



SPD 20/20

A VISION FOR THE FUTURE STATUS UPDATE



seattle.gov/SPD2020

Chief's Message

We are at the halfway point of our promise to implement initiatives designed to improve the Seattle Police Department, and already significant progress has been made. This document provides an overview of our progress to date in implementing reforms we committed to in SPD 20/20: A Vision for the Future.

Many of these items are also covered in the Settlement Agreement and Memorandum of Understanding that we negotiated last year with the Department of Justice. We are moving forward on a very aggressive timeline to implement the initiatives outlined in 20/20, but we will also be working closely with the Monitoring Team and the new Community Police Commission to make sure that the changes we make meet the expectations of our community partners.

This document represents our commitment to the community we serve. We encourage you to visit the website, seattle.gov/SPD2020 if you have any questions regarding the initiatives outlined here.

We continue to work toward our goals, and look forward to input from the community.

Chief of Police John Diaz



Chief John Diaz at a Safe Communities meeting.



Community Relations Group Lead Acting Capt. Carmen Best at an SPD in-house workshop day for all 20/20 personnel.

The Seattle Police Department recognizes that some of the policies, training curricula and procedures developed under the 20/20 Initiative are also covered by the Settlement Agreement and Memorandum of Understanding. These materials will be reviewed and approved under the terms of the agreements, and may be modified in order to comply with the agreements' requirements.



Acting Sgt. Christi Robbin Initiative #14 Lead and 20/20 Staff

Protecting Constitutional Rights

1. MODERNIZE PUBLIC DEMONSTRATION MANAGEMENT

Seattle is and will continue to be a city that supports free speech. The skills and leadership necessary to facilitate public demonstrations continue to evolve both for organizers and for the Seattle Police Department, which is charged with protecting the safety and constitutional rights of all.

To date, we have:

- Developed protocols to focus Commander Training on the rapid removal and arrest of criminal disruptors, and better understand the impacts of intervention on crowd psychology.
- Created a work group to compile a demonstration management field guide, to be finalized in 2013. This guide will be used by Incident Commanders to address peacekeeping, conflict avoidance, removal and arrest of disruptors, intervention and communication.
- Identified a new Training Team for “Advanced Demonstration Management”. Training began in February 2013 for front line patrol officers in intervention tactics and strategies, preserving First Amendment rights and responsibilities, peacekeeping and the role of peacekeepers, police strategies to avoid conflict, and layered communication strategies.
- Written and published a new policy on the use of OC spray as it relates to crowd management. This policy focuses on self-defense, defense of others and significant damage to property.
- Provided training updates to all full time bike officers on bicycle tactics, including alternatives to the use of OC spray. The Training Team will provide a 1-day refresher course, which is currently scheduled for 2013.

- Created a Demonstration Command Group (DCG) to lead the response to all demonstrations. The DCG is a group of leaders within the Department who are specially trained in demonstration management and will be leading trainings for other officers.
- Developed a “Commander’s Worksheet” to provide all Incident Commanders guidance to facilitate early meetings with protest organizers to improve communication, prevent illegal disruption, and provide better service.
- Reviewed and confirmed the requirements of the City of Seattle’s “Intelligence Ordinance,” as a statement of existing City policy to govern the filming of demonstrations. (SMC 14.12.-Collection of Information for Law Enforcement Purposes).

2. DEVELOP PROTOCOLS TO PREVENT LOW-LEVEL OFFENSES FROM ESCALATING

Problems associated with street disorder and associated “low-level offenses” pose challenges for many major cities, including Seattle. People who are impacted by mental health issues and/or substance abuse, and who also engage in low-level offenses, can provide our police with unexpected and difficult challenges. What began as an officer’s attempt to assist or prevent injury can lead to an unexpected use of force. Compassionate policing requires us to be vigilant in addressing low level offenses that have significant impacts on our community, and when doing so, to minimize the likelihood of escalation. Police officers must have clear guidance and support when they are confronted by these often unpredictable situations.

Ongoing work includes:

- Preparing a written policy to guide enforcement of the Pedestrian Interference ordinance in different policing and crowd management contexts.
- Adopting a variable approach to low level offenses, with options ranging from social service referrals to arrest.

Over the past year, we have conducted significant research to develop training in de-escalation and low level offense protocols and for dealings with persons in crisis. These concepts and protocols have been incorporated into the 2013 Street Skills training curriculum and are mandatory for all sworn personnel.

