



UWPD STRATEGIC PLAN

2012



POLICE DEPARTMENT
UNIVERSITY *of* WASHINGTON
Division of Student Life

Our **Mission**

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.

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

The University of Washington Police Department is a team of full-time and part-time commissioned, civilian & 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.

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

RESPECT: 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.

INTEGRITY: 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.

DIVERSITY: 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.

EXCELLENCE: 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

A cross section of the University of Washington Police Department began meeting in August of 2011 to develop the UWPD Strategic Plan. Commissioned and civilian, front line workers and management, longtime employees and newcomers, our committee sought to broadly represent the department.

Our directive:

- Revisit our mission, vision and values, and update if needed
- Reach out to stakeholders, assess their needs to include their priorities in our strategic initiatives
- Identify the strengths, areas of growth, opportunities and threats facing the department
- Prioritize departmental goals
- Identify issues to tackle in the coming year
- Identify first year success indicators
- Put a process in place to follow up on our strategic plan

From August through December, the committee worked to accomplish its tasks by meeting with stakeholders, breaking into subcommittees and gathering data. 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 submitted,

The UWPD Strategic Planning Committee

— . — . — ▶ Reduce Fear

&

Build Community ◀.....

STRATEGIC INITIATIVE: **Communication and Awareness**

Open and clearly defined lines of communication with our community can reduce concerns relating to crime and the fear of crime on the university campus. Serious community problems can be affected through a community effort involving police, administration, students, faculty and neighborhood partners, all of whom are UWPD stakeholders. Community partnerships can be further enhanced and crime can be 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](#)

Needs:

Provide clear and effective lines of communication with our community to build relationships and thereby reduce crime and the fear of crime.

Annual Goals:

Continue with current projects (marketing UWPD services, increasing Facebook page usage, community outreach efforts, etc.), and launch into goals delineated below in the future.

Annual Success Indicators:

Increased awareness and usage of UWPD services.

Future Goals:

1. Identify critical stakeholders and their communication needs.
2. Evaluate current communication methods and make recommendations for improvement.
3. Incorporate innovation and new communications technology as needed.
4. Evaluate our current level of participation in law enforcement groups, organizations and committees for proper exposure and relationship building.
5. Creation and implementation of a department-wide communication plan.
6. Actively search out participation with community groups, other law enforcement agencies and others.
7. Institute a marketing initiative that encourages and increases use of existing communication tools (Tip Line, WatchDawg, Timely Warning, UWPD Facebook and Web site) and promotes new opportunities.
8. Create an innovative customer service data collection tool to evaluate our service objectives.
9. Enhance and increase use of social media opportunities and web communication tools.

STRATEGIC INITIATIVE: Supervisory Consistency

Decision-making by first level commissioned supervisors require guidelines to enhance consistency among the responses of sergeants to specific patrol situations. Providing tools to support consistency improves morale and allows us to provide excellent services to the community.

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

Needs:

Consistency in decision making and guidance given by supervisors.

Annual Goals:

1. Evaluate where the inconsistencies lie within first-line supervisors and identify the reason for inconsistencies.
2. Create training curriculum for first line supervisors and mid-level managers in a classroom and web-based learning environment specific for UWPD (to include follow up training and mentoring).
3. Update standard operating procedures specific to first line supervisors.
4. Determine what, if any, additional training is needed.
5. Determine what tools are needed for improved supervisor consistency (e.g., performance evaluation software/templates, user-friendly policy manuals).
6. "Mini-camp" training provided for all sergeants and lieutenants and civilian supervisors as appropriate.

Annual Success Indicators:

Increased consistency in employee evaluations and decision-making among first-line supervisors.

Future Goals:

1. Identify and implement ways to support supervisors in use of performance standards and expectations in consistent manner.
2. Create tools for improved supervisor consistency .
3. Provide training as needed.
4. Create a succession plan.
5. Use succession planning to create smooth transitions and effective on-the-job training for new supervisors.
6. Consistent and systematic responses to situations by first line supervisors and add such procedures to Standard Operating Procedures.
7. Provide opportunities, encouragement and resources for professional growth.

STRATEGIC INITIATIVE: **Morale**

The University of Washington Police Department members do our jobs in the most professional manner 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](#)

Needs:

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

Annual Goals:

1. Provide clearly defined Vision, Mission, Values. Create Vision/Mission/Values posters and post in our buildings and articulate at meetings, in particular our annual open meeting
2. Work on other Strategic Initiatives that affect morale (for first year, see specifically, Supervisor Consistency, Investigative Protocols and Technology).

Annual Success Indicators:

Increased involvement in department activities – professional and social.
Increased use of department fitness center or obvious involvement in a fitness program.
Complaints accompanied by recommended solutions.
Continued investment and involvement in the Strategic Planning process.

Future 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 issues to be dealt with by first-level supervisors versus Internal Affairs, etc.
3. Create a voluntary health & wellness program with incentives for those who meet fitness standards.
4. Emphasize effective ways of recognizing employees.

STRATEGIC INITIATIVE: Technology

The right technology with the proper training used for the right reasons can significantly affect crime and the fear of crime. By reviewing the technology (hardware and software) that we currently use, we can identify technology and develop a 5- and 10-year technology plan to help decrease crime and the fear of crime more efficiently and effectively.

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

Needs:

Use of technology that enhances organizational efficiency and effectiveness.

Annual Goals:

1. Maximize use of currently owned software.
2. Create a comprehensive and cohesive 5- to 10-year technology plan.
3. Identify a decision-making process for purchasing new technology.
4. Evaluate current software technology for capabilities before purchasing more software.
5. Develop a technology replacement plan and schedule.

Annual Success Indicators:

Efficient response time. Consistently meeting or beating response time goals.
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.
Systems easier/more efficient for users.
Enhanced purchasing capability when funding is available.

