



POLICE DEPARTMENT  
UNIVERSITY of WASHINGTON  
Division of Student Life

*UWPD Strategic Plan 2020*



## Our **Mission**

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The University of Washington Police Department actively collaborates with our community to create a safe and secure campus through education, problem-solving and enforcement. We use innovative practices, continuing training and partnerships to provide professional public safety services, thereby reducing crime and the fear of crime. In doing so, we foster and maintain an environment that supports the well-being of our students, staff, faculty, and visitors.

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## Our **Vision**

The University of Washington Police Department aspires to be a world leader  
in innovative campus public safety practices.  
Our commitment to excellence supports the campus community's pursuit of  
academic and research goals in an environment  
free of crime and the fear of crime.

*Safeguarding the Academic Community with P.R.I.D.E.*

## *Our* Values

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The University of Washington Police Department is a team of full-time and part-time commissioned, civilian and volunteer personnel dedicated to ensuring the safety and security of the University of Washington campus. We are committed to the highest standards of professionalism and ethical behavior, and we conduct ourselves with P.R.I.D.E. in all we do.

**P**ROFESSIONALISM: We demonstrate our professionalism through our faithful adherence to the highest standards in law enforcement. We build professionalism by creating an environment that encourages teamwork, innovation, collaboration, and self-evaluation.

**R**ESPECT: Employees are our most important organizational asset. Our success depends upon our relationships with our coworkers and each person we serve. We promote respect for individual rights and personal dignity in our daily interactions. We foster and preserve trust within the University community, creating partnerships to eliminate crime and improve quality of life.

**I**NTEGRITY: We expect truth, honesty and ethical behavior from all members of our department. We uphold our position of public trust by maintaining the highest level of professional integrity and ethical standards through strict adherence to the administrative codes of our university and the laws of our nation, state and region.

**D**IVERSITY: We make every effort to anticipate, plan for and respond to the needs of a diverse and ever-changing community. We appreciate and understand our similarities and differences, and value every partnership we establish. We recognize that different viewpoints, experiences, and backgrounds are central to meeting the unique needs of the community we serve. We seek the input and talents of all members of the University in our efforts to safeguard the campus.

**E**XCELLENCE: We strive to be a premier law enforcement agency through our commitment to collaboration, communication, education, mentoring, outreach, and teamwork. In our pursuit of excellence, we support the implementation of creative and innovative strategies to address community concerns.

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## INTRODUCTION *from the* STRATEGIC PLANNING COMMITTEE

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The University of Washington Police Department remains dedicated to reviewing and improving our Strategic Plan. A cross-section of department employees met in November 2017 to discuss and update our 2012 plan. The committee represented the diverse roles and experience that make up the department—commissioned and civilian, front-line workers and management, as well as longtime employees and newcomers.

Our process:

- Reach out to stakeholders, assess their needs to include their priorities in our strategic initiatives
- Review our current Strategic Plan and identify updates as needed
- Identify the strengths, areas of growth, opportunities, and threats facing the department
- Prioritize departmental goals
- Identify issues to tackle in the coming years
- Identify success indicators

For this update, the committee sought feedback on our current plan progress from internal team members, as well as insight from our valued UW partners and stakeholders. We are proud to present our final product, the UWPD Strategic Plan. Now comes the challenge of implementation, assessment, and revision over the next year, five years, ten years!

We will know our plan has been a success when we...

***Reduce crime***  
***Increase the perception of safety***  
***Strengthen our community relationships***

Respectfully,

The UWPD Strategic Planning Committee<sup>1</sup>

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<sup>1</sup> Internal team members and UW partners (police, administration, students, faculty, and neighborhood partners)

— . — . — ▶ Reduce Fear

&

Build Community ◀.....

## STRATEGIC INITIATIVE 1: Communication and Awareness

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Open and defined lines of communication with our community can reduce concerns relating to crime and the fear of crime on the University campus. A joint effort from all UWPD stakeholders—police, administration, students, faculty, and neighborhood partners—can efficiently address serious community problems. Community partnerships can be enhanced and crime reduced by building upon existing strategies that promote the UWPD and our services to our community.

Alignment with Student Life Pillars: [Engagement, Student Learning, Access, Care](#)

Desired Outcome: Provide clear and effective lines of communication with our community, both internally and externally, to build relationships and thereby reduce crime and the fear of crime.

