



Tukwila Police Department STRATEGIC PLAN 2014



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INTRODUCTION

Tukwila Police is privileged to serve one of the most diverse and dynamic cities in Washington State, and we are proud of the tradition of excellence and hard work that we have become known for. We also recognize that as a community and a Department we face significant challenges. Crime rates in Tukwila remain among the highest per capita in the State and, despite signs of improvement in the economy, resources for all City departments are likely to continue to be limited. This Strategic Plan aims to put the Tukwila Police Department (TPD) in the best position to tackle these challenges and provide Tukwila's residents, visitors, and businesses with the best service possible. The Plan is also nested under and closely aligned with the City of Tukwila's recently completed Strategic Plan, which focuses significantly on public safety and establishes the following overarching direction:

Community Vision: The city of opportunity, the community of choice.

City Mission: To provide superior services that support a safe, inviting, and healthy environment for our residents, businesses, and guests.

We are committed to continually learning and improving, so that we can address our weaknesses and build on our strengths. This Plan was written in the spirit of not being complacent and of putting the pieces in place to become the world-class police department we aim to be. The Plan emphasizes the importance of being as efficient as possible with the resources we have, particularly given the current economic climate. It also highlights the importance of working with and leveraging partnerships with other City departments, local businesses, and the City's diverse array of residential communities.

The strategies in this Plan fall under three Goals:

- I. Improve Public Safety Through Crime Reduction and Prevention.** Our core function and first focus is keeping the public safe from crime so our communities can thrive and the City can reach its full potential.
- II. Effectively Manage Our Resources.** Our resources are essential to our ability to keep Tukwila safe. Without proper management of our facilities, equipment, technology, and people, our efforts to improve public safety will not be successful.
- III. Become a High Performing Organization.** Developing our organizational capacity so that we can operate as effectively and efficiently as possible is also critical to our success. Most of the strategies under this Goal utilize elements from the High Performing Organization (HPO) governance model.

Under each strategy, short- and/or long-term action items are included. We have developed an implementation matrix that assigns leads and timelines for each action item to ensure that they are implemented in a timely manner. While the Goals and strategic focus of this Plan will likely remain intact for at least the next five years, we view it as a "living" document that allows for flexibility and adaptations as conditions change. We will review the Plan annually for the next five years, looking for opportunities to make incremental adjustments, as well as planning that year's implementation, and establishing priorities and work plans for the year. This Plan has a five-year time horizon; we'll begin to evaluate how accurate it remains after about three years, revamping it entirely when it no longer serves as a good guide.

Key Issues and Trends

We believe this Plan provides us with the tools and flexibility needed to address the challenges that lie ahead, and successfully adapt to continually changing circumstances. A few of the key trends and issues most pertinent to our work are briefly summarized below.

- **High Crime Rates.** Tukwila has an exceptionally high amount of criminal activity per capita in comparison to the rest of South King County. At 181 crimes committed per 1,000 residents, it has a much higher crime rate per capita than the State (28 per 1,000), and neighboring cities. The City faces a few challenges that impact crime rates, including a large population bump during the day, the presence of the largest shopping center in the State, and close proximity to the airport.

While there was a significant reduction in criminal activity between the mid-1990s and early 2000s, crime rates have remained flat between the early 2000s and the present.

- **Hot Spots.** Based on the crime data, Tukwila historically has two major “hot spots” of criminal activity: Tukwila International Boulevard (TIB), and in and around the Central Business District (CBD), near Westfield Southcenter Mall. The data indicates that the majority of violent crimes occur along TIB, while the greatest concentration of thefts occurs in and near the CBD. The recent seizure of three troublesome motels on TIB represents a significant effort to reduce criminal activity in that area.
- **Growth and Urbanization.** With several large housing developments planned, including Tukwila Village, the City is primed for significant residential growth in the coming years. In addition, due to Tukwila’s central location and the presence of a Link Light Rail station, the City will likely see an increase in more urban forms of housing. This residential growth and urbanization will likely create new and different public safety challenges the Department will need to adapt to. We will need to be ready to adjust and adapt as these changes occur.

