



POLICING AND PUBLIC SAFETY

A VISION AND PLAN FOR THE FUTURE



# SPD STRATEGIC PLAN 2022

# Leading Change

## Forward by Chief Adrian Diaz

The Seattle Police Department (SPD) is at its best when we listen to both the community and the dedicated members of the Department. Together, we have a demonstrated history of solving complicated problems, crafting innovative approaches to community safety, and launching community policing initiatives that have become international models of how to do this work.

It is no secret that recent events, locally and across the nation, have strained these relationships. It will take hard work – and new ideas – to repair, rebuild, and for some, newly form these bonds. I want to ensure all of you, as Chief, you have my commitment that the Seattle Police Department is going to do the necessary work to support these relationships and on-going success.

I believe the path forward is grounded in a more comprehensive model of Community Policing known as Relational Policing. Relational Policing, or Relationship-based policing, is a concept that draws its philosophy from other interpersonal fields where interactions can be seen as simply transactions, or as opportunities to build relationships. It calls on officers to not see their work as a function, but rather as a skill grounded in human and relational factors. At its core, Relational Policing means officers, detectives, commanders, and command staff are all committed to establishing real, meaningful connections with the community we serve. In practice, this means SPD sharing more with the community and taking the lead from community. The experienced employees of SPD know strategies which can prevent and reduce crime and victimization, but we also must share our authority with community and partner with them to implement strategies they advocate for in their neighborhoods.

This plan is the start of the work we will do. As always, there will be other projects and crises that arise, but this is the open commitment we make as a Department. I hope you take the time to review the entire document, but I want to highlight some key promises:

- Launch a pre-academy training for recruits connecting them to community and providing a foundation of trauma-informed care, social-emotional learning, and principles of de-escalation - the core components of relational policing
- Deploy a call dispatching protocol designed to minimize risk and harm in calls for service
- Focus on Community, Analytics, Prevention, Environment, and Enforcement (CAPE) to reduce current levels of violent crime
- Complete the Office of Inspector General's Sentinel Event Review process and implement viable recommendations for further adjusting our approach to facilitating peaceful demonstrations
- Continue to invest in members of the Department through enhanced officer wellness programs, supporting supervisors in their critical role, and hiring and retaining amazing, qualified officers

This is not a closed plan. We – I – need your help. We need your ideas. We need your engagement. Policing cannot, and will not, be a service that only meets the community in moments of crisis. We are friends. We are neighbors. We are coaches. We love this city, and we love its people. Together, we will create true public safety for all.



# Table of Contents

<b>Leading Change - Forward by Chief Adrian Diaz</b>	<b>2</b>
<b>Executive Summary</b>	<b>4</b>
<b>Community</b>	<b>7</b>
Community Engagement	
Trust/Reconciliation	
Community Collaboration	
<b>People &amp; Culture</b>	<b>13</b>
Recruitment	
Retention	
Training	
Wellness	
<b>Preventing &amp; Responding to Crime</b>	<b>18</b>
Gun Violence and Violent Crime	
Property Crime	
Harm Reduction	
Re-imagining Policing's Role in Public Safety	
<b>Sustaining Transformation and Reform</b>	<b>21</b>
<b>Modernization through Technology</b>	<b>23</b>
Technology Accomplishments	
<b>Recognition and Strategic Partnerships</b>	<b>26</b>
<b>In Memoriam</b>	<b>27</b>
Mark Christopher Misiorek	
Alexandra B. Harris	



## Executive Summary

The past year and a half marked a period of unpredictable social change. With great change comes opportunity, and each of these recent events pushed the Seattle Police Department to improve, innovate, and adapt to better meet the expectations and needs of our community and employees. There always is more work to be done – we are committed to a culture of continuous improvement and innovation – but amidst the challenges it is important to recognize the significant work that has been done by the members of the SPD, often in partnership with city partners, as well as with the support and collaboration of the community we serve.

Throughout the COVID-19 pandemic officers and professional employees in the SPD have continued to serve this community. Officers remain on the street answering calls and investigating crimes, while working to keep everyone, including themselves, well. This once-in-a-generation event led to incredible examples of innovation and dedication by SPD employees:

- Worked with Seattle Fire and UW Medicine to establish the country's first, first responder COVID testing site to keep these public servants healthy and able to assist the community
- Community Service Officers and police officers distributed food and supplies to vulnerable populations
- Launched the new ABLE (Active Bystandership for Law Enforcement) training to give employees tools and skills to intervene in misconduct

The events of the summer of 2020, in response to the murder of George Floyd, remain fresh enough to not need retelling. As Chief, I have publicly apologized for the impact that these events had on the community. Amidst those tense days, and during more structured reviews of the events and responses to them, SPD has been an open and engaged participant in community safety transformation efforts:

- Changed policies and tactics for crowd management and protecting first amendment rights, resulting in more than a year without the use of crowd management tools
- Worked with accountability partners, the Department of Justice, and the Federal Monitor to revise use of force and crowd management policies, and had them approved by the federal court
- Undertook a comprehensive review of existing and promising less-lethal tools and uniforms to ensure the Department is using the most effective and safe options
- Continued as an active participant in the Office of Inspector General's Sentinel Event Review process
- Participated in the Mayor's inter-departmental team examining opportunities for reimagining public safety, and are now leading the data-driven process to critically identify types of 911 calls that can safely have an alternative response
- Planned and participated in over a dozen reconciliation sessions and peace dialogues to hear directly how the events of the summer impacted affected communities

All of this work not only took place in the context of a pandemic and a civil rights reawakening, but it also took place in the face of an historic loss of personnel. Between 2020 and November 2021, SPD has seen over 325 officers leave the Department. Given pandemic budget concerns, this was matched by lower than usual hiring, meaning SPD, today, has over 200 fewer officers than it did before the pandemic. In the face of these staffing constraints, the Department has identified new approaches to recruitment and retention of qualified officers, all while continuing to address crime and build public safety with community.