Future Goals:

1. Identify process for “test-driving” new technology.
2. Keep a knowledge base of emerging trends and technology changes. Look for scalable systems that can increase/decrease as needed.
3. Create knowledge base and tracking system for emerging trends.
4. Implement procedure for retention of information/knowledge so we are prepared when money is available to buy.

— . — . — ▶ Fight Crime

STRATEGIC INITIATIVE: Investigative Protocols

To provide effective police services to the community we serve, the UWPD has a highly trained, efficient and effective cadre of commissioned officers prepared to perform basic as well as complicated criminal investigations. All commissioned officers are competent in criminal procedure and investigation so that initial reports are investigated to the fullest extent. To that end, we have investigative practices, protocols, procedures and processes in place, and ensure that those tasked with these responsibilities are trained in fundamental criminal investigation. Our protocols are in-line with local, state and federal guidelines and “best practices” for successful criminal investigations.

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

Needs:

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

Annual Goals:

1. Evaluate current investigative standards, processes and protocols at UWPD.
2. Assess investigative training requirements; make plans for proper training to be provided to all personnel.
3. Ensure reports are well written with all necessary elements and facets of a criminal investigation. Ensure complete and thorough content in all reports.
4. Conduct Quality Assurance audits of cases to ensure we are conducting thorough and complete investigations. Reports will be reviewed by supervisors with adjustments and corrections made to ensure investigative practices are followed.
5. Increase interaction with other law enforcement agencies for collaboration and increased understanding of prosecutor expectations.

Annual Success Indicators:

Decreased investigative flaws in reports
Better, more thorough reports
Increase in successful prosecutions on criminal cases
Decrease in clarification questions from Prosecutor’s office

STRATEGIC INITIATIVE: Investigative Protocols

Future Goals:

1. Ensure our practices are in-line with the standards and protocols for proper criminal investigations. Increase awareness on “best practices.”
2. Continue to develop UWPD Investigative standards and protocols.
3. Confirm that all commissioned personnel are properly trained and equipped for basic criminal investigations.
4. Ensure our detectives and investigative personnel are trained for more complex criminal investigations through continuing education.
5. Ensure that investigative personnel have the proper tools to successfully perform their expected function (technology, matrices, checklists and other tools).
6. Partner with our 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, system for identifying need for remedial training, personnel recognition for 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: Employee Training

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

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

Needs:

Maintain a training program that supports the professionalism of the department.

Annual 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.

Annual Success Indicators:

Efficient use of financial resources for training.
Increased efficiency in scheduling training.

STRATEGIC INITIATIVE: Employee Training

Future Goals:

1. Evaluate organizational training needs (content) 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 from outside vendors or sources, and assess how/if we can bring the training in-house.
3. 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 possible within the profession.
4. Assess the feasibility (cost/benefit) of training in-house trainers. Determine what training we can efficiently and effectively provide on-site.
5. Provide on-going opportunities for quality trainings to ensure department personnel are current with best practices in campus policing.
6. Train UWPD trainers in areas that will maximize efficiency and effectiveness of training delivery. “Build the bench” of our in-house training cadre.
7. Share our cadre of well-trained trainers with others in the profession by hosting on-site training for other agencies.
8. Informal mentoring encouraged and addressed during on-the-job training for new supervisors.
9. Explore 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.

.....▶ Increase
Efficiency

STRATEGIC INITIATIVE: Policy & Accreditation Management

UWPD meets law enforcement “best practices” relating to crime, the fear of crime. We operate efficiently and effectively through the Commission on Accreditation for Law Enforcement Agencies® (CALEA), an international organization. CALEA provides us with minimum standards and guidelines; UWPD creates policies applicable to our agency to meet those standards and guidelines by embedding the culture of accreditation into the organization so that every action we take is consistent with our policies.

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

Needs:

Full compliance with CALEA and best practices standards for the UWPD. Full compliance with all other external mandates (e.g., Washington State Patrol Access, Clery, Revised Code of Washington).

Annual Goals:

1. Create efficiencies in the policy review/acknowledgement process via technology.
2. Increase involvement at all levels in the agency in the accreditation process.

Annual Success Indicators:

Proofs of compliance consistently provided by staff rather than Accreditation Manager.
Policy review allows for easily locating systemic issues and allows for correcting or improving the policy.
Effective and efficient use of department resources in complying with UWPD policy and procedures.

Future Goals:

1. Create and implement a clear plan for collecting proofs of compliance.
2. Create a clear and concise process map through policy and procedure review and revision.
3. Revise internal Clery reporting collection procedures.
4. Design a “Command Inspection Program” for unit supervisors (Lts, Sgts, Mgrs). 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.
6. Train all personnel in the process of collecting/providing proofs of compliance.
7. Supply staff with an efficient way to furnish proofs of compliance.
8. Complete, approve and implement Unit Supervisor “Command Inspection Programs.”

STRATEGIC INITIATIVE: **Staffing**

Adequate staffing is necessary to carry out the mission of the UWPD. Overtime, 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](#)

Needs:

Appropriate staffing levels based on job task analysis.

Annual Goals:

Due to current vacancies, this initiative will be implemented in 2013.

Future Goals:

1. Initiate a job task analysis for all positions.
2. Initiate an internal study of use of leave and scheduling efficiency.
3. Make recommendations on scheduling and use of leave.
4. Investigate the use of student employees as UWPD resources. Determine effectiveness of a student employee deployment strategy.
5. Determine the supervisory needs for the security guard program.

Success Indicators:

Reductions in schedule conflicts.

Reduced overtime for shift coverage.

Meeting or beating response time goals for patrol and detectives.

Measured effective response to needs of our campus community done via triennial Crime Prevention Quality Assurance Surveys and meetings with the