-term strategies.
<b>Design and launch a comprehensive employee wellness program</b>	<b>Q4 2020</b>	Work with local and national experts to identify key components of a robust wellness system and begin immediate implementation.
<b>Develop a historical/cultural competency training with the Northwest African American Museum (NAAM)</b>	<b>Q4 2019</b>	SPD is working with NAAM to develop a comprehensive training for officers and commanders to gain insights into the African-American experience in the Northwest.
<b>Enhance professional nature of officer secondary employment</b>	<b>Q4 2019</b>	Work with City stakeholders to fully integrate oversight of secondary employment within the department.
<b>Establish a standard for the entire department on understanding the communities SPD serves</b>	<b>Q1 2020</b>	Have SPD leadership attend cultural competency training.
<b>Promote the applications and hiring of local residents</b>	<b>Q1 2020</b>	Launch a “Hometown Heroes” campaign to highlight the work of officers who are locals and create a Youth Employment campaign, emphasizing the excellent opportunities SPD offers.
<b>Continue to increase the diversity of officers hired</b>	<b>Annually</b>	Continue existing and implement new strategies to increase the number of officers who identify as racial/ethnic minority groups and/or female.



**Continue to increase the diversity of officers hired:**  
SPD has increased the proportion of new hires who are non-white from 22% in 2014 to 36% in 2018.

TIMELINE		
<b>Continue to hire exceptional new officers to increase department staffing</b>	<b>Q4 2019/2020</b>	Add 10 high-quality officers in 2019 and 15 in 2020.
<b>Identify and deploy an effective virtual reality training model to enhance training and improve efficiency</b>	<b>Q1 2020</b>	SPD is working with partners to identify an ideal initial deployment of a virtual reality training system, to enhance both the efficiency and effectiveness of difficult to stage trainings
<b>Increase the availability of resources for officers to support each other launch a non-punitive Peer Intervention Program</b>	<b>Q3 2020</b>	SPD will create and launch a non-punitive Peer Intervention Program.

**MOVING FORWARD,  
LOOKING AHEAD**



**SPD remodeled to improve the facilities of the 911 Call Center and also worked with labor unions to align the staffing and management structure more closely to national best practices.**

# Business Efficiencies

The Seattle Police Department is focused on continuing to efficiently manage the resources it is given. Obtaining appropriate technology and equipment, aligning resources with the overall priorities of the department and community, and modernizing facilities are all part of this commitment.

## 2018-2019 Achievements

### BUDGET GOALS

**Develop a budget that aligns spending with priorities and ensures SPD adheres to overall funding levels**

SPD aligned its 2018 and 2019 budgets to incorporate ongoing safety and other equipment costs into the standard budget. The department finished 2018 with a surplus, while still addressing most needs.

**Improve sharing of budget information to better inform spending decisions across the department**

The SPD budget team produced more timely updates on purchasing, overtime spending, and other fiscal information to inform bureau commanders and others about their options.

### INFORMATION TECHNOLOGY IMPROVEMENTS

**Improve the report writing and records management system (RMS) for the department**

SPD implemented the Mark43 RMS in May 2018, under budget and virtually on time except for an external partner change request.

**Provide officers with smart devices to enable access to information outside of their vehicles and in more user-friendly formats**

SPD worked with its current provider and within its own budget to bring the deployment of smart phones to every officer.

**Implement a Laboratory Information Management System (LIMS)**

SPD completed the deployment of a modern system to more efficiently manage supplies and evidence.

**Create first anti-swatting registry in the US**

In response to community requests and in partnership with Rave Mobile Safety, produced a confidential, opt-in registry for Seattle residents who may be at an elevated risk for swatting.

**Successfully support and complete the City's switch to a new payment system**

The Department was the first agency to be ready for the new system and successfully completed the migration.

### FACILITIES IMPROVEMENTS

**Assess capacity and remediate issues at the South Precinct and Park 90/5**

SPD was not able to identify funding or get approvals to undertake any of this work. It remains a priority for 2019.

**Develop an agency-wide assessment of facility needs**

SPD worked with its resources and the support of FAS to inventory all current facility needs.

**Bring the police range up to comparable national standards**

In 2018, SPD completed some remediation issues, but developing a comprehensive strategic facilities plan remains a priority for 2019 and 2020.

**Work with City partners to deliver an on-time and on-budget North Precinct**

In 2018, SPD, working with the City, began the process for the temporary expansion of the North Precinct, as well as starting the process for identifying a new facility.

# Business Efficiencies

The Department is focused on assessing the workload and assignments of all of its teams to ensure SPD's efforts are matched against its most pressing challenges. It is also essential to continue to modernize the infrastructure and equipment of the department to allow it to quickly respond to both persistent and emerging demands.

## Goals

	TIMELINE	
<b>Align department resources with priorities</b>	<b>Q3 2019</b>	Work internally and with budget stakeholders to ensure department priorities and commitments are supported with adequate permanent staffing.
<b>Launch new Work, Schedule and Time System</b>	<b>Q4 2019</b>	Work with Seattle ITD and other city partners to configure and launch a modern staffing and timekeeping software.
<b>Deploy Phase 2 In-Car Video Upgrade</b>	<b>Q4 2019</b>	Successfully deliver a new/upgraded in-car video system to all patrol vehicles.
<b>Assist in City effort to reduce fleet vehicles and improve performance</b>	<b>Q3 2019</b>	Implement a computerized and automatic key management system to support improved use of pool cars.
<b>Identify a new/updated CAD/911 system</b>	<b>Q4 2019</b>	SPD's 911 call-taking system is over 10 years old and no longer inherently compatible with the new, modern RMS system.
<b>Streamline legacy IT systems</b>	<b>Annually</b>	Work throughout the year to replace and retire legacy IT systems to centralize information and resources.
<b>Develop improved tracking and ordering of supplies</b>	<b>Q2 2020</b>	Implement a modern Quartermaster system.

MOVING FORWARD,  
LOOKING AHEAD





# Seattle

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