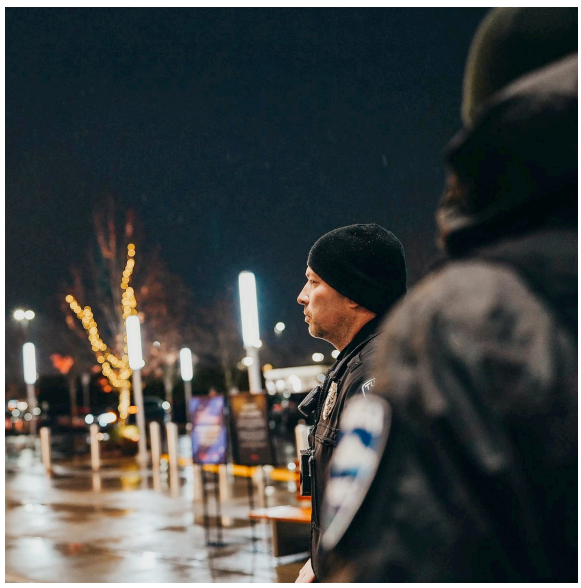

March 2024

Tukwila Police Department

2024–2029 STRATEGIC PLAN

The Tukwila Police Department strives to be a department that is

CONNECTED to the life of our diverse community,

EFFECTIVE in preventative and responsive law enforcement, and

COLLABORATIVE with other agencies to improve the safety and quality of life for all.

City and Police Department Mission, Vision and Values

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.

CITY STRATEGIC GOALS & OBJECTIVES

A Community of Inviting Neighborhoods & Vibrant Business Districts

A Solid Foundation for All Tukwila Residents

A Diverse & Regionally Competitive Economy

A High-Performing & Effective Organization

A Positive Community Identity & Image

Tukwila Police Department Mission, Vision and Values

OUR MISSION

As an involved part of the Tukwila community, our mission is to provide public safety services that are professional, compassionate and transparent.

As individuals and teams, we are committed to earning the public's trust with skills, professionalism and collaboration.

OUR VISION

Our vision is that all Tukwila neighborhoods and communities feel protected and respected in their times of need.

WE VALUE

Serving the community so that all members of the public are safe, secure and thriving. As community needs evolve, so will police services.

Building positive, strong teams within the department and with the community. When we invite a variety of perspectives and experiences, we improve mutual respect and support.

Being accountable to the community and each other by working with determination, thoroughness, openness, honesty and skill. When we can be transparent about challenges, we can develop lasting solutions.

Growing in competency and empathy by constantly developing skills and relationships.

> *"I love it when we can make someone feel safe and let them know we care."*
>
> — POLICE DEPARTMENT EMPLOYEE

Introduction/ Purpose of the Plan

Tukwila is a thriving community and a special place to live and work.

Like other Puget Sound cities, Tukwila is growing. Since 2010, the (nighttime) residential population has increased about 12 percent to more than 21,000[1], and more growth is expected. We also have an unusual daytime population that includes more than 47,000 who work in Tukwila plus over 150,000 who visit the city on a daily basis.[2]

Also similar to other cities, Tukwila is currently working to address issues related to homelessness, addiction and mental illness. These are regional problems that need regional solutions and cooperation. This is especially true in Tukwila, where both victims and offenders tend to be from elsewhere. Residents understand the challenge, and expect that we will work with other agencies on solutions. We are committed to compassionate responses, while still addressing the quality of life issues that affect residents, such as theft, property damage and malicious mischief.

Within the larger context of community safety in the U.S., law enforcement agencies are being challenged to do better. It's important that the community know and see TPD's commitment to constant improvement; it's also important that new practices become so embedded in our practices that they are second nature.

As we look forward to the next five years, we do so from a stronger position than just a few years ago. The City Council has funded needed positions, which allowed us to hire quickly and avoid a true staffing crisis. We're preparing to continue our strong hiring and onboarding process through the next few years of planned retirements, always with the goal of ensuring Tukwila has well-trained, responsive officers who are focused on the quality-of-life issues that residents care most about.

Throughout this plan, you will see quotes from both community members and TPD officers and staff. When thinking about the kind of police department we wanted to become, we talked to people inside and outside the department about their vision for us.

It was an inspiring process: The community members expressed confidence and hope, and both sworn and civilian staff expressed a strong commitment to the community and to excellence in their professions.