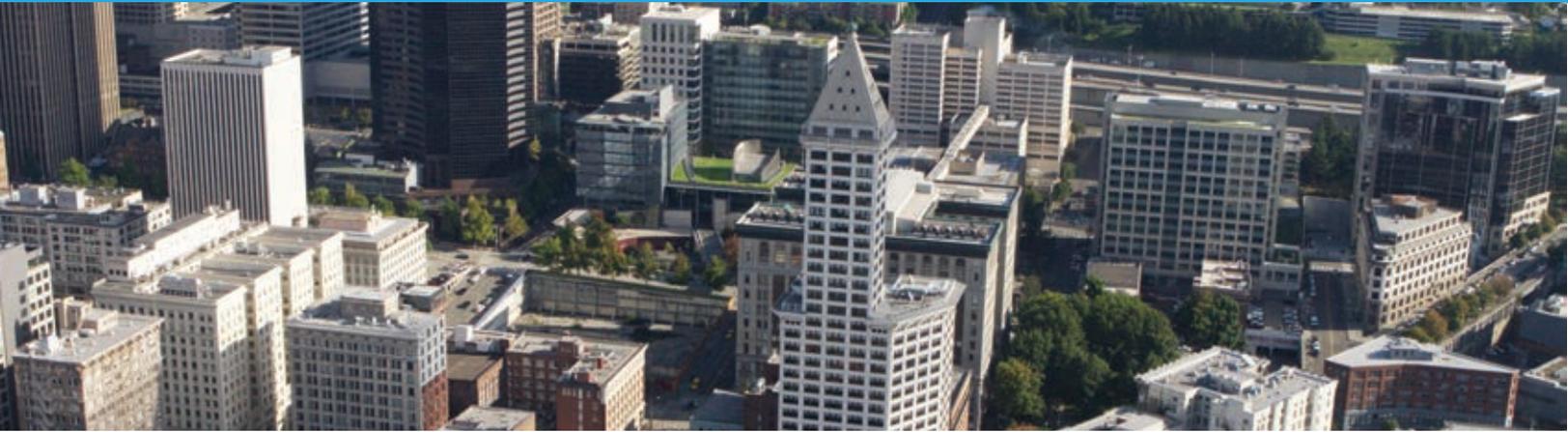
- Continuing to explore alternatives to traditional low level offense enforcement options.
 - The ongoing Law Enforcement Assisted Diversion (LEAD) program refers low level drug, prostitution, and other offenders to voluntary treatment through a wide range of social services, mental health, and other providers.
 - The Center City Initiative includes a pilot program to address high impact offenders using alternatives to incarceration such as connection to services as a first option.
 - We are also participating in an ongoing dialog about different ways to utilize the Community Courts to address quality of life offenses. The department will continue to explore other potential methods of addressing street disorder as this process continues.
 - Considering a Westlake Park pilot project to provide entirely non-enforcement oriented services to intervene in street disorder situations.
- Ensuring that a minimum of fifty Seattle Police Officers will attend the 40-hour Crisis Intervention Team training at the WSCJTC, and all officers will receive the 18-hour version in 2013.

3.ADDRESS BIASED POLICING

We are committed to ensuring that every Seattle Police Officer understands and complies with department policy regarding biased policing. We will continue efforts to build strong relationships throughout our city's diverse communities, and will collect and analyze demographic data to better understand its role in policing.

We are:

- Drafting a new policy on biased policing for review by the Department of Justice Monitor and the Community Police Commission later this spring.
- Ensuring that copies of all traffic citations, warnings, civil infractions and “street checks” are available for review in searchable databases, to facilitate research into the underlying reasons for racially disparate law enforcement outcomes.
- Preparing to work with the Community Police Commission to review collection of pedestrian violation data.
- Engaging with Seattle University staff, both graduate and undergraduate students, to assist us in understanding biased policing in both a quantitative and qualitative manner. This partnership is intended to produce recommendations to the department for changes to policy, training, community outreach, and/or data collection.
- Elevating the importance of the Race and Social Justice Initiative (RSJI) by assigning a full time program coordinator. Our goal is to lead the City's efforts towards equity, a level playing field, and full participation by all employees and community members in our collective success. The Department is currently participating in the RSJI “Race, the Power of an Illusion” training; all sworn and civilian employees will take part.
- Reviewing various training options related to cultural competency and biased policing through the Education and Training Section and the RSJI Program Coordinator. The new training will proceed either as standalone lessons be incorporated into yearly street skills trainings. Some of the material for this training will come from the findings of the Seattle University qualitative biased policing study.



Training in Seattle's Values

4. TRAIN ALL OFFICERS ON USE OF FORCE STANDARDS CONSISTENT WITH SEATTLE'S VALUES

We want police officers to use appropriate force, when necessary, to apprehend criminals and to protect themselves and the public. We also need to ensure that police are judicious in their use of force, and conduct themselves in both a legal and ethical manner while demonstrating an appropriate level of compassion. We are committed to implementing a state-of-the-art "response to resistance" curriculum, while creating a training cadre and culture that supports "getting it right" every time. With these goals:

- Our Use of Force policies are being revised. This process has included input from community groups, research partners, and guidelines established by the Settlement Agreement. The Education and Training and Audit, Policy, and Research Sections are partnering to develop the Settlement Agreement compliance language that will be used as the basis for a new training curriculum.
- We are continuing to send front line officers to the Washington State Criminal Justice Center's (CJTC) 40-hour Crisis Intervention Team (CIT) training.
- We are developing a new 18-hour in-house CIT familiarization course for delivery to all Seattle Police Department officers and detectives. This training will utilize recognized industry standards, Settlement Agreement language guidelines, and best practices.
- In collaboration with industry partners, an in-house de-escalation training course will be included in the 18-hour CIT syllabus. The content of the de-escalation training course is awaiting

review and approval in connection with the Settlement Agreement.