- Shifted recruitment, testing, and initial backgrounding to online platforms to increase reach and decrease wait time
- Launched direct recruitment strategy to maintain record levels of diversity and quality in hiring
- Increased commitment to the Wellness Unit, including expanded access to mental health professionals, peer support, and physical wellness
- Reassigned over 100 personnel to 911 patrol duties and created the Community Response Group to better respond to 911 calls and large-scale events
- Focused on violent crime, including gun violence, amidst a historic surge, and achieved a 75% clearance rate for homicides, bringing some measure of justice to families, while exceeding the average clearance rate of similar departments
- Removed over 1,000 guns from the street in 2020, and on pace to do so again in 2021
- Use of force is at historic lows, down 28% compared to 2019 levels, and down 15% when responding to a person in crisis
- Launched a formal EMT officer program to further improve and increase the life-saving interventions of officers at scenes
- Seized over a half million fentanyl pills, almost five pounds of fentanyl, 13 pounds of cocaine, 110 pounds of methamphetamine, and nearly 27 pounds of heroin – saving lives and disrupting violent illegal trafficking networks

Moving forward, SPD is committed to collaborative and comprehensive public safety. We will continue to follow best practices, pursue research partnerships, engage community, listen to employees, and work with our accountability partners. We have already started many of these efforts – and new needs and opportunities will present themselves. The work is never done, and we will continue to make this Department better:

- Reorienting the Department in a Relational Policing framework. Relational Policing means a Department that creates public safety with community through real, meaningful relationships
- Starting a new pre-academy, community-focused training for new recruits
- Designing and implementing a first-of-its-kind supervisor support system – OATH (Officer Accountability & Trust Hub) – focused on officer wellness and performance
- Launching policing’s first CompStat style meeting focused on equity and quality policing –Equality Accountability & Quality (EAQ)
- Addressing the historic uptick in gun violence and homicide through a focus on Community, Analytics, Prevention, Environment, and Enforcement (CAPE)
- Grounding the overall strategic direction of the department in an Enterprise Risk Management (ERM) model to ensure decision, policies, trainings, wellness efforts, and tactics all are aligned to ensure public safety, while protecting the safety of everyone
- Implementing and evaluating a data-informed risk-based model of 911 call response, where calls with a low risk of harm or enforcement receive an alternative response. The first effort being the Triage teams proposed by the Mayor and approved by Council

The accomplishments of the past 18 months, as well as the plans we have for the immediate and long-term future of public safety in this city, are the direct result of the dedication of the members of the SPD and our partners in the community and city government. Challenges persist, but I truly believe we are on solid ground to build a new approach to public safety – grounded in equitable and fair policing, supported by comprehensive resources and participation from the broader community. Together, we can accomplish these bold goals.

# 2020 and 2021 Major Accomplishments

SPD pivoted in the midst of the COVID-19 pandemic, allowing non-frontline workers the ability to work remotely, establishing cleaning procedures, and tracking and testing procedures. Fortunately, no one from SPD was lost to the virus

Active Bystander Training for Law Enforcement (ABLE) delivered to all SPD Officers

Effectively managed Department within budget

Created the Community Response Group (CRG) at the end of September 2020

SPD adjusted tactics for facilitating demonstrations

Gained an understanding the importance of overall health for SPD, continued to invest in and expand the Officer Wellness Unit

Fostered improved community relationships and developed reconciliation sessions with the community



# 2020 – 2021 Achievements and Advancements

## Community

SPD is committed to community engagement, working with community to solve problems, and partnering with the community to understand ways in which the police and community can better collaborate. Going forward, SPD will remain focused on community relationships and ensuring the community feels heard, seen, safe and protected.

### Community Engagement

- SPD implemented Reconciliation Circles in February 2021. Families of people shot by police, police officers, and community members participate in moderated meetings. The meetings occur 2 hours a week for 4 weeks and work to foster understanding
- SPD continues to support strong relationships with Seattle youth via the Seattle Police Activities League (SEPAL). This proactive, prevention-oriented strategy relies on the cooperation, coordination, and building of relationships between youth ages 5-18, police, and the community through recreation and cultural enrichment
- SPD continues to expand the Safe Place program:
  - » Launched five additional languages: Chinese, Korean, Spanish, Vietnamese, and Somali
  - » Added 52 locations in 2020 – Lower than expected due to COVID, on-going demonstrations, and staffing shortages
  - » Added 147 new locations to date in 2021 with COVID restrictions starting to lift and community and police coming back together





**Seattle Police Activities League (SEPAL) focuses on providing youth 5-18 years of age the opportunity to be a part of a variety of programming activities with police officers serving as coaches, mentors, and role models.**



- Micro-Community Policing Plans (MCP) - Seattle University conducted its 2020 annual survey. As part of the MCP, Seattle University held virtual community-police dialogues that involved conversations between Seattle community members and personnel from the Seattle Police Department. The purpose of the dialogue is to give people who live and work in Seattle the opportunity to engage in conversation with Seattle police officers to discuss concerns about public safety and security at the micro-community (neighborhood) level