2018 Annual Goals: Complete current projects (increasing internal cross divisional collaboration, staff development, position assessments, etc.), and launch into goals delineated below.

2018 Success Indicators: Increased awareness and usage of UWPD services as evidenced in community survey results.

### Initiative 1 Goals:

1. Continue to identify the communication needs of our stakeholders and community partners.
2. Incorporate innovation and new communications technology as needed.
3. Evaluate our current level of participation in law enforcement groups, organizations and committees for proper exposure, relationship building, and information sharing.
4. Creation and optimization of a comprehensive communication plan to provide departmental awareness of process, policy changes, feedback process, and expectations.
5. Actively search out and maintain participation opportunities with community groups and committees.
6. Maintain a marketing initiative that encourages the use of existing communication tools (Tip Line, WatchDawg, Timely Warning, UWPD Facebook and Web site) and promotes new opportunities.
7. Create an innovative customer service data collection tool to evaluate our service objectives.
8. Enhance the use of social media opportunities and web communication tools.

## STRATEGIC INITIATIVE 2: Supervisory Consistency

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Providing employees with consistent expectations improves morale and enhances our ability to provide excellent services to the community. Supervisors can support the excellence of the entire department when decision-making tools and situation-specific procedures are available to ensure consistent outcomes.

Alignment with Student Life Pillars: [Care](#)

Desired Outcome: Supervisors are consistent in their expectations, decision making and guidance.

### 2018 Goals:

1. Identify opportunities for standardization of supervisor duties and processes to reduce inconsistent expectations.
2. Provide continually updated training curriculum for all supervisors in a classroom and web-based learning environment specific for UWPD (to include follow-up training and mentoring).
3. Update standard operating procedures for all UWPD supervisors.
4. Determine what tools are needed for improved supervisor consistency (e.g., performance evaluation software/templates, user-friendly policy manuals).

### 2018 Success Indicators:

- Standardization of processes and procedures given to supervisors.
- As part of the process, employee performance feedback is collected consistently.
- Productive relationships are built between supervisor/employee.

### **Initiative 2 Goals:**

1. Identify and implement ways to support supervisors in use of performance standards and expectations in a consistent manner.
2. Create and implement tools, such as process check lists and guideline documents, for improved supervisor consistency.
3. Identify needs and provide opportunities, encouragement, and resources for professional development.
4. Develop succession plan to assist in creating smooth transitions and successful on-the-job training for new supervisors.
5. Define what consistent and systematic responses to situations by supervisors are, and add these procedures to Standard Operating Procedures.
6. Informal mentoring is encouraged and addressed during on-the-job training for all supervisors.

## STRATEGIC INITIATIVE 3: Morale

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The University of Washington Police Department members complete their jobs professionally every day, and those who deliver above and beyond the normal scope of their position are recognized for outstanding work. We strive to treat everyone equitably. By providing a workplace free of negativity, we increase the effective and efficient use of our resources.

Alignment with Student Life Pillars: [Care](#), [Engagement](#), [Diversity](#)

Desired Outcome: Positive, respectful work environment that encourages hard work and continuous self-improvement.

### 2018 Goals:

1. Emphasize clearly defined Vision, Mission, Values by posting visual reinforcements in our building; continue to emphasize the importance of each in our meetings – particularly in our annual open meeting.
2. Continued pursuit of other Strategic Initiatives that affect morale.

### 2018 Success Indicators:

- Increased engagement in department activities – professional and social.
- Concerns accompanied by recommended solutions.
- Continued investment and involvement in the Strategic Planning process.
- Increase in frequency of on-time project completion.

### **Initiative 3 Goals:**

1. Clarify departmental expectations and model how to interact with one another: Internal-External, Supervisor-Subordinate, Co-worker-Co-worker.
2. Resolve issues at the lowest level and with those directly involved. Make recommendations on the types of concerns to be dealt with by supervisors versus Internal Affairs, etc.
3. Bureau leaders develop position-specific expectations for employees.
4. Promote ways to increase peer accountability.
5. Identify tools to set and meet project deadlines to enhance work product quality.

## STRATEGIC INITIATIVE 4: Technology

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Correct usage of technology with the proper training can significantly impact department efficiencies, which in turn can help reduce crime and the fear of crime. By reviewing the hardware and software that we currently use, we can identify technology needs and develop a technology plan, for years 2 to 5, that enhances our ability to decrease crime and the fear of crime more efficiently and effectively.