- **Diversity.** One of Tukwila’s greatest strengths is its rich ethnic and cultural diversity. However, this diversity also poses a challenge in terms of effectively engaging with everyone. The specific makeup of our immigrant and refugee population is always changing. It requires us to remain up to date on the City’s composition, continually learn more about new cultures, ethnicities, and religions, and do our best to serve everyone in the community.

In order to address the above challenges, we need to utilize our greatest assets: the professional men and women of the Tukwila Police Department. As discussed in the plan below, we aim to be a high-performing organization that maximizes everyone’s potential to tackle these issues, and ultimately provide the public with the best service and protection possible.

STRATEGIC PLANNING PROCESS (Sep. 2013 – Jan. 2014)

TPD’s strategic planning process was designed to allow all staff an opportunity to provide input and establish a plan that represents interests across the Department, addressing a broad array of key issues and needs. In addition to providing internal guidance, we aimed to develop a plan that serves as a strong communication tool with the general public.

The effort was guided by a 15-member **Strategic Planning Committee**, which included TPD leadership and staff representing all department divisions. The Committee held two half-day retreats in September and December of 2013.

During the first retreat, BERK presented a Situation Assessment looking at the current state of the department (based on crime trends, budget and staffing data, stakeholder interviews and community engagement work conducted by the City, and internal surveys) and facilitated a discussion around development of the Plan’s key topic areas and potential goals and strategies.

The second retreat, held towards the end of the process, involved a BERK-facilitated discussion where Committee members reviewed work done following the first retreat and finalized the Plan’s goals and strategies.

Two **staff engagement sessions**, held in November 2013, allowed all staff to review draft goals and strategies and provide critical input. This input was instrumental in the final development of the plan and informed many of its strategies and actions items.

GOVERNING STATEMENTS

Tukwila Police Department Vision

A world-class police department delivering professional law enforcement service.

A world-class agency is progressive, innovative, and high-performing. It succeeds through leadership and collaboration; its employees and other stakeholders all work together to accomplish its Mission, Goals, and priorities. It is a premier, full-service department that is committed to creating a safe and livable community. It achieves this standard through the work of highly trained and qualified personnel who are committed to its Core Values and responsive to the community they serve. Its team members create and maintain successful partnerships and uphold public trust. We, the members of the Tukwila Police Department, are committed to reach this Vision.

Tukwila Police Department Mission

Our Mission is to improve the quality of life for all through community partnerships and problem solving to promote safe, secure neighborhoods.

We, the members of the Tukwila Police Department, are committed to being responsive to our community in the delivery of quality services. We recognize our responsibility to maintain order, while affording dignity and respect to every individual.



Tukwila Police Department Core Values

The Tukwila Police Department Core Values form the foundation of how we perform our jobs and conduct ourselves every day. We believe they are critical to the success of a world-class police organization performing at the highest levels while earning and maintaining the public trust. These values supplement the City of Tukwila's Values which we adopt as our own and seek to embody as part of our culture and day-to-day operations.

- **Leadership.** *We see all our employees as leaders within the organization and our community. In order to succeed through leadership, each employee needs to be a leader in his or her area of responsibility. They must be unselfish, balanced, and aspire to the servant-leader philosophy which embraces principles such as inspiration, foresight, stewardship, and building community.*
- **Excellence.** *A world-class police department delivering professional law enforcement service embraces quality. We strive for excellence by demonstrating superior quality in all aspects of our work. This means making the extra effort, doing our jobs correctly, and continually aiming to make our department and our community a better place to live and work.*
- **Accountability.** *Accountability begins with the individual employee. It extends to the supervisors and the command staff leading this agency as we focus on the delivery of professional law enforcement services. The citizens, who we serve and to whom we are accountable, expect us to have the utmost integrity, honesty, personal courage, respect, and honor. We receive our charter through their trust and if we lose that trust, we become ineffective.*
- **Dedication.** *We are committed to protect and serve our citizens and create a safe and livable community. We are committed to the department's vision, mission, and goals. We are committed to each other to work together as a world-class team. We are committed to exemplify our honorable law enforcement profession. Each day, we strive to maintain the same level of enthusiasm and selfless dedication to our profession as the first day on the job.*