With this plan, we hope to continue to build a department that contributes to the high quality of life valued by Tukwila neighbors.

> *I think what makes Tukwila unique is it's very diverse. Culturally, linguistically; [even] the businesses are diverse. We have one of the biggest malls in the state, we're close to the airport. I see more businesses opening up in Tukwila. People always have a connection to Tukwila.*
>
> — COMMUNITY MEMBER
> 2023 INTERVIEW

[1] https://www.census.gov/quickfacts/fact/table/tukwilacitywashington,US/PST045216
[2] https://www.linkedin.com/company/city-of-tukwila/about/

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STRATEGIC PLANNING APPROACH

Locally and nationally, we all need to work together to ensure that people feel respected, heard and protected—especially by their local police departments. We do that with good learning, good training and good community partnerships.

To develop this plan, which will guide our annual work plan and budget requests, we started first with a reconsideration of what our mission, vision and values are, and what we hoped to accomplish. These conversations were across the department and with a diverse selection of community leaders. All of the community member quotes are from interviews conducted in late fall 2023.

With our mission and value-based pillars in place, we reflected on what it would look like to live those values. This strategic plan sets the direction for the next 5 years, and prioritizes those services most needed and valued by the community.

5-Year Strategic Plan

At its most basic, a strategic plan seeks to answer the question: "Who do we want to be in 5 years?"

To meet the safety needs of Tukwila residents and visitors, TPD must be a skilled, value-driven organization with the people and tools to do the job. This is true for both the sworn and the civilian workforce, who work in teams to take care of the community.

We achieve our goals of being good community members, law enforcement and partners by:

1) Improving public safety through partnerships and data-based prioritization

a. Build strong community relationships
b. Target hot spots and habitual offenders
c. Strengthen prosecutions
d. Improve public safety awareness of residents, businesses
e. Improve disaster preparedness for community and City staff

2) Building a high-performing organization that is

a. Well-staffed
b. Well-trained (community-based policing, spending time with community, learning about new populations)
c. Well-prepared (mentally and physically)
d. Visible and present in the community

3) Effectively managing our resources

a. Facilities
b. Technology

Improve Public Safety Through Partnerships and Data-Based Prioritization

One of the strongest learnings coming out of the pandemic was that no city is isolated and we're better able to solve big problems when we work together. This is true for public safety issues as well; people, their resources and their problems all flow across borders. It's a hopeful sign that the counties and the states are looking at problems such as homelessness through a regional lens; we are looking at safety in the same way. As Tukwila has a high proportion of daytime visitors, in addition to having a significant amount of retail and access to multiple freeways, we must work in partnership with other regional agencies and closely monitor trends and changes in crime.

A. BUILD STRONG COMMUNITY RELATIONSHIPS AND PARTNERSHIPS

Police departments do the most service when they are visibly part of the life of both retail and residential neighborhoods. Community members stated that they appreciated approachability of officers and felt good about partnerships with other institutions and organizations. As Tukwila continues to grow, especially with an anticipated increase of multi-family housing, TPD will continue to adjust programs and strategies to enable neighbors to feel comfortable and protected.

> *Visibility is good because it gives a certain fear factor and deterrent to criminals and gives the community a sense of security or safety.*
>
> — COMMUNITY MEMBER

Community-based partnerships that support a safe environment include:

- School District Partnerships: Community-police relationships begin in elementary school and often continue for decades. TPD provides the DARE program and school resources officers, who provide a protective presence while also allowing children to be comfortable with people in uniform. The program was paused during the pandemic, recently updated, and is set to return.
- Neighborhood and business districts: TPD is engaged in multiple projects that build relationships at the neighborhood level, for example, the Apartment Managers Network, central business district stakeholders, Co-Responder Program, Homeless Engagement, Block Watches, and National Night Out.[3]
- Individual volunteers: We have many ways for individuals to engage directly with the department as well, including the Community Police Academy, which educates the community on the role of the police department; the Bulldog Academy, which is similar and geared towards teenagers; and many individual roles, such as on COPCAB.

TPD also participates in key regional organizations that provide avenues for both professional development and regional coordination. While our involvement has been curbed during times of low staffing, we will continue to utilize these groups as needed.