Alignment with Student Life Pillars: [Care](#), [Access](#)

Desired Outcome: Enhance organizational efficiency and effectiveness using technology.

### 2018 Goals:

1. Maximize use of our currently owned software.
2. Maintain a comprehensive and cohesive 2 to 5-year technology plan.
3. Maintain decision-making process for purchasing new technology systems.
4. Maintain process for “test-driving” new technology.
5. Review and update current technology replacement plan and schedule.

### 2018 Success Indicators:

- Efficient response time: meeting or beating response time goal of 2 minutes or less.
- Increased and more timely information sharing, internally and externally. Consolidated technology system (efficient use of hardware and no duplication in software).
- Higher technical proficiency with lower total costs.
- More efficient and user-friendly system practices.
- Streamlined purchasing process when funding is available.

### **Initiative 4 Goals:**

1. Keep a knowledge base of emerging trends and technology changes. Look for scalable systems that can increase/decrease as needed.
2. Continue use of tracking system and database to monitor emerging support trends.
3. Implement a procedure for retention of information/knowledge, so we are prepared to make improvements when resources are available.



# Fight Crime

## STRATEGIC INITIATIVE 5: Investigative Protocols

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“Best practice” investigative standards are essential to providing police services to our community. The UYPD has highly trained, efficient, and effective commissioned officers prepared to perform primary duties as well as complex criminal investigations. Our investigative practices, protocols, procedures, and processes ensure that those tasked with these responsibilities are appropriately trained. Our standards fulfill local, state, and federal guidelines for successful criminal investigations.

Alignment with Student Life Pillars: [Care](#)

Desired Outcome: To provide rigorous follow up on investigations from initial report through final case disposition.

### 2018 Goals:

1. Regular evaluation of current investigative standards, processes, and protocols at UYPD to ensure compliance with CALEA, IACLEA and WASPC standards.
2. Assess investigative training requirements; make plans to provide proper training to all personnel.
3. Develop and deploy report-writing template for personnel to provide guidelines for reports that are structured, consistent and include all necessary elements and facets of a criminal investigation.
4. Ongoing supervisory review of reports with adjustments and corrections made to ensure investigative practices are followed.
5. Patrol Lieutenant to conduct monthly Quality Assurance audits of cases to ensure we are conducting thorough and complete investigations.
6. Increase interaction with other law enforcement agencies for collaboration and increased understanding of prosecutor expectations.

### 2018 Success Indicators:

- Decreased flaws in reports.
- Better, more thorough reports.
- Decrease in case errors listed in case activity log.
- Increase in successful prosecutions of criminal cases.
- Decrease in clarification questions from Prosecutor’s office.

## STRATEGIC INITIATIVE 5: Investigative Protocols, continued

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### Initiative 5 Goals:

1. Ensure our practices comply with the standards and protocols for proper criminal investigations. Define and increase awareness of best practices.
2. Continue to develop UWPD Investigative standards and protocols.
3. Confirm that all commissioned personnel are appropriately trained and equipped for basic criminal investigations.
4. Ensure our detectives and investigative personnel are prepared for more complicated criminal investigations through continuing education.
5. Ensure investigative personnel have access the proper tools to successfully perform their expected function (technology, matrices, checklists and other tools).
6. Strengthen partner relationships with surrounding law enforcement agencies: ensure we have the necessary mutual aid agreements in place should the need arise; train with our partners to better hone investigative skills and experience and to increase collaboration.
7. Develop procedures for addressing shortcomings and successes (i.e., remedial training, a system for identifying the need for corrective training, recognition for a job well done).
8. Sustain readiness by providing on-going investigative training.
9. Continue to evaluate our success by reviewing investigations and reports for potential improvement.

## **STRATEGIC INITIATIVE 6: Employee Training**

To provide effective police services to our community, the UWPD recognizes that it is essential to ensure that the training our commissioned and civilian personnel receive is consistent with current standards and practices in our professions and that the training is specific to the role each of our personnel play at the University of Washington.

Alignment with Student Life Pillars: [Care](#)

Desired Outcome: Maintain a training program that supports the professionalism of the department.

### 2018 Goals:

1. Ensure that each employee has a professional development plan in place.
2. Ensure that non-mandatory training ties to employee development plans and has a benefit to the University of Washington community.
3. Enhance comprehensive training program for all employees.

### 2018 Success Indicators:

- Efficient use of financial resources for training.
- Increased efficiency in scheduling training.
- Review of employee professional development plan to ensure development is on track.