## Trust and Reconciliation

During the events of 2020, some lost trust in SPD's ability to appropriately manage crowds. Much work has gone into adapting our approach to facilitating large demonstrations, including:

- Purchased a long-range speaker system that allows for better communication with crowds
- SPD now sends media members out to crowds to broadcast clearly what is happening in real-time on social media to support clear and continuous communication with the public
- SPD took part in self-evaluation to listen to feedback from the community. They made necessary changes to support people expressing their 1st Amendment rights. SPD seeks to keep public and police safe while holding bad actors accountable
  - » In response to these events, and based on recommendations from the Office of the Inspector General and direct community feedback, SPD revised and changed its use of less-lethal tools





- Enacted the Mayor’s Executive Order (issued June 9, 2020) that directed SPD officers to record body-worn video during all protests. This was in response to the previous policy, co-generated with the community, that did not allow recording at demonstrations unless there was unlawful activity taking place
- Consent Decree Update – Across almost 10 years of court-guided reform, SPD developed leading policies in crowd management, crisis intervention, de-escalation, external oversight, and use of force. The City Attorney filed a motion to terminate which was placed on the Judge’s desk to sign in January 2020. This motion was retracted following the events of June 2020. The current Monitoring Plan requires a report at the end of 2021 to determine if the city remains in compliance

## **Community Collaboration**

SPD expects every member of its force to work to restore and strengthen community relations. In addition to the ongoing programmatic work of the Collaborative Policing Bureau, in 2020 and 2021 SPD developed new initiatives and trainings built around the principles of relational policing and transparency.

- With an increased focus on Relational Policing, SPD is strengthening its commitment to community outreach, community mentorship, and race and social justice work
- Community Service Officers (CSOs) – In 2020, SPD reinstated CSOs to provide the Department with more resources to proactively engage the community and address non-criminal concerns. CSOs are civilian employees who help residents and businesses involved in non-criminal 911 calls navigate services, engage with communities and neighborhoods, and support programming for at-risk youth

SPD improved Communication and Transparency with the community through:

- In 2020 expanded the SPD Blotter to add daily Significant Incident Reports (SIRs) – reports generated for internal distribution for purposes of providing Command Staff with rapid notification of events, to inform supervisors and commanders of potential cross-precinct issues, and to make specific information about significant events directly and quickly available to officers. All SIRs are available to the public
- Updated SPD Facebook page postings to include short police video bios
- Released a public dashboard to show trends in arrests made

OFFICER  
WELL-BEING

COMMUNITY  
WELL-BEING





## Community – 2021 and Beyond

### Continue to build relationships with the Community

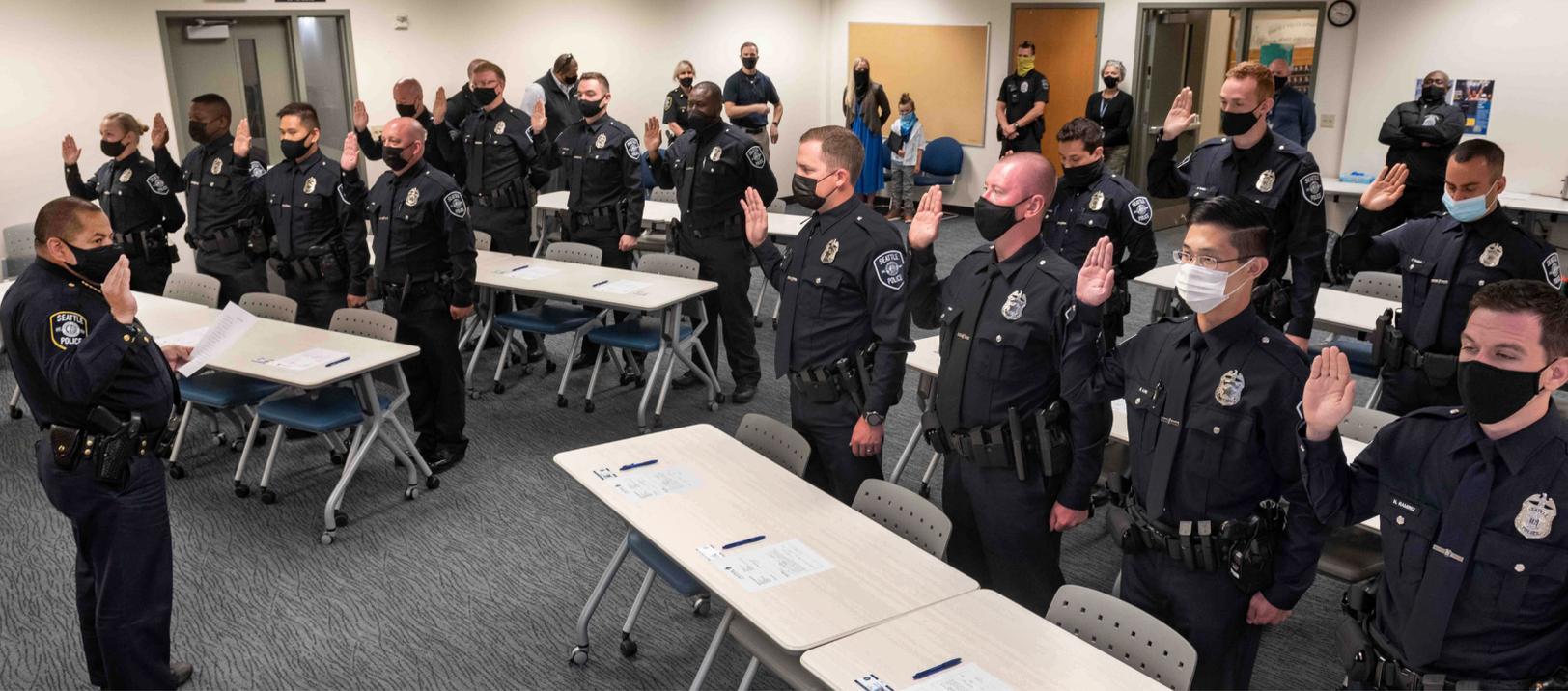
- Get officers engaged with the community
- Make contact with businesses and build relationships