[3] Police 2021 Goals edit (002).docx

A few examples:

- Valley Communications Operations Board
- Valley Narcotics/DEA Enforcement Team
- SCORE Operations Board
- Valley Special Weapons and Tactics Team
- PATROL Auto-Theft Task Force
- Valley Civil Disturbance Unit
- Valley Crisis Communications Unit
- Valley Independent Investigations Team
- King County Police Chiefs' Association
- Washington Association of Sheriffs and Police Chiefs
- International Association of Chiefs of Police
- Washington Chapter of the FBI National Academy Associates
- King County Prosecutor's Office and other local partners on the Buyer Beware sex trafficking initiative
- Federal agencies, including ATF and DEA
- WA-ORCA

Residents and visitors alike value officers who are visible and accessible in the community

> *I'd like to see more CERT training, more citizen involvement in helping the city in any way we can. I think citizen police academy just happened, and that's good. The more people can take that, the better. Night Out against crime, block watch is good. Encouraging citizen involvement.*
>
> — COMMUNITY MEMBER

B. TARGET HOT SPOTS AND HABITUAL OFFENDERS

TPD uses crime data and responds to the community to provide emphasis patrols in areas where there's a need for more police presence[4]. We want our public spaces to be safe for everyone to use, and that means being attentive to hot spots such as transit hubs and retail areas. Individuals are often responsible for multiple crimes across the city, so we also use data to identify repeat offenders for prosecution.

To improve our ability to respond to changing circumstances, we reorganized internally and established a "special emphasis unit." This unit gives us the skills and ability to target hotspots and address multi-faceted quality of life issues.

County-wide efforts are also recognizing the need for identifying individuals who are regularly involved in crime, and working together for successful arrests and prosecutions.

C. STRENGTHEN INVESTIGATIONS TO SUPPORT SUCCESSFUL PROSECUTIONS

Good policing is an important first step in the justice system, but not the only one TPD is responsible for. Our evidence-gathering, analysis and record-keeping teams help ensure that offenders can be prosecuted.

[4] https://www.tukwilawa.gov/wp-content/uploads/Mayor-Hazelnut-Newsletter-02-23.pdf

D. INCREASE PUBLIC SAFETY AWARENESS AMONG COMMUNITY MEMBERS

TPD partners with other organizations, but also with residents themselves, to deter crime. We are increasingly using social media to inform the public of dangers, trends and tips, but the best work comes from meaningful interactions at block watch and other crime prevention meetings. Supporting neighborhood groups is a highly valued body of work for TPD, with benefits in the areas of crime prevention, response and emergency preparedness.

A key goal for the next several years will be to increase the use of technology in investigations to secure successful prosecution.

E. CONTINUED DISASTER PREPAREDNESS AND EMERGENCY MANAGEMENT EFFORTS FOR COMMUNITY AND CITY STAFF

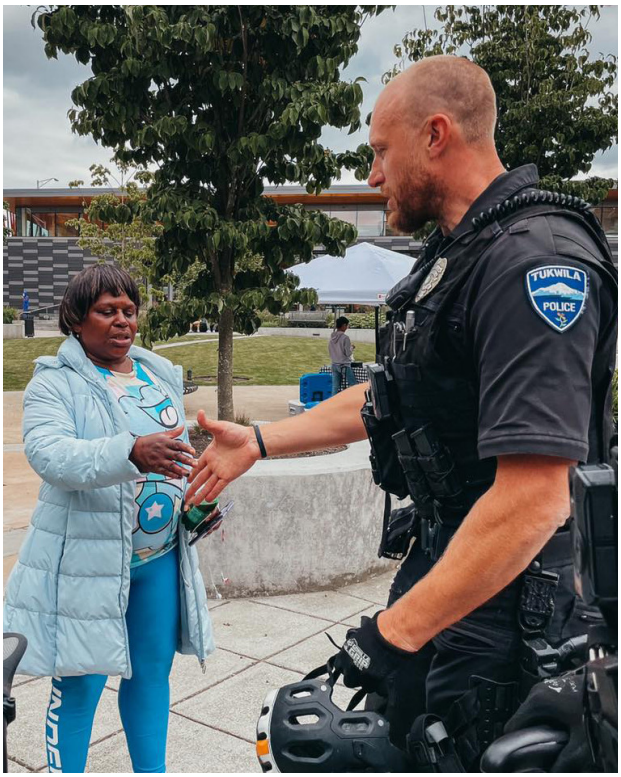
As the newest division to the Police Department—added mid-pandemic, in 2021— Emergency Management is responsible for leading the City's disaster preparedness, response and recovery efforts.