## STRATEGIC INITIATIVE 6: Employee Training, continued

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### Initiative 6 Goals:

1. Evaluate organizational training needs on an annual basis, keeping current and emerging trends in mind. Develop and implement training review program.
2. Evaluate current standards of training at UWPD and all current in-house training programs. Look at what training is provided by outside vendors or sources, and assess how/if we can bring the training in-house.
3. Review current instructor development to determine training and lesson plan continuity and competence.
4. Evaluate the programs we teach, and the people who are instructors to ensure success. Create a process for evaluating instructors and for providing the support/training to instructors for their further improvement. Ensure our instructors and training programs are of the highest quality.
5. Assess the feasibility (cost/benefit) of training in-house trainers. Determine what training we can efficiently and effectively provide on-site to maximize efficiency and effectiveness of training delivery. “Build the bench” of our in-house training cadre.
6. Provide on-going opportunities for quality training to ensure department personnel are current with best practices in campus policing.
7. Share our cadre of well-trained trainers with others in our community by hosting training for others.
8. Encourage informal mentoring and address during on-the-job training for applicable employees.
9. Create a formal mentoring program.
10. Look for every opportunity to enhance and enrich our training programs to ensure adequate employee development within individual professional development plans.
11. Re-establish department-wide training advisory committee.
12. Create professional development management system committee.
13. Create single training request and approval process.

.....▶ Increase  
Efficiency

## STRATEGIC INITIATIVE 7: Policy & Accreditation Management

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The UWPD strives for continuous improvement, seeking out accreditation from several agencies. While the Commission on Accreditation for Law Enforcement Agencies® (CALEA) provides minimum standards and guidelines for effective and efficient police practices, UWPD also has received accreditation from International Association of Campus Law Enforcement Agencies (IACLEA) and Washington Association of Sheriffs and Police Chiefs (WASPC). UWPD creates policies applicable to our agency to meet or exceed those standards and guidelines, embedding a culture of accreditation throughout the organization so that every action we take is consistent with our pursuit of best excellence.

Alignment with Student Life Pillars: [Access](#)

Desired Outcome: Maintain full compliance with CALEA, IACLEA, and WASPC accreditation standards for the UWPD. Maintain compliance with other external mandates (e.g., Washington State Patrol Access, Clery, Revised Code of Washington).

2018 Goals:

1. Create efficiencies in the policy review/ acknowledgment process via technology.
2. Increase involvement at all levels in the agency in the accreditation process.
3. Maintain annual accreditation standards.

2018 Success Indicators:

- Maintain proofs of compliance consistently provided by staff.
- Policy review allows for easily locating systemic issues and provides for correcting or improving the policy.
- Effective and efficient use of department resources in complying with UWPD policy and procedures.

**Initiative 7 Goals:**

1. Maintain a clear plan for collecting proofs of compliance.
2. Maintain a clear and concise process map through policy and procedure review and revision.
3. Maintain internal Clery reporting collection procedures.
4. Design a “Command Inspection Program” for unit supervisors. This program acts as an assessment tool, giving Command Staff a snapshot of how each unit is functioning.
5. Develop a lesson plan for training all personnel on collecting and providing proofs (in progress/complete).
6. Train all personnel in the process of collecting/providing proofs of compliance.
7. Develop succession plan to guide the maintenance of strategic leadership and management which will eliminate gaps in institutional memory, knowledge, and leadership to improve organizational stability.

## Strategic Initiative 8: Staffing

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Adequate staffing is necessary to carry out the mission of the UWPD. Overtime assignments, shift adjustments, and temporary assignment changes continue to be necessary to fulfill our obligations. The UWPD strives to deploy the resources in the best possible manner. The UWPD also seeks to find new resources, such as interns, part-time employees, students and/or volunteers, to aid departmental efficiency.

Alignment with Student Life Pillars: [Access](#), [Care](#), [Student Learning](#), [Diversity](#)

Desired Outcome: Appropriate staffing levels based on job task analysis.

### 2018 Goals:

Continue yearly staffing and resource assessment.

### 2018 Success Indicators:

- Continued reduction in schedule conflicts.
- Continued reduction in overtime for shift coverage.
- Meeting or beating response time goals for patrol.
- Measure effective response to needs of our campus community triennially.
- Crime Prevention Quality Assurance Surveys are done and meetings with the Campus Security Advisory Committee are set.