SUMMARY OF GOALS AND STRATEGIES

I) Improve Public Safety Through Crime Reduction and Prevention

- A. Target Hot Spots and Key Offenders
- B. Strengthen Investigations and Timely Arrests
- C. Increase Successful Prosecutions
- D. Increase Our Accessibility, Visibility, and Responsiveness
- E. Increase Public Safety Education and Awareness Among Residents, Businesses, and City Employees
- F. Effectively Engage with Members of Tukwila's Diverse Community
- G. Proactively Communicate with the Public

II) Effectively Manage Our Resources

- A. Plan for Facilities that Meet the Department's Needs
- B. Establish a Regimented System for Equipment Management
- C. Improve Technological Capacity and Access to Information
- D. Fully Staff a Department of Qualified and Capable Employees

III) Build a High-Performing Organization

- A. Evaluate and Improve Organizational Structure and Internal Processes
- B. Improve Internal Communication
- C. Strengthen Capacity for Emergency Management
- D. Provide Employees with Training and Tools Necessary to be Successful
- E. Promote a Healthy, Positive Workplace Culture

STRATEGIC PLAN

I) Improve Public Safety by Reducing and Preventing Crime

The Tukwila Police Department's core function is to keep the public safe from crime, with the aim of creating a secure environment for residents, visitors, and businesses alike. Historically, Tukwila has struggled with relatively high levels of criminal activity, which has kept it from achieving its vision as a safe, dynamic, and attractive regional hub. Our first focus is to improve public safety so that the City can reach its potential and its communities can thrive.

We aim to improve public safety by continuing the Department's current focus on crime reduction and placing an increased emphasis on crime prevention. Some of the strategies in this Goal are based on the Department's 2012 Crime Reduction Initiative and focus on increasing arrests and reducing crime in places or among individuals already known for criminal activity. Other strategies are based on more preventative measures, including education, engagement, accessibility, and fostering public trust.

Building strong partnerships and establishing a strong community presence will be paramount to our success in improving public safety. Several of the strategies listed below highlight the importance of reaching out to and working with various groups, including the Prosecutor's Office, City employees, businesses, and the City's diverse array of residential communities. We will also continually seek out opportunities for regional partnerships that can help create efficiencies and improve service.

A. Target Hot Spots and Key Offenders

A disproportionate amount of crime in Tukwila occurs in specific hot spots and is committed by a relatively small number of key offenders. Focusing efforts on problem areas and targeting known repeat offenders has proven to be an effective crime-reduction strategy nationwide and is a good fit for Tukwila. This strategy helps increase crime-solvability rates, change criminals' perceptions about what they can get away with in certain areas, and ultimately reduce criminal activity overall.

1) Take steps to improve the functioning of the Top Offender and Hot Spots Programs

- Improve management, updating, and archiving of top offender lists
- Seek ways to notify top offenders of their status
- Better identify hot spots using a combination of data analysis and on-the-ground patrol experience
- Make sure identified hot spots are communicated to staff throughout the Department

2) Regularly evaluate the Top Offender and Hot Spots Programs and refine as appropriate

B. Strengthen Investigations and Timely Arrests

A key aspect of reducing criminal activity is ensuring that criminals are identified and apprehended in a timely manner. This strategy focuses on creating efficiencies and broadening capacity in the investigations process so that arrests occur as quickly as possible.

1) Establish standards and accountability to ensure timely completion of work

2) Fully staff our currently approved levels of detective positions

3) Conduct an assessment of current demand and resources needed to fully operate investigations for the future

C. Increase Successful Prosecutions

While we are responsible for conducting investigations and apprehending suspects, we rely on City and County prosecutors to convict and incarcerate/confine criminals. Likewise, prosecutors rely on us to conduct investigations and gather evidence in a manner that allows for successful and swift prosecutions. A strong working relationship between the TPD and prosecutors, with frequent collaboration and good communication channels, is critical to increasing successful prosecutions and keeping criminals off Tukwila's streets. Through implementing this strategy, we will take a leadership role in developing an effective and efficient working relationship with prosecutors and courts, and collaborating to ensure the criminal justice process is operating as smoothly as possible.