- The revision of our policies and annual training in the use of lethal, less-lethal, and non-lethal tools is ongoing. We will ensure the guidelines for use comply with current case law and industry-recognized best practices. New training curricula on impact weapons, OC spray and Taser use are under development in connection with the Settlement Agreement.
- The Department's Team Tactics training was first developed and implemented in 2011. We have updated the training to include less-lethal and non-lethal concepts, skills, and scenario-based exercises. This training was built around recognized industry standards for force response, current case law, Department policy, and best practices. This training program is undergoing review and approval in connection with the Settlement Agreement.
- The Education and Training Section developed a training course to provide annual training to officers on reporting and documenting the use of force. The course is based on current case law, Settlement Agreement language, and industry recognized best practices, and it is undergoing review and approval in connection with the Settlement Agreement.
- We are using recognized industry standards for force investigation and reporting to develop a Use of Force Investigation and Documentation training syllabus for all sergeants and commanders overseeing patrol. It will include policy revisions currently being conducted by the Audit, Policy, and Research Section, and will represent best practices in this area. Upon its completion, the curriculum will undergo review and approval in connection with the Settlement Agreement.

5. TRAIN OFFICERS IN APPROPRIATE SEARCH AND SEIZURE PRACTICES

All Seattle Police Officers must be clear in their understanding of the different types of police subject contacts. It is critical for police to understand the distinctions the court makes when referencing these contacts. Officers must have clear and updated information regarding the changing laws affecting search and seizure.



To meet these goals:

- We conducted a comprehensive review of search and seizure case law, Office of Professional Accountability reports, and prior training materials.
- We developed a proposed training methodology with a list of prioritized module topics. The Education and Training Section has assumed responsibility for producing and providing the on-line (“e-Learning”) training modules.
- Specific modules on search and seizure for officers were launched in January 2013, and will continue to be updated as case law evolves, in partnership with the Monitoring Team. The modules will continue to occur monthly, providing specific

and verifiable information on search and seizure. The training will focus on different legal definitions and accompanying case law, focusing primarily on stops and detentions.

- Training for sergeants will involve a more in-depth examination of search and seizure topics. This will enable sergeants to better guide, critique, and train their personnel. The curriculum is expected to be developed in spring 2013.
- In August 2012 Department Commanders held their first Round Table forum to discuss search and seizure principles. Specific information and issues regarding contacts and detentions were presented. Commanders were given the opportunity to discuss and provide input.
- Six Sergeant Forums were held in December 2012 to brief sergeants on the initiative, including its basic objectives, research, and proposed strategies. Specific topics were discussed on searches of vehicles and the search warrant process. A Commanders’ Forum was held to discuss the topics and issues raised at the Sergeants’ Forums. Notes

regarding issues and questions raised were taken and distributed back to participants with a commitment to follow up.

- We plan to continue commander and sergeant forums specific to search and seizure issues on a quarterly basis.

6. IMPROVE SUPERVISION BY CREATING A SERGEANT'S ACADEMY

First-line supervision is one of the keys to successfully creating a culture of excellence across all bureaus and ensuring that our community and Department priorities are carried out. To invest in this important group, the Seattle Police Department is creating a new "Sergeant's Academy" to provide essential training for all existing, long-term and incoming Sergeants. The founding principle of the curriculum is the responsibility and accountability of all sergeants for employee performance.

The Education and Training Section is currently developing a curriculum, which will include:

- Ways to improve employee performance
- Effective use of technology in supervision and policing
- Effective communication
- Dealing with difficult people
- Training on how to provide feedback to employees
- Budgeting and supervisory fiscal responsibility
- Accountability
- Roles, Responsibilities, and Accountability (RRA's)
- RRA guides for every rank and position will be developed that include critical competencies, capabilities, and job tasks to insure every rank is aware of and understands each element of their job, and the requisite training, education, and experience necessary to be a master of that rank/job
- Key organizational messages to enhance performance and how to deliver them
- How to monitor, recognize and address biased policing, including what areas to monitor, understanding how actions are perceived and clarifying policies for employees.
- Supervisory Ethics
- Leadership best practices from both public and private sector research and experience.
- Key elements of the Department's Race and Social Justice Initiative (RSJI) Workplan and their relevance to supervisory roles and responsibilities.
- The new curriculum is expected to be ready for presentation to the Monitoring Team and Community Police Commission this spring.