Double the size of the non-commissioned Community Service Officer team, with a target date of 2022

Focus collaborative efforts working with Courts, Jails, and Service Providers to find a better solution for repeat misdemeanor offenders

Initiate Community Engagement Initiatives (e.g., Public Forums, Bike Clinics, and 'Day in the Life' Campaign)

Continue to expand the Safe Place Program (2022 and beyond)



## People and Culture

Amidst challenging times and calls for reducing the size of the Department, SPD experienced an unprecedented exodus of officers to other jurisdictions, including many from SPD's newest, best trained, and most diverse recruit classes. This dropped SPD to its lowest deployable patrol staffing levels since the 1980s when Seattle's population was one-half of what it is today. From 2020 through November 2021, SPD lost over 325 officers. These converging challenges, each complex, are hallmarks of what is unquestionably a pivotal point for policing.

## Recruitment

- **Hiring Diversity:** SPD has continued its commitment to recruiting and retaining a highly qualified sworn workforce that reflects the diversity of the community and that has the backgrounds and skillsets to meet the challenges of 21st Century policing. As a result of these ongoing efforts, SPD's officer hiring in recent years has been more diverse than Seattle as a whole – a trend that has continued in both 2020 and 2021. Persons of color represented nearly 40% of new officers, and women comprise a solid 20% of SPD's 2021 hiring to date – up from 13.73%
- Made the necessary pivot in 2020 towards more on-line advertising for new hires
- Established virtual hiring events and Q&A sessions to accommodate COVID-19 mandates
- Implemented new recruit on-line testing platform
- Equipping officers to lead the change with the right training, coaching, and talent processes



## Retention

- Initiated Safety Officer Program to formally address officer safety and first aid training
- SPD has been working toward developing a model of Enterprise Risk Management (ERM) to drive business efficiencies and operationalize risk control post-Consent Decree. Critical to the success of this initiative are three distinct programs: Officer Wellness, Early Intervention, and Performance Analytics and Research
- Officer Wellness: In 2020, modeled on best practices, SPD stood up a Wellness Unit, under the guidance of a licensed clinical psychologist, which helps to coordinate and/or provide services ranging from peer support to substance abuse counseling, family counseling, acute crisis care, trauma response, and spiritual care
- Developed Retention Strategy focusing on engagement, as well as valuing and respecting employees
- Implemented Retaliation and Discrimination training and reporting
- Improved equipment, including first aid kits purchased by SPD, instead of officers supplying their own
- Advocated for moving patrol officers to a 4 day/10 hours per day, 3 day off shift





2021 - All female Lieutenant promotees

## Training

- SPD implemented Active Bystandership for Law Enforcement (ABLE) training in 2021 with the support of the Office of the Inspector General, community and executive sponsorship. This training equips employees with skills, confidence, and expectation to intervene if another employee is acting inappropriately
- SPD authored a number of e-learning training classes, including Implicit Bias training, in response to COVID-19
- Implemented new Relational Policing Training Module covering concepts of relational policing inside the framework of Community Policing models, key factors of police-community interactions, understanding what individual practices can be done daily to increase public trust, programs sponsored within the Department that work toward community relations, and the work of the Community Service Officer program
- Law Enforcement Casualty Care Programs: Created by a Seattle officer, a military veteran, and an emergency-room doctor, the training deliberately stimulates the officers' stress response in order to hone their abilities to treat people injured in shootings, stabbings, and explosions
- Rolled out new crowd management, intervention, and control training for all sworn officers



# People and Culture – 2021 and Beyond

SPD is re-envisioning policing from the inside out – starting by building healthy officers, meeting them where they are, and equipping them to thrive

**Continued work on officer retention.** Improve shifts and hours: moving from 4/9 and 2 days off to 4/10 and 3 days off (Fall 2021)