1) Take a collaborative leadership role in improving communication and collaboration between the TPD, City and County Prosecutor Offices, and the Courts

- Establish a strong working relationship with the Prosecutor's Office so all officers understand what prosecutors need
- Conduct training or other activities to increase a shared understanding of the roles and responsibilities of the TPD, the Prosecutor, and the Courts
- Appoint a TPD/City Prosecutor liaison to facilitate communication
- Flag Top Offender case files to be transmitted to the Prosecutor's Office

2) Partner with the City and County to ensure the criminal justice process functions optimally, given available resources

- Identify and address gaps and inefficiencies in the process
- Prioritize available staffing and other resources where most needed
- Identify tools and improve procedures to help increase prosecution rate

D. Increase Our Accessibility, Visibility, and Responsiveness to the Community

Improving officers' accessibility, visibility, and responsiveness is critical to reducing and preventing crime in Tukwila. A police presence is needed across the City so that potential criminal activity is discouraged and residents feel safe and comfortable throughout the community.

1) Increase our on-the-street presence to discourage criminal activity and be more accessible to residents

2) Utilize technological tools to improve responsiveness

E. Increase Public Safety Education and Awareness Among Residents, Businesses, and City Employees

We recognize that a safe community is one where everyone works together to help reduce and prevent crime. Therefore, along with doing what we can to fight crime directly, we believe raising awareness and providing public safety education opportunities to residents, businesses, and City employees is paramount. An informed population that understands what actions can be taken to prevent crime, as well as what steps to take if they witness criminal activity occurring, goes a long way to creating a safe environment.

1) Develop appropriate strategies for engaging retailers as effective partners

2) Provide public safety education opportunities to City employees

3) Reinstatement of the Citizens' Police Academy

F. Effectively Engage with Members of Tukwila's Diverse Community

Tukwila's rich ethnic and cultural diversity is one of the community's most attractive qualities; it also provides significant challenges in terms of being able to successfully reach out to all Tukwila residents. We aim to align with and take a lead role in the City's broader efforts to reach out to and engage with Tukwila's diverse array of residential communities.

We will focus on effectively engaging with and building trust among these communities by reducing cultural and language-based barriers, developing relationships, and seeking out opportunities for productive interactions. Some potential avenues to engaging with Tukwila's various communities include: visiting religious centers, collaborating with schools and attending language/culture-specific events at schools, and working with refugee resettlement groups.

We believe these efforts will help the Department better understand needs, build relationships and trust with residents from all backgrounds, open up two-way channels where none existed previously, provide information about the role and function of the Police Department, and ultimately allow a greater portion of the public to contribute to crime-prevention efforts.

1) Proactively seek out opportunities to establish relationships with diverse community members

- Develop relationships with representative members of Tukwila's largest populations
- Use language- and culture-specific media and social media outlets

2) Facilitate successful and efficient outreach

- Develop more translated materials
- Develop welcome packet for immigrants and refugees
- Encourage officers to learn languages spoken in our community

3) Look at recruitment and hiring practices to match the needs of community

- Seek out new hires with diverse cultural backgrounds and language abilities

G. Proactively Communicate with the Public

Highlighting the excellent work that we do on a regular basis is about more than just good public relations – it's about maintaining the public trust in law enforcement legitimacy, which allows us to better perform our department's core function of ensuring public safety. In addition, a greater flow of information to residents means greater opportunity for community-oriented crime prevention. This strategy aims to use multiple avenues to communicate with and keep the public informed about what we are doing, our recent accomplishments, and any other important happenings or pertinent pieces of information.