7. IMPROVE LEADERSHIP BY CREATING A COMMANDER'S ACADEMY

Creating a world class police department requires principled, effective, and innovative leadership. We are creating a new "Commander Academy" which will begin with one week of training for all Commanders, including incoming and long term Lieutenants. The training topics are outlined and have been transferred to the Education and Training Section for curriculum development. Training topics include:

- Leadership principles (advanced study of Leadership and Management)
- Command expectations
- Roles, Responsibilities and Accountabilities (RRA's)
- Best practices in accounting and budgeting
- Public Speaking
- Department Messaging (understanding, mastering, and teaching top ten messages that are keys to improving performance and meeting expectations)
- Political engagement from a public sector perspective
- History of Seattle
- Racial, social, and economic makeup of Seattle (history)
- Race and Social Justice Initiative (RSJI) Advanced

8. TRAIN NEW OFFICERS TO UNDERSTAND SEATTLE

Washington State's Basic Law Enforcement Academy (BLEA) provides primary training for new Seattle Police Officers. Because the challenges and expectations of policing in Seattle are different than in many other parts of the State, the Department currently provides additional post academy training. As we looked for ways to tailor our training to better suit the community, we initially considered expanding our current Post-BLEA schedule. After considering a number of factors, we decided it would best to leave the existing Post-BLEA schedule mostly intact and create a new Pre-BLEA curriculum. Presenting the curriculum to recruits before they attend the academy, rather than afterwards, is less expensive, more likely to make an indelible impression, and minimizes distractions.

The Department is now creating a one-of-a-kind curriculum to educate our recruits about the city they have been hired to protect and serve, to instill a sense of pride in being a Seattle Police Officer, to familiarize them with the array of resources available to address community concerns, and to equip them with enough information to be effective ambassadors for the department and the City once they are deployed to serve our community.

In order to develop this training, the Department has:

- Identified human services programs to partner with, including the Downtown Emergency Service Center, Crisis Solution Center/Mobile Crisis Team, Department of Human Services, Sobering Support Center, Victim Support Team, and the Seattle Youth Violence Prevention Initiative, and begun work to develop lesson plans with goals and objectives for when our pre-BLEA recruits visit. The lesson plans include: goals of the program, history of the organization, types of services provided, target population, how referrals are received, hours of operation, and more.
- Identified all Washington State Tribes and established contacts within all agencies that have local police department and are located relatively close to Seattle to discuss possible inter-agency training options and topics. The Department also contacted the Governor's Office of Indian Affairs, Seattle Indian Health Board and researched the Native American Cultural Centers in the Greater Puget Sound Region. The Department found the Tulalip Tribe Hibulb Cultural Center is a State recognized museum featuring guided tours and classroom/meeting facilities and are able to assist in pre-BLEA.

We expect to have these training curricula ready for implementation in summer of 2013.

The Race and Social Justice Initiative (RSJI) is a continued training requirement for all new Seattle Police Employees.



Sgt. Grant Ballingham, Initiative #11 Leader

Earning Public Trust

9. IMPROVE REVIEW OF USES OF FORCE

The community has entrusted our officers with the responsibility to use force when necessary. In order to maintain that trust, we must ensure officers' use of force is reported, investigated, reviewed and monitored and that any lessons learned are shared across the Department. The process should ensure that we learn collectively and, as a Department, set a standard for "Best Practices" in law enforcement. In addition, this system is designed to provide an appropriate accountability mechanism for all officers, investigators, and reviewers. The Seattle Police Department's force review process is focused on learning and reflection for constant improvement.

- The Use of Force Review Board (U of FRB) is currently operating on an interim policy. The Use of Force Review Board meets weekly to review each use of force to answer several questions.
 1. Was the Officer's use of force preceded by a lawful and proper stop?
 2. Was the use of force consistent with Department policy governing the use of force by SPD employees?
 3. Was the use of force consistent with an employee's training? If not, should additional training be provided or required?
 4. Was the force investigation complete, thorough, and consistent with policy?
 5. Was the review at all levels appropriate?
 6. Is there any formal or informal guidance that should be provided to anyone involved in the force use, investigation, or review?
- Any recommendations will be documented in the use of force packet along with the appropriate response.
- The Force Investigation Team (FIT) is prepared to respond and investigate serious ("Type III") uses of force.

- A Peer Review Board (PRB) is being established. The PRB will meet monthly to discuss use of force issues, and report to the Captain of the Education and Training Section on a sample of cases already reviewed by the Use of Force Review Board. The members of the PRB will include officers and sergeants who have successfully completed the use of force field instructor course.
- An appropriate and effective method to provide for civilian review of the Seattle Police Department's Use of Force investigations is being developed.
- A schedule of periodic reports on force rates, trends, and patterns has been developed for posting on the Seattle Police Department website. The Audit, Policy and Research will develop a long-term use of force review process in 2013, subject to review by the Monitoring Team.

10. DEVELOP A WRITTEN, BINDING CODE OF ETHICS

All personnel of the Seattle Police Department will conduct themselves in a legal and ethical manner while adhering to the Departmental Manual, with an appropriate level of compassion. The Code of Ethics represents our commitment to strive for excellence and is built on our foundation of Service, Pride, and Dedication.