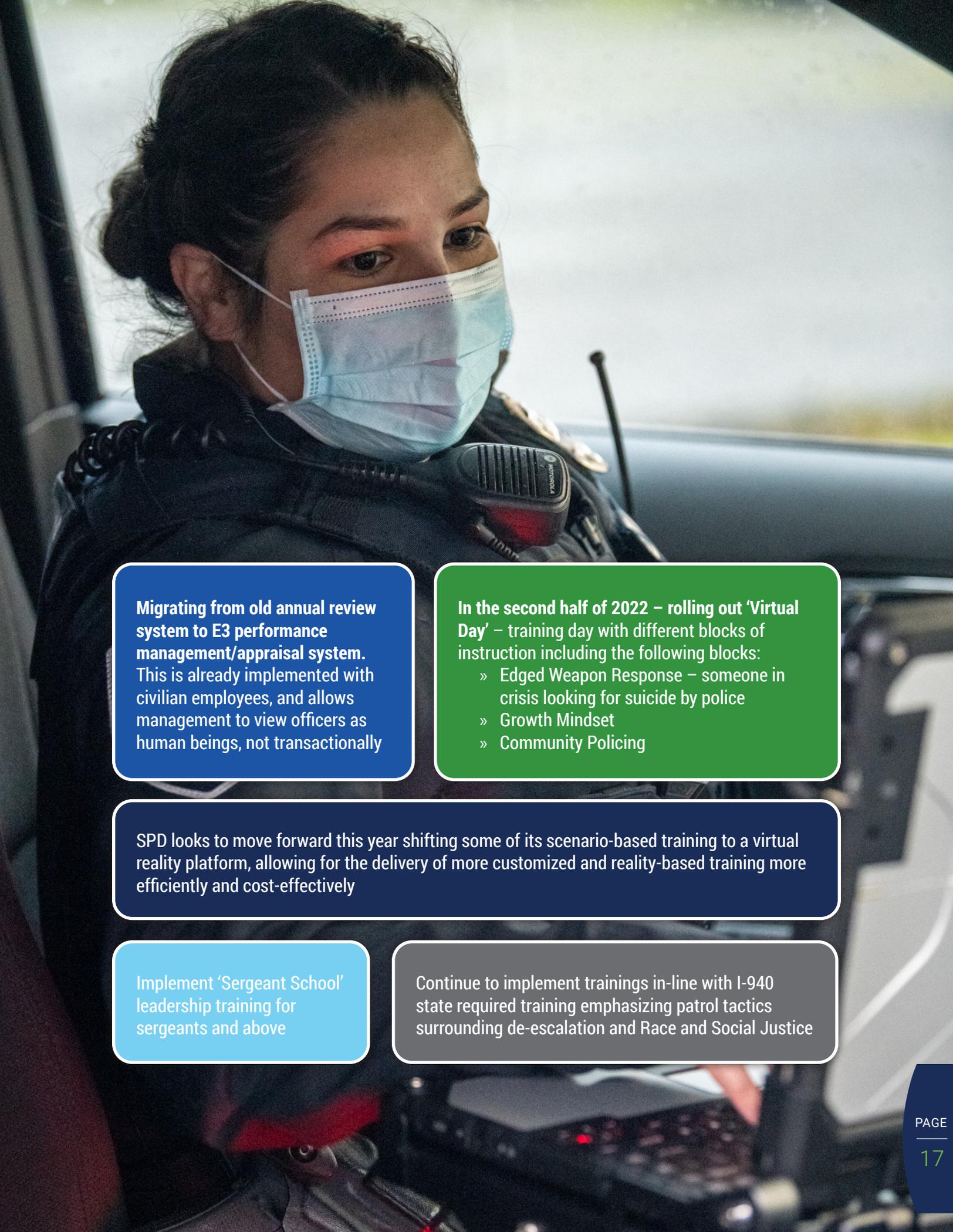
**Increase number of Officers that are Emergency Medical Technicians (EMTs).** There are approximately 40 officers; increased EMTs allow them to better establish medical care prior to arrival of the Fire Department

## Wellness

- » In the second half of 2021, SPD will expand this program with the addition of Mental Health Practitioners (MHP) in each of its five precincts
- » Educate supervisors on signs and symptoms of PTSD and other mental health issues (Fall 2021)

**Hiring Incentives.** Leverage the Mayor's emergency order for additional hiring incentive of \$15,000 for laterals and \$7,500 for new recruits in order to recruit experienced officers to help meet 2021/2022 hiring goals

**Supervisor and Manager Growth Mindset Training.** Baking in Growth Mindset as part of how we do business. The growth mindset enables change and empowers progress to transform. It makes new behaviors and habits achievable



**Migrating from old annual review system to E3 performance management/appraisal system.** This is already implemented with civilian employees, and allows management to view officers as human beings, not transactionally

**In the second half of 2022 – rolling out ‘Virtual Day’ – training day with different blocks of instruction including the following blocks:**

- » Edged Weapon Response – someone in crisis looking for suicide by police
- » Growth Mindset
- » Community Policing

SPD looks to move forward this year shifting some of its scenario-based training to a virtual reality platform, allowing for the delivery of more customized and reality-based training more efficiently and cost-effectively

Implement ‘Sergeant School’ leadership training for sergeants and above

Continue to implement trainings in-line with I-940 state required training emphasizing patrol tactics surrounding de-escalation and Race and Social Justice



## Preventing & Responding to Crime

Seattle, like most other major cities, experienced a marked increase in gun violence and homicides beginning in 2020 and continuing into 2021. Amidst discussions around creating alternative response models for 911 calls, service adjustments at other levels of the criminal justice system, and historic staffing losses, SPD continues to assess its operations on an ongoing basis to ensure it continues to provide effective and efficient public safety services.

### Gun Violence and Violent Crimes



In 2020, amidst a recent record in homicides, **SPD solved 75% – among the highest** of similarly situated jurisdictions in the nation



SPD detectives continued to **respond to community concerns around increased levels of property crime**



In 2020, **SPD took over 1,000 guns off the street** making this the fourth straight year in a row

### Property Crimes

In 2020 there was a significant uptick in property crime across Seattle.





## Harm Reduction

SPD detectives were instrumental in recovering over 100 pounds of methamphetamine, over half a million fentanyl pills, disrupting a fentanyl pill manufacturing lab, and seizing over 100 illegally possessed firearms in the process.