Over the next five years, TPD will continue to integrate the Emergency Operations Center (EOC) and its functions into the rest of the department. Even more importantly, however, we will work to train all City staff on emergency response. Large disasters require significant coordination between departments and often, individual staff are in different roles in the EOC than they have outside of a response. It's important that all staff not only learn their EOC jobs, but get practice in interacting in new ways.

These dynamics are also more challenging when a disaster is regional, and requires that we be part of a multi-agency response. Learning and drilling on new skills does take time out of a "regular" week or month, and is often de-prioritized. However, TPD will be working to make preparation a normal part of City life so that in a disaster, staff can get right to work.

I grew up being taught that I am who I am in part because of the communities around me. I've been given opportunities and assistance from areas that I never would have touched had I not met certain people. I enjoy helping people and connecting people. My coworkers. Community members. My favorite days at work are the ones where I am making good connections.

— POLICE DEPARTMENT EMPLOYEE



[5] https://www.tukwilawa.gov/wp-content/uploads/Mayor-Hazelnut-Newsletter-02-23.pdf

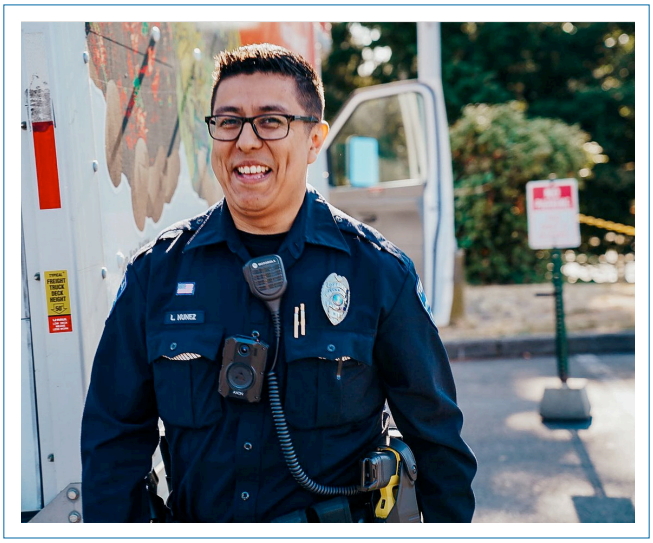
Build a High-Performing Organization

In Tukwila, our vision for a high-performing police department is an organization of compassionate, community-centered individuals who are committed to serving and protecting residents and visitors.

Having a fully staffed department of qualified and prepared employees is not normally included in a strategic plan, but locally and nationally, police departments are losing officers faster than they can hire new ones[5]. We enter 2024 in a strong position. The City's 2023/2024 budget brought staffing back to pre-pandemic levels, and we continue to hire and train new officers and staff at an accelerated pace.

As we get new and mid-career recruits trained and ready, we're also planning for the future as we work to stay ahead of normal attrition and retirements anticipated over the next five years.

TPD has a strong foundation of community-based work, and as the department adds new officers and civilian staff, we will work to make the most of those projects and work with the community to make them continuously more effective.



> *I'd like to see more officers hired, I would like to see more diversity.*
>
> — COMMUNITY MEMBER

A. LEADERSHIP AND STAFFING

Hiring front-line officers and staff is important, but the work doesn't stop there: we must also have a strong approach to developing the next generation of leaders.

With a significant percentage of employees over the age of 50, and retirement eligibility for commissioned officers at 53, it is important that our upcoming leaders be ready to take over. This involves developing new leadership standards and clear development paths that include training, mentorship and project management opportunities.

B. COMMUNITY-BASED ACCOUNTABILITY

In the last several years, TPD has found innovative ways to bring community members into the department. There are designated seats for residents in key positions, including the Use of Force Committee, COPCAB, Civil Service, and the Hiring Panel, the regular presence of community members within departmental functions helps build a spirit of connection, accountability, and transparency between officers, staff and residents.

Community relations isn't just patrol officers. Every police department division is developing a community outreach plan. These plans allow divisions to find their own unique ways of building relationships, refining their processes to meet community needs, and helping the community access TPD support.