We have:

- Developed a written Code of Ethics for all employees. The Code of Ethics for Department employees is focused on expected behavior as opposed to prohibited behavior, which is already defined in the Department Manual.
- Established that every employee will sign a copy of the Code of Ethics indicating they have read the code and understand the requirements.

Going forward, the Education and Training Section will distribute roll call training scenarios, articles and/or other examples of ethical issues for discussion, and our training team will distribute an annual "e-training" on ethics.

11. RECRUIT GREAT OFFICERS

We project that over the next five years more than 300 police officers are likely to retire. We will use this as an opportunity to increase diversity in our ranks, drawing from the Seattle community whenever possible. These new recruits will reflect the values of our City and be committed to help build the exceptional police department that our community deserves. This turnover will require the highest quality of supervision and training as we meet the challenge of replacing some of our most experienced, professional officers.

- Community leader Kip Tokuda has provided us with a recruiting report, which contains a series of recommendations to enhance diversity in recruiting in Seattle both in the near and long term. Many of these recommendations are currently being implemented in our recruiting unit.
- We will eliminate the \$25 fee to apply to be a Seattle Police Officer, beginning in July 2013, in order to make the testing and application process more accessible.
- All Department Community Outreach staff have been trained in tools to assist in recruitment from Seattle's diverse neighborhoods and communities.
- Our Recruiting Team has reached out to all communities in Seattle and throughout the Puget Sound region to attract the very best candidates to join the Department. Their on-going efforts coupled with the efforts of the Community Outreach personnel will contribute to future improvements built on their past successes.
- We are working with diverse community groups to develop new recruiting strategies to enhance those mentioned above. We have conducted a study of hiring standards and desirable characteristics in a police officer as identified by other law enforcement jurisdictions. We continue to meet with a variety of community leaders and other individuals in order to define what qualities and characteristics are valued in Seattle Police officers.
- Community participation on hiring oral boards is being studied as a possibility.
- We will continue to monitor recruiting ratios relating to diversity, geography, and other information. We will continue to examine the ratios as they relate to the hiring of women and City residents and work on creative solutions to this challenge.

12. SYSTEMATIC ENFORCEMENT OF PROFESSIONAL STANDARDS

Our Professional Standards Section was established in November of 2011 in order to nurture an organizational culture of excellence based on a foundation of sound and effective policies. The Section has since become the Professional Standards Bureau, with broad responsibility for training and public engagement, as well as implementation of the Settlement Agreement, 20/20 initiatives, and other reform efforts. The Bureau's Audit, Policy and Research Section is specifically responsible for developing policies, procedures and standards to support reform efforts.

The Audit, Policy and Research Section is committed to the following five principles:

- I. Best Practices of the Policing Profession
- II. Legal and Constitutional Standards
- III. Research and Evidence-Based Practices
- IV. Department and Community Values
- V. Collaboration Internally and Externally

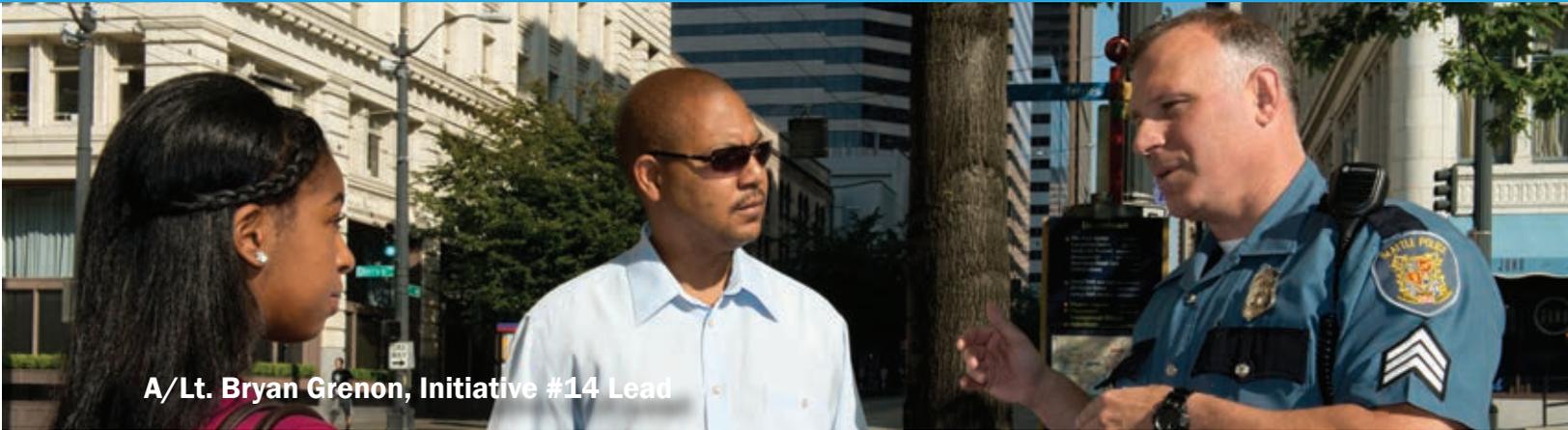
Significant sections of the Department Manual have already been rewritten to meet these criteria. All new manual sections will be reviewed for compliance with the 5 Principles before they are published. The Professional Standards Section is also working to share this approach with the City Auditor's office, the Office of Professional Accountability (OPA) Auditor, and the OPA Director in order to better address recommendations in their respective arenas.