### **Initiative 8 Goals:**

1. Initiate a job task analysis for all positions.
2. Initiate an internal study of the use of leave and scheduling efficiency.
3. Make recommendations on scheduling and use of leave.
4. Develop a process for annual review of UW population growth and impact to workload and personnel levels.
5. Continued use of student employees.
6. Emphasize effective ways of recognizing employees.

## **STRATEGIC INITIATIVE 9: Health and Wellness**

The health and well-being of all staff is an integral part of developing and maintaining the vibrant and productive workforce necessary to carry out the mission of the UWPD. Because the mental stress and physical efforts associated with work in a law enforcement agency can manifest in a variety of health issues, UWPD remains dedicated to providing a range of health and wellness opportunities. UWPD will continue to seek out additional opportunities and programs aimed at improving the health and well-being of all personnel.

Alignment with Student Life Pillars: [Care](#)

Desired Outcome: Positive work environment that supports ongoing health and wellness.

### 2018 Goals:

1. Provide voluntary activities that support health and wellbeing.
2. Encourage in-house events that promote mental, emotional, and physical wellness.
3. Enhance access to wellness resources.

### 2018 Success Indicators:

- A decrease in department-wide sick leave use.
- Increased employee participation in wellness events.
- Increased participation in employee recognition program.

### **Initiative 9 Goals:**

1. Develop Peer Support Team.
2. Review potential department-wide expansion of health and wellness incentive program.
3. Encourage team building opportunities such as annual Polar Plunge and Whole U challenges/events.
4. Implement chaplaincy program.
5. Research possible creation of quiet room.
6. Create a voluntary health & wellness program with incentives for those who meet fitness standards.

## STRATEGIC INITIATIVE 9: Health and Wellness, continued

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### Peer Support Team Definition (*Anaheim PD Policy Manual*):

The Peer Support Program is a program that offers assistance and appropriate support resources to employees when personal or professional problems negatively affect their work performance, family unit or self. This communication is confidential, providing it does not violate any law or Department regulation. This program is designed to:

- (a) Provide emotional support during and after times of personal or professional crisis to other employees who need assistance;
- (b) Promote trust, allow anonymity, and preserve confidentiality for persons using Peer Support within the guidelines of the program;
- (c) Develop members who can identify personal conflicts and provide guidance or referral to professional/alternate resources as required;
- (d) Maintain an effective peer support training and response program;
- (e) Check on the wellbeing of employees out with illnesses / IOD's and provide support where desired and needed.

## FUTURE OBJECTIVES

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In reviewing our Strategic Initiatives for the UWPD Strategic Plan, the committee noted multiple ongoing challenges to be addressed under each initiative. The committee prioritized the challenges, and this plan tasks the department with addressing and documenting progress on each challenge. The committee recognizes that these goals and objectives are fluid and may change depending on internal and external circumstances and needs.

The department will review the Strategic Plan periodically to measure our progress on each initiative and to prioritize tasks for the coming year with the Strategic Planning Steering Committee. Each year, the committee will revisit the initiatives to determine their continued relevance and identify any new issues or challenges that may have developed over the year.

## ACKNOWLEDGEMENTS

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The UWPD's Strategic Plan resulted from the collaborative efforts of the Strategic Planning Committee, our Consultant, Roger Baker from The Business of Policing, and our community's stakeholders. Without everyone's participation, we could not have written our plan, and without them, we cannot implement our plan. We extend our gratitude to our stakeholders who participated in developing this strategic plan and who continue to collaborate with us as we implement our plan.

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## DEFINITIONS

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**First Year Success Indicators:** Broadly defined measures used to evaluate whether our implementation strategies are working. As appropriate, the department may establish specific, quantifiable goals for any given measure.

**Strategic Initiatives:** Issues determined to be priorities based on input from employees and external stakeholders.

### **Pillars of Student Life**

Our commitment to students, their families and the greater UW community is rooted in:

- **Access** – We make the UW accessible by working to remove barriers and creating opportunities that allow students to make the most of their Husky Experience and all that the UW has to offer
- **Diversity** – We promote diversity, equity and inclusion and create welcoming environments where individual identities, experiences and perspectives are honored and developed
- **Engagement** – Student Life produces environments and experiences that foster students’ personal growth, help to develop social connections and enable their strong and enduring investment in campus life and the UW
- **Care** – We provide programming, services and outreach that are proactive, educational and responsive to students’ well-being and success