1) Use social media outlets and our webpage to communicate with the public

- Focus on use of Facebook and Twitter
- Regularly update the website
- Use police blotter as an online communication tool
- Provide easy access to press releases and articles

2) Provide timely and relevant information to the public

3) Attend community events

4) Promote positive news stories that describe our role in the community

II) Effectively Manage Our Resources

Our resources are essential to our ability to fulfill our core function of keeping Tukwila safe. Smart, effective resource management means making sure our current resource needs are being met, while also planning ahead to ensure we are prepared for future growth. The strategies under this Goal aim to make sure that we are appropriately tracking and managing the Department's key resources.

A. Plan for Facilities that Meet the Department's Needs

We're thinking about our facilities in both the immediate- and long-term. In terms of short-term actions, the Department has identified a new evidence facility as the most critical need.

In terms of long-term planning, we will be proactive in participating in City-wide facilities planning efforts and identifying how growth of the community and other changes will affect future facility requirements. The City is currently conducting a facilities study that will play an instrumental role in determining future facility upgrades and developments.

- 1) **Establish a new facility for evidence in the short-term**
- 2) **Participate in City-wide facilities planning to address the long-term needs of the Department**
 - Incorporate staff feedback in facilities planning

B. Establish a Regimented System for Equipment Management

This strategy aims to ensure that our officers always have dependable equipment through the development of a replacement schedule for critical equipment and the continual assessment and integration of new tools and technologies.

- 1) **Develop a replacement schedule for critical equipment as needed**
- 2) **Assess and prioritize the integration of new technologies and tools**
- 3) **Participate in a fleets standards and future needs assessment**

C. Improve Technological Capacity and Access to Information

The importance of new technologies, web communication, and digital information to police work has increased dramatically over the last few decades, and will likely continue to increase in coming years. As new technologies continually emerge, it is critical that we assess our technology needs and harness available tools to work more effectively and efficiently, while eliminating redundant or unnecessary tools. This strategy aims to improve the Department's technological capacity through the initiation of a collaborative effort with the City's IT Department and to deploy new technologies to improve basic Department functions such as records management and communications with the general public.

1) Engage in a collaborative effort with the City's IT Department

This effort will:

- Identify current and future technology needs and develop a prioritized needs assessment and technology plan
- Evaluate current technologies and eliminate redundant or unnecessary tools
- Map out roles and responsibilities, identifying opportunities to allow staff to administer day-to-day activities

2) Implement an online reporting system for the public to report crimes or other issues

3) Implement a new Records Management System

This system will include:

- Electronic reporting capabilities for officers
- The ability to access this system in vehicles/remotely
- Better integration of multiple kinds of data files

D. Fully Staff a Department of Qualified and Capable Employees

Our most essential resource is our staff, and the importance of hiring and retaining quality personnel cannot be understated. The ability to attract qualified employees to fill open positions has consistently been a challenge. This strategy aims to address this issue by strengthening our ability to identify and hire quality applicants and evaluating and refining testing processes used to select personnel.

- 1) Strengthen our system to attract, identify, and hire high quality applicants**
 - Advertise to a wider audience online
 - Streamline process for lateral applicants
- 2) Evaluate and refine processes to decrease the lag time of filling vacant positions**
 - Improve the background check process
 - Maintain a list of lateral applicants
 - Hire a greater percentage of lateral applicants
- 3) Evaluate and refine the testing process used to select personnel**

III) Build a High-Performing Organization

As a public agency that relies on trust and problem solving, communication, flexibility, and leadership are all critical components to our success. Building our organizational capacity and maximizing our staff's potential so that we can be a high-performing organization is a top priority. This means ensuring that our structure, staffing, and processes best support our core functions; that we have effective internal communication systems; that we have the internal capacity to manage emergencies; that we prepare our employees to be successful; and that we promote a healthy, positive workplace culture.