13. ENHANCE EARLY INTERVENTION

The ongoing monitoring of officers, and early intervention when problems arise, is a basic responsibility of department supervisors and managers. Our Early Intervention System (EIS) is being redesigned to focus on desired activities. Existing threshold “triggers” (such as the use of force, OPA complaints, and other factors) are being lowered and re-evaluated to ensure the system is used to increase the level of monitoring each employee receives, especially when engaged in frequent trigger activity. Arrest numbers, traffic enforcement activity, call response, and other information available via the Police Officer Productivity Report will enhance the positive side of this monitoring to reinforce desired behavior.

We are:

- Developing new software to automate EIS reporting. (We currently have a manual system in place to notify commanders monthly of all new early warning indicators for their assigned officers. This will be automated once the new EIS monitoring system is up and running).
- Developing new EIS triggers in accordance with the Settlement Agreement.
- Ensuring that supervisors are advised monthly of early intervention “triggers” involving one of their employees.
- Developing a “Supervisor’s Intervention Toolkit,” with policy and training concepts that will reframe “Early Intervention” from a negative intervention to more of a positive, supportive, mentoring approach, with a focus on proactive interventions to improve performance and prevent the need for negative or disciplinary intervention
- Developing training in the use of Police Officer Productivity Reports (POPR) in the Sergeant’s Academy to assist with the positive reinforcement aspect of this system.



A/Lt. Bryan Grenon, Initiative #14 Lead

Using Data-Driven Practices

14. IMPLEMENT A DATA-DRIVEN APPROACH TO DEPLOYMENT

We are committed to cutting edge strategies for crime fighting and crime control. As we undertake our review of the Neighborhood Policing Plan and review the recent Audit of SPD's Crime Analysis Function we have an opportunity to develop a data-driven approach to deployment. This initiative puts SPD on the cutting edge of modern policing. SPD has established relationships with The University of Washington, Seattle University, and George Mason University to get this work started. We will:

- Develop a world class scientifically driven approach to deployment and crime fighting.
- Purchase necessary real time mapping software and automated reporting tools
- Fully train the Crime Analysis Unit (CAU) in up to date analytical tools including enhanced mapping capacity
- Focus CAU on emerging hot spots and trends and clearly communicating these to front line officers
- Review and repair/upgrade CAU staffing based on audit recommendations and best practices
- Implement appropriate audit recommendations
- Update the Neighborhood Policing Plan
- Drive deployment via improved CAU capability
- Hot Spot policing and Intelligence-led policing requires more than better CAU or Commander training. It requires front line training in data mining, data use, problem-oriented policing, customer driven partnerships and solutions, and customized deployment strategies. Supervisors and Commanders must understand RRA's in this arena.

15. WORK WITH MAJOR CITY POLICE DEPARTMENTS TO DEVELOP BEST PRACTICES



The December 2012 Seattle Consortium was hosted by the Seattle Police Department and brought together academics, community members and law enforcement leaders from around the nation into one room to discuss best practices and major issues.

Seattle is not the only city in our nation facing the need to develop best practices. Rather than working independently to solve them, sharing information and best practices can result in better policing. The Seattle Police Department has convened a multi-city Consortium to develop a common research agenda for policing, and identifying and sharing best practices. The Consortium will use scientific inquiry, informed practice, and community involvement to advance the police profession, to improve its effectiveness, legitimacy, and fairness and to provide a laboratory and proving ground that can generate models for use by law enforcement agencies across the nation.

We hosted the first meeting of the Police Consortium on December 10 and 11, 2012. Attendees included over 40 community leaders, academic scholars and police professionals from around the country. Through dialog over two days, the Consortium members decided to focus initial study on the topic of “enhancing community trust”.

The Consortium will provide a comprehensive report based on the initial meeting, which establishes their next steps and research agendas for both short term and long term. The Consortium will also research and report on private-sector approaches to building relationships and establishing community trust in large organizations. The Consortium report should identify data sharing tools or ideas to assist consortium participants, in sharing data, information, and ideas.