## Re-imagining Policing's Role in Public Safety

The number of sworn officers dropped significantly in 2020. SPD has initiated several steps to ensure adequacy and efficiency of patrol response, including:

- Developing the Community Response Group (CRG) to aid in staffing areas hit with staffing shortages, high call volumes, and demonstration management
- Redeploying 100 officers back to 911 response functions
- Expanding the online citizen reporting portal to include more crime categories
- Reinstated Community Service Officers to assist with non-criminal 911 calls, freeing up officers to handle more criminal calls

# Public Safety – 2021 and Beyond

Implement PEACE interview training for Detectives providing them with a strong framework that allows for more effective interviews with victims, witnesses, and suspects

Continued focus on gun crimes and getting illegal guns off the street

Implement Axon Portal – allows civilians to upload videos – currently working with vendor

Continue to give feedback to the community on cases

Move to a Remote Evidence Room. Should be completed by Q4 2021

Continue focus on community in crime follow-up to increase satisfaction with SPD

Detectives and Patrol will work together to improve crime investigations. This effort includes Detectives training Patrol Officers on report writing

SEATTLE  
POLICE  
ROBBERY UNIT



## Sustaining Transformation & Reform

In May of 2020, after eight years of comprehensive reform and a complete reorientation of the Seattle Police Department, the City of Seattle and the Department of Justice filed a motion to terminate the consent decree's sustainment plan. As the City awaited Judge Robart's assessment of the City's sustainment of the changes put in place during the consent decree, as well as the on-going commitment to continuous improvement and culture change, George Floyd was murdered in Minneapolis, Minnesota.

The demonstrations, protests, and in instances, violence, that followed, in Seattle and across the country, and even the world, led to confrontations between police and community. Amidst these events, the City of Seattle, hearing community concerns, withdrew the motion to terminate. In the more than a year since, the City, SPD, and its accountability partners, have worked tirelessly, with the new court-appointed monitoring team, to confirm that the City and SPD continue the compliance they had when the original motion was filed.

The events of the summer of 2020 pushed community relations to the brink – but the systems put in place during the consent decree continued to function under this enormous strain. Uses of force were reviewed. Policies were changed. Trainings were adapted. The Office of Police Accountability (OPA), the Office of the Inspector General (OIG), and the Community Police Commission (CPC), made numerous recommendations – most of which were implemented. Employees found to have violated policy and training were held accountable. The system worked.



In the days and weeks immediately following the summer of 2020, the SPD undertook several actions to respond to community concerns and to ensure it continued to adhere to the principles of the consent decree:

- Reviewed and revised use of force & crowd management policies and trainings
  - Reduced the role of SWAT in crowd management
  - Actively participated in the OIG's Sentinel Event Review
  - Launched a series of community-based reconciliation and peace dialogues
  - Engaged international experts on alternative responses to partially violent demonstrations
  - Assessed and piloted new less-lethal options
  - Continued to report, in public dashboard and reports to the Monitor, on uses of force, Terry stops, interactions with individuals in crisis, and supervision metrics
  - Served as key team member supporting Mayor's Executive Order to Reimagining Community Safety
- Creating the first CompStat-style meeting focused on equity, accountability and quality (EAQ) in police services – supported by novel technology assessing in real-time data on disparity, proportional police services, and professionalism
  - Launching a pre-academy, community-based training to ground new recruits in service, relationships, trauma-informed interactions, and social emotional learning, to contextualize their peace officer training
  - Continuing to actively participate in the OIG's Sentinel Event Review
  - Ensuring the Data Analytics Platform (DAP), which was central to the ability to meet multiple consent decree requirements, remains up-to-date and continues to support innovation
  - Research and implement a risk-based dispatch protocol to match calls for service with the safest level of service response
  - Fully supporting all reporting to the Monitoring Team, as well as committing to publicly providing similar information absent the consent decree

While this responsive work was occurring, SPD also was continuing its work to set the national standard in transparency, research engagement, innovation, wellness, and accountability. In the summer of 2021, and moving into 2022, SPD has focused on:

- Designing & implementing, with technology partners, a new approach to officer wellness and supervision (known as OATH – Officer Accountability & Trust Hub)

The consent decree transformed the department into an agency organized around constant assessment of its operations, policies, and trainings. There is no one “plan” for what the department will do in the future to ensure it is providing effective, fair, and equitable police services, but these core goals establish a foundation for a department able to respond to any need or crisis in the future.

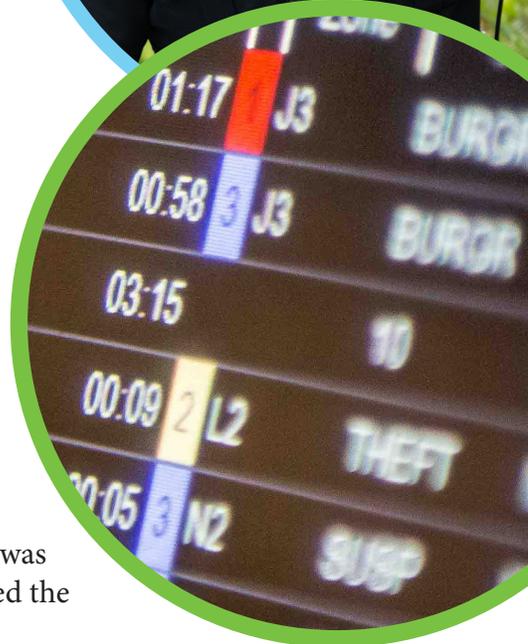


## Modernization through Technology

Transforming how SPD operates through leveraging better processes, tools, and data analytics to drive more effective results and progress enables SPD to do more, and better, with less.