Most of these strategies align with or borrow elements from the High Performing Organization (HPO) model, an innovative approach to governance that has been adopted by City of Tukwila leadership. The HPO model aims to improve performance by engaging employees, developing leaders at all levels of an organization, establishing a values-driven work culture, and applying a strategic organizational vision. It calls for organizations to engage workers actively involved in management, leadership, and task functions, and emphasizes the team skills needed for collaborative success. While the hierarchical nature of an organization like the TPD makes applying the HPO model more challenging and complex, several of its key principles provide us with a strong foundation for developing organizational capacity. We will implement the HPO model in a way that allows us to balance the need for command and control during incidents with opportunities for creativity and decentralized leadership at other times.

A. Evaluate and Improve Organizational Structure and Internal Processes

This strategy calls for evaluating and potentially modifying our organizational structure so that it better supports what we are trying to achieve. It also focuses on finding efficiencies in our processes through the application of Lean-based principles. Lean is a management philosophy and set of tools that has seen increasing application in the public sector in recent years. Its core purpose is to improve processes by identifying and eliminating wasteful steps that do not add value.

- 1) Seek opportunities to improve our current organizational structure and staffing to best support achieving our Vision, Mission, Values, and the Strategic Plan**
- 2) Implement Lean-inspired principles to identify opportunities to increase internal efficiencies in processes**

B. Improve Internal Communication

To be a high-performing organization that is reliable and effective, strong, two-way communication channels must exist between leadership and staff, as well as across divisions. We face several communication challenges, including its hierarchical nature, the existence of multiple shifts across 24 hours that rarely come in contact with each other, and staff working in separate buildings. This strategy aims to address these challenges and improve internal communication by establishing reliable communication channels.

1) Improve communication across and between all levels of the organization

- Provide opportunities for employee input
- Establish systems to ensure key communications are not missed by any staff member
- Hold staff accountable, including managers for communicating and line staff for reading emails
- Ensure other staff, including detectives and commanders, regularly attend patrol briefings
- Continue to develop the InfoShare program

C. Strengthen Capacity for Emergency Management

While the City has its own Emergency Management function and procedures, we will strengthen our capacity to manage emergencies by developing an internal Continuity of Operations (COOP) plan that is aligned and integrated with the City's plans. In addition, training will be provided to employees on home emergency preparedness, increasing the likelihood that they will report to work if an emergency disaster occurs.

- 1) Review and update a COOP that is integrated with the City's Comprehensive Emergency Management Plan**
- 2) Provide classroom training on home disaster preparedness for employees to ensure they will be available for duty during an event**

D. Provide Employees with Training and Tools Necessary to be Successful

A high-performing organization requires well-trained, competent employees that are engaged and able to contribute across various facets of the Department, from task functions to management decisions. For this to occur, it is critical that we provide employees with the training and tools necessary to be successful. This will involve assessing and modifying the entire training program to ensure all staff have the competencies and coaching necessary to support achieving the Department's Vision, Mission, and Goals. It will also entail providing leadership training Department-wide so that every staff member's potential is maximized, as well as implementing a series of actions to improve the training quality and content for newly commissioned officers.

- 1) **Assess and modify entire training program for both commissioned and non-commissioned staff**
 - Ensure all staff have the right competencies, training, and coaching to support the Department's Vision, Mission, and Strategic Plan
- 2) **Provide leadership training for everyone in the organization and put managers and supervisors through IACP leadership course ("Leading Police Organizations")**
- 3) **Improve training quality and content for newly commissioned officers**
 - Assess and make identified improvements to the Field Training Officer (FTO) Program
 - Establish a core training curriculum for new officers that includes important training to be completed within their first two years
 - Conduct regular legal update training

E. Promote a Healthy, Positive Workplace Culture

We will continue to build a positive workplace environment by fostering a culture that speaks directly to our Vision and Core Values, taking several actions to encourage a healthy and engaged workforce, and encouraging all employees to be stewards of our culture throughout the Department.

- 1) **Cultivate a culture that is in line with our Vision and Core Values**
- 2) **Encourage a healthy and engaged workforce**
 - Provide training on "Emotional Survival for Law Enforcement," addressing the mental and emotional strain on staff
 - Empower employees to take part in certain decision-making processes
- 3) **Encourage all employees to be stewards of our culture and Values to other staff**