Partnering with the Public

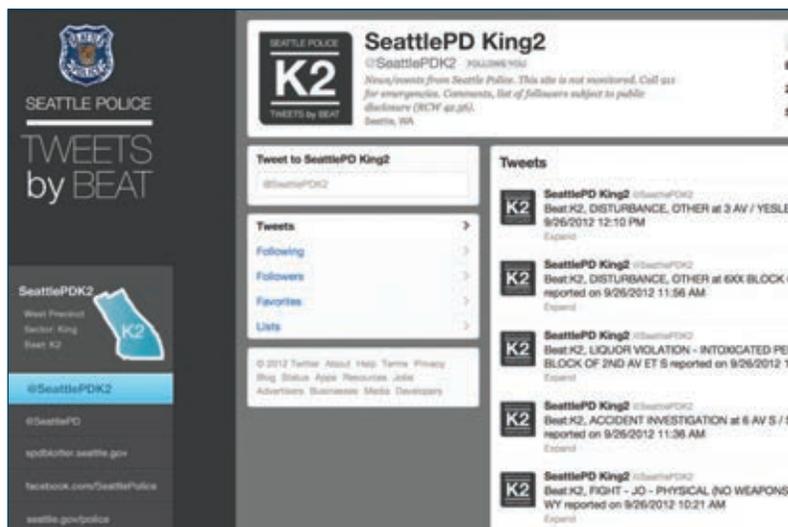
16. LISTEN AND EXPLAIN WITH EQUITY AND DIGNITY

To maximize public safety and police effectiveness, police must have the trust of the communities they serve. Research indicates that how people are treated by police matters as much as the outcome of that interaction. We are committed to continually improving the interactions our police officers have with the communities they serve. To this end we are providing Listen and Explain with Equity and Dignity (LEED) scenario training and modeling to help officers improve their interactions with the public. LEED training is intended to develop a style of communicating that is focused on listening and providing answers to “Why” questions.

The LEED model was initiated for new hires in June 2012. In-service training for 2013 is in development and will consist of both classroom and scenario based training.

17. PROVIDE BETTER INFORMATION TO THE PUBLIC

The Seattle Police Department's Public Affairs Office is building an interactive digital network designed to provide public safety information to the community in a way that is engaging, transparent and localized.



Launched in September 2012, the Tweets by Beat program allows the public to subscribe to any of the 51 police beats in the city to get up to date Twitter notifications of crimes.

- The Seattle Police Department can effectively distribute a variety of content to a wide audience using multiple formats including video, print, audio, and other digital media. All of these formats are now in use by the Seattle Police Department Public Affairs Office and can be found at seattle.gov/police and spdblotter.seattle.gov
- Web pages specific to each of Seattle's five police precincts are in development and are expected to be online this summer. These pages will include blog space reserved for precinct commanders for direct interaction with precinct residents and stakeholders.
- The Public Affairs Office will utilize Salesforce software to ensure that all requests are tracked and responded to in a timely fashion.
- The Public Affairs Office is using social media sites like Facebook, YouTube and Twitter to keep the community informed, and used Twitter to launch ongoing community education and outreach efforts like the Tweets-by-Beat and @getyourcarback programs.
- The Department has developed web forms for community feedback and employee recognition. Tellspd.com and Thank an SPD Employee are examples of this.
- The Public Affairs Office will provide quarterly reporting to the community beginning in 2013.
- A hyper-local crime data tool is in development with program launch expected this summer.

18. IMPROVE TRANSPARENCY AND ACCOUNTABILITY

The Seattle Police Department is committed to transparency. We will release information to the maximum extent permitted by law and consistent with effective policing. Our accountability commitments go beyond our complaint process and include the below listed measures:

- In December 2012, we participated in a forum with media and community stakeholders to receive their comments and suggestions regarding transparency. Those comments have been summarized and cataloged and are now being addressed.
- The City has sought the clarification of the existing Public Disclosure Request legislation in two cases, which are currently before the Washington State Supreme Court. Additionally, Seattle University is researching Public Disclosure case law and the associated response process; they will provide their results to the Department.
- The Department's Information Dissemination Project Phase 2 has established business rules to allow more efficient release of information, and is now testing and validating data.
- The Department has purchased enough body camera equipment to begin a six-officer pilot program. The equipment is compatible with our current in-car video system, and we are currently negotiating with the Seattle Police Officers Guild to address labor-related questions.
- We have identified a range of duties that new Office of Professional Accountability (OPA) Liaison officers could perform, as well as a list of issues to be considered. The Department will announce the selectees for these five positions in the second quarter of 2013.
- The OPA Director continues working with partners to examine models and software solutions for monitoring precinct-level complaints and complaint investigations. The need for setting up a better monitoring system has been identified and includes the need for a new complaint tracking system. The system is expected to be completed during the second quarter of 2013
- Much work has been done to provide additional access and transparency to the variety of systems currently used in our Early Intervention System (EIS). Representatives from Information Technology, Office of Professional Accountability, Human Resources, and other units who use these systems formed an internal working group to assess the current Administrative Investigation Management (AIM) computer system, other systems commercially available, and the option of creating an in-house system. Representatives continue to meet at least monthly as the system is being developed. Also, OPA was given direct access to in-car video, a step toward the goal of sharing information across units.
- OPA and the OPA Auditor have been tasked with developing a system to ensure their policy review and recommendations are thorough and timely. The Auditor has provided a list of the types of data necessary to review the Department's policies.