### Technology Accomplishments

- Rolled out new civilian reporting capability through new portal
- Provided iPhones to all officers allowing improved efficiencies:
  - » Photography of evidence
  - » Recorded statements
- Rolled out new vehicle technology, allowing for the automation of body worn and in-car video. New technology also auto-logs case numbers to videos
- Upgraded body worn technology allowing for better microphones and improved audio fidelity
- AXON Capture Project: Automated with phone app to take photos, videos, and recordings and automatically updates the database (This was previously manual, with multiple hardware requirements and required the officer to be on-site to upload)
- Automated process for Traffic Warning Stops: Vehicle stopped, but only warning given. Consent Decree necessitated that all stops be documented. This is now tracked in the incident reporting system



## Technology – 2021 and Beyond

**Improve communication with follow-up investigators by expanding the online feedback tool to add automated updates to investigations statuses, as well as direct lines of communication between victims and their assigned investigator. This will keep the public better informed on developments with their cases**

**Evaluate additional technology that will support officers**

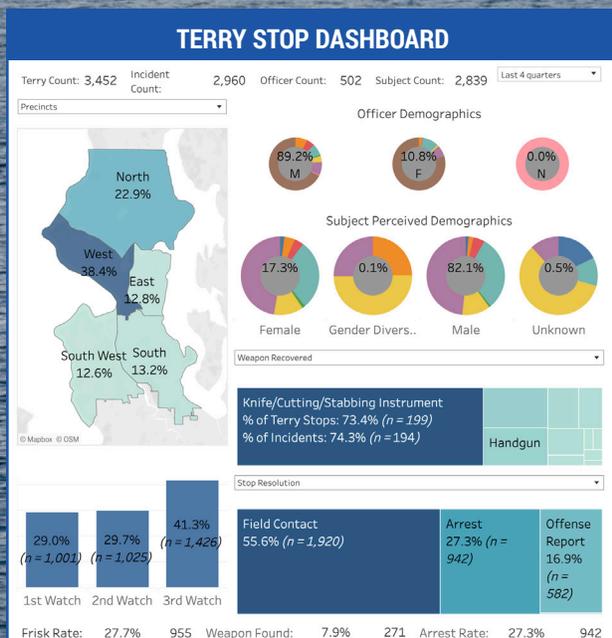
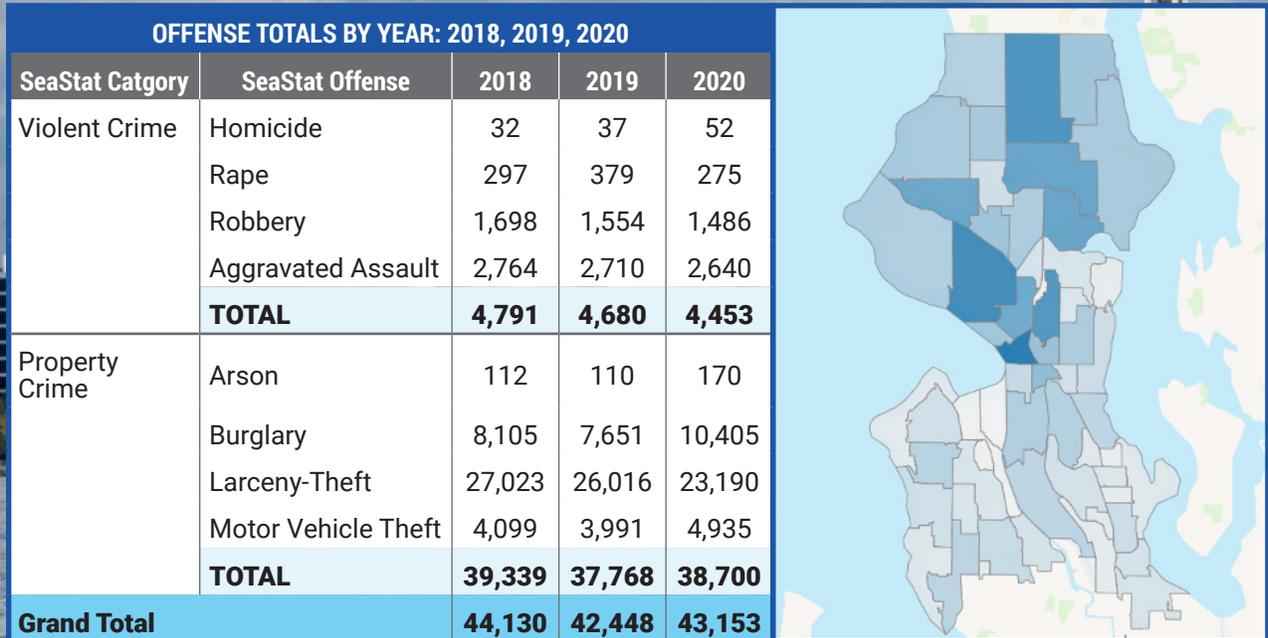
**Implement Virtual Reality for training that will include the following benefits:**

- » Reduced facility demands
- » Allows more training locally (decreased use of OT and travel)
- » More representative of what the officers see on the streets

**Continue groundbreaking work on the SPD Data Analytics Platform (DAP), modernize technologies, and increase transparency to promote greater accountability with a wellness-based approach for more innovative policing**

**Complete implementation of work force scheduling and time keeping system. This will allow for complete tracking of all work completed off-duty for a more complete picture of total hours worked**

## Sample SPD Dashboards



Examples of Public Dashboards available at [www.seattle.gov/police/](http://www.seattle.gov/police/)

## Recognition & Continued Partnerships

In 2021, in accordance with broad movements to reshape community safety in the City of Seattle, the City Council and the Mayor agreed on shifting some civilian responsibilities out of the Seattle Police Department's budgetary and management authority. The whole of SPD knows we will continue to rely on and recognize the amazing talents of these individuals even as they continue officially separate from the department.