[6] Police 2021 Goals edit (002).docx

C. HEALTHY, SUPPORTIVE, ACCOUNTABLE WORK CULTURE

Public safety jobs are stressful and physically demanding. Officers encounter dangerous and tragic situations on a regular basis, which can cause long-term trauma. Investigators, records and support staff also encounter difficult situations.

Health and resiliency allow our highly trained officers and staff to do their best work, year after year. Building emotional and physical resiliency involves multiple strategies, including[6]:

- Wellness Application Acquisition and Programming
- Health and Fitness Programming
- Resilient Leadership

D. TRAINING AND TOOLS

Officers and staff are clear in their desire to continue to train and improve their skills. In addition to the existing cycle of training opportunities, we will also seek to increase the amount of "reality-based" training available. These trainings involve more live practice of different scenarios, and their interactive elements make them highly effective.

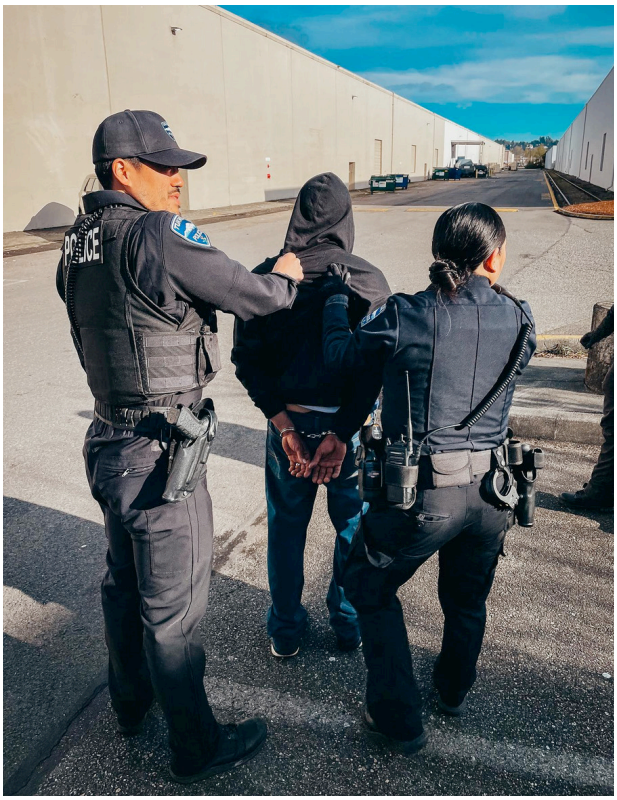
We are proud that officers and staff are actively seeking to improve, and we'll be working at all levels of the organization to identify mentoring opportunities and to give more people the opportunity to exercise leadership.

Other important training components include:

- Shift Briefing Training Topics
- Legal Training
- The Law Enforcement Training and Safety Act (LETCSA) Training Curriculum
- CIT Continuation Training
- Core Training Requirements
- Records and Evidence Training

A good police department is accountable, transparent, courteous, professional. Bad things happen, and when it does, you want a department that is reliable and attempts to stay within the law to conduct its business. When the department makes mistakes, the expectation is that it does not shy away from responsibility and is honest and direct with the public.

— COMMUNITY MEMBER



Effectively Manage Our Resources

As a public agency, TPD takes seriously our responsibility to be a good steward of City resources.

A. PLAN FOR FACILITIES THAT MEET THE DEPARTMENT'S NEEDS

In the last several years, we have made good investments in our building and other physical infrastructure. In the next five years, however, we will need to solve one significant storage issue: a permanent location for evidentiary vehicles. Cars, trucks, motorcycles and other vehicles are often held by TPD during investigations, which could be years. Space is temporarily being used in a city facility nearby, but it does not meet the current needs and a permanent location would be preferable.

B. IMPROVE TECHNOLOGICAL CAPACITY AND UPGRADE KEY SYSTEMS

Council-supported investments in technology are allowing us to improve the allocation of resources in multiple ways. For example, the purchase of body cameras improves accountability and public trust;

> *I enjoy being the safety net for the community, for the victimized, for those who don't have the ability to do this for themselves.*
>
> — POLICE DEPARTMENT EMPLOYEE

While resources aren't infinite and technology is changing rapidly, it's crucial that we continue to make progress in key areas. Our considerations are based on resources, risk management and impact on the public.