19. LAUNCH A COMMUNITY OUTREACH INITIATIVE

Effective policing requires engaging the public with sustained community outreach that is focused on shared values, promoting equity, strengthening accountability and responsiveness to the communities we serve. This is a collaborative process that involves community organizations, academic leaders, members of the clergy, as well as others. We need the community to help us address crime and the fear of crime while continuously improving police performance around such sensitive issues as use of force, perceptions of bias, hiring, training, and promotion of a workforce reflective of our community.



The Seattle Police Department launched Safe Communities in August 2012 with the goal of deeply engaging the community in reducing crime and creating the safest possible neighborhoods. This outreach mission is designed to help achieve SPD’s goal of providing a sustainable system of outreach to the community—reaching beyond individuals that traditionally engage with the police department—that will also promote equity and strengthen accountability and responsibility. Safe Communities is an opportunity

for neighborhood residents to meet with each other, members of their precinct, and other City Departments to focus together on concerns in their neighborhoods. Five large community meetings were held, one at each precinct, between September and November 2012. Eighty-six small community conversations were held between December 2012 and January 30th, 2013.

- We have worked with the Seattle Office of Civil Rights to encourage community groups to attend our “Race the Power of an Illusion” quarterly training.
- The Department’s Community Police Academy has been enhanced to include Crisis Intervention Team, Internet Crimes Against Children, and Public Relations training to the curriculum. The Community Police Academy has been expanded by one week and we have finalized a one-day Community Police Academy as part of our Community Outreach policy.
- We are continuing to participate in Precinct Advisory Council meetings and quarterly City Advisory Council meetings. We are increasing our involvement in the many Demographic Advisory Councils and in our National Night Out event. Our officers have identified and developed a coordinated process to communicate with various community groups to improve our partnerships.
- We have facilitated two summer youth programs. The “Summer Youth Employment Program” is supported by the Seattle Police Foundation and offers

a paid, 5-week employment opportunity. The “Youth Police Academy” is modeled after the Community Police Academy, and will provide the participants with a stipend, pending approval of a grant application.

- We have increased the frequency of “Doughnut Dialogues” to at least once a month, so we can assemble police officers, community members, and homeless youth to build relationships based on mutual trust and understanding.
- We are working to increase our participation in school based mentoring programs. We have implemented the anti-violence workshop at the Rainier Vista Boys and Girls Club and partnered with the YMCA to begin an evidence based Anti-Bullying program. In addition, we have started a weekly reading program in area elementary schools.
- At the request of the community, we are working towards adding an evening to the Rainier Beach Late Night schedule.
- We have coordinated with the five police precincts, and their associated Community Police Teams, to capture, document, and formalize neighborhood walks that occur in high crime areas of the city. This effort extends from the Chief of Police to the Mayor’s Office.
- We have begun utilizing the Demographic Advisory Councils as an opportunity for community members to provide the Department with feedback. We have ensured that our officers are aware of the 9-1-1 survey, so that they can encourage members of the public to participate.
- We have drafted a new policy to encourage officers to present their business cards to individuals they encounter, to encourage feedback and strengthen community relations.

20. CREATE A CULTURE OF PUBLIC SERVICE

The Seattle Police Department is here to serve and protect the public. Every interaction members of the public have with department should leave the lasting impression that SPD provides top-level service with unrivaled professionalism. As a department, we should strive to always go above and beyond the expectations of the city we serve.

We will provide the training and tools to ensure that every Department employee manages each public interaction effectively.

- We have developed a Customer Service Study for officers and civilian employees. The study is designed to help us better understand who they see as our customers and how the individual officers define “customer service”. The survey aims to characterize what affect that has on our employee’s quality of work and to help us determine the type of training needed to ensure uniform standards for interacting with the public.
- We have drafted new training topics on public relations. The Education and Training Section will review the draft and develop a curriculum.
- We have completed a draft “Resource Guide” to assist officers in providing accurate information to the various communities they serve. The Department has created a “Day in the History of Seattle.” Utilizing internal reader boards that are already installed in most police facilities, we will begin broadcasting this history lesson in the first quarter of 2013. We are also purchasing precinct-specific history books so that our police officers may learn about the rich environment in which they work.
- So we can clearly define the Department’s expectations of how our sworn and civilian employees treat the public, we are working towards creating a Seattle Police Department Value Statement. Additionally, we are establishing vehicle cleanliness standards, improving our uniform principles, and formalizing our inspection process to enhance our image with the public and revive our level of professionalism and commitment to service.
- We have begun emailing out community accolades and commendations to officers that are received in our “Thank an Officer” program on the Department’s external website. We are evaluating how we can include these commendations into our Performance Appraisal System.
- A commitment to service begins with a commitment to people. Our efforts to provide excellent service to community will begin with our commitment to provide excellent service to our team. This means every leader in the Department is expected to be accessible, team oriented, and to conduct themselves as representatives of the men and women of the Seattle Police Department and the community we serve. This modeling is our first step in developing a culture of community service and excellence in the Department.



City of Seattle