The **911 Call Center** – staffed primarily by highly-trained and dedicated call takers and dispatchers – was moved out of SPD and converted to the **Community Safety and Communications Center**. The SPD has always thought of these team members as family, and we will continue to recognize and honor the vital work they do to facilitate public safety in this city.

The SPD's **Domestic Violence Victim Support Team** and **Crime Victim Advocates** were transferred to the Human Services Department as the **Crime Survivor's Services** team. These individuals were part of a unique partnership between community and police, some parts of which have been in place for 30 years. These caring, talented, and essential individuals are still co-located withing SPD's investigative units, though they are hired, managed, and included in the budget of Human Services.

The **Parking Enforcement Officers** were transferred to the Department of Transportation. These individuals have been a vital part of the SPD, providing traffic safety, covering most parking issues, and in many instances being a key part of significant investigations thanks to their vigilance while doing their work across the city and notifying police officers of vehicles of interest. At times they have faced real danger, and police officers were always there to have their backs. SPD will continue to support the work of these tireless employees.

The **Office of Emergency Management (OEM)** – long a cabinet-level agency – officially had its budget authority moved from the SPD to a fully independent agency. SPD, along with other frontline agencies, continues to work hand-in-hand with the OEM team and partner agencies.

Thank you all for the work you have done and will continue to do to ensure public safety for everyone in Seattle.



# In Memoriam



## **Mark Christopher Misiorek: July 27, 2020**

Sadly, SPD lost one of their own in 2020, Detective Mark Christopher Misiorek. Mark died unexpectedly on July 27, 2020 in Woodinville, WA after being fatally struck by a motor vehicle while riding his bike off-duty.

Mark grew up in Cheltenham, MD, the youngest of three boys. Mark followed in his father's steps and enlisted in the US Marine Corps, serving 8 years and achieving the rank of Sergeant while stationed at MCAS New River, Jacksonville and MCAS Futenma, Okinawa, Japan. It was in Okinawa that he met his future wife, Susan who was there teaching English. Together they moved to Jacksonville, NC to start their life. In 1999, they welcomed their only son, Wil Graeme. Mark loved being a father and always attended Wil's sports, music, or school activities.

After being honorably discharged from USMC, Mark joined the Durham Police. Then in 2004, the family drove cross country and moved to Bothell, WA after Mark was recruited to join the Seattle Police.

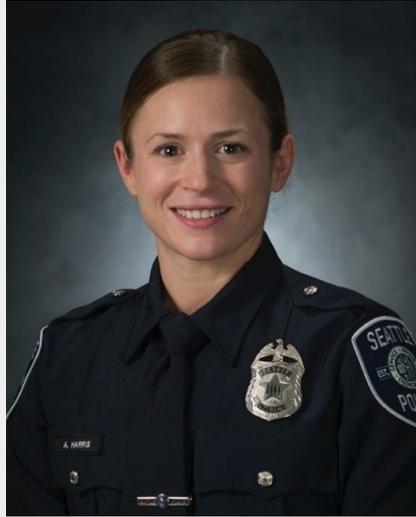
During his 16-year career with SPD, Mark worked in many units, including East ACT, Community Policing, SPOC, and ICAC. Mark was a beloved and respected colleague at SPD and was dedicated to his work.

He was known for his twisted sense of humor, unsuspecting pranks, and bringing out a smile in everyone he met. Mark, Susan, and Wil loved to travel and made memorable trips to Hawaii, Mexico, Toronto, Montreal, and, most recently, Ireland.

Most of all, Mark loved being with family and friends, both new and old. He had the ability to connect with people and brought light to so many.

Mark is survived by his wife Susan (Dyson) and son Wil of Woodinville, WA; father Wally of Cheltenham, MD; brothers Walt (Naoko) of North Beach, MD, Greg (Shannon) of Huntington, MD and bonus brother Raymond (Joannah) of Jacksonville, FL; and many dear friends.

# In Memoriam



## **Alexandra B. Harris – End of Watch: June 13, 2021**

Sadly, SPD lost one of its own this year, Officer Alexandra (Lexi) Harris.

On Sunday, June 13, 2021, Officer Alexandra B. Harris was driving home after finishing her shift when she came upon a multi-vehicle collision on Interstate 5, near South Forest Street.

Even out of uniform Officer Harris remained committed to the Seattle Police Department’s mission of community caretaking and pulled over to check on the motorists involved in the collision. As Officer Harris was outside of her vehicle, another passing motorist struck and killed her.

Officer Harris—known as Lexi by her friends and colleagues—served at SPD’s West Precinct, in the Department’s Wellness Unit, and mostly recently with the Community Response Group. She grew up in North Seattle and came from a family dedicated to public service in Washington State.

Lexi leaves behind a tight-knit family, including her fiancé and his daughters. One colleague said Lexi adored the girls and referred to them as her “bonus daughters.”

Lexi will be remembered for her commitment to her colleagues, wellness, and physical training, and as a co-host of the podcast *The Leaderist*, focused on improving the relationships between police and the communities they serve.

“Officer Harris embodied everything the Seattle Police Department is working to become,” said Chief Diaz. “Her dedication to the people of this city is an example to every member of our department, and all those who will come after her.”