- Records digitization and continued improvements and replacement to the records management system will allow for greater analysis of trends and improved prosecutions.
- Enforcement-related technology, such as school speed zone cameras, interview-room recording and unmanned aircraft system (drones), are all parts of modern policing. Speed-zone cameras can both discourage reckless driving and improve enforcement; recorded interviews improve prosecutions and drones provide critical information in dangerous situations such as major collisions, high-profile cases, or natural disasters.

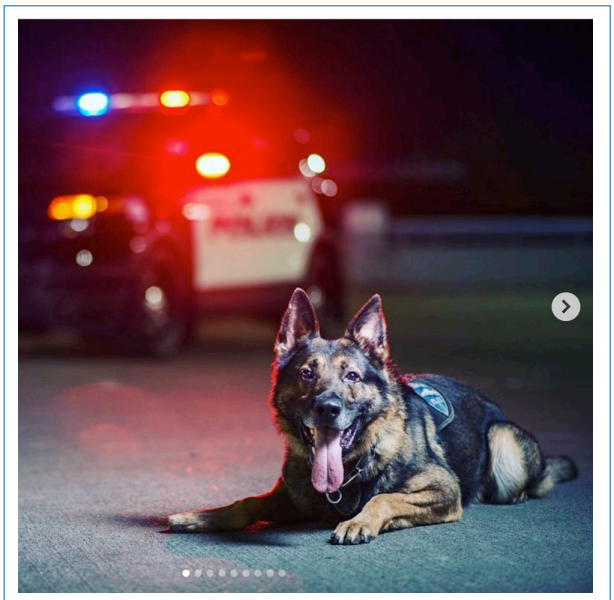
C. PURSUE GRANT FUNDING

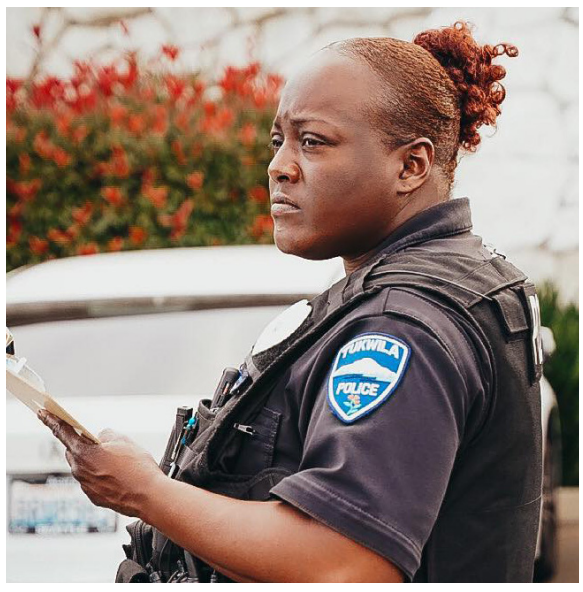
Although we cannot anticipate grant availability for the next five years, TPD is committed to pursuing grant funding from federal, state and other outside funding to expand departmental capabilities and meet our strategic goals. Grant funding comes available to meet emergent needs; for example, to support training, provide equipment or expand technology.

Conclusion

The City Council made critical investments in TPD staffing at just the right time, which stabilized the department and our services. As we think about what the department and what the community need in the next five years, the need for continuous skills and leadership training is top of mind. A wave of our most experienced officers will be retiring, and it's incumbent upon us to ensure that the next generation is well prepared to serve the community.

We are proud to serve Tukwila's residents, workers and visitors. We have a diverse and welcoming community, and while we are taking on some complex, regional quality-of-life issues, our core purpose is always to ensure people feel safe and welcome. This is a deeply rewarding mission, and we are grateful for the opportunity to work together.





TUKWILA POLICE DEPARTMENT
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Tukwila, WA 98188

Emergencies: 9-1-1.
Non-emergencies requiring a police response: (206) 241-2121.
Business Calls: (206) 433-1808
Anonymous Tip Line: (206) 431-3689
FAX: (206) 244-6181

Email:
PDcommendations@TukwilaWA.gov
PDcomplaints@TukwilaWA.gov
Tips@TukwilaWA.gov

For the most up to date information related to the Tukwila Police Department, please visit our Facebook, Twitter and Instagram pages ***@TukwilaPD*** and our Tukwila PD news site ***http://www.tukwilapolice.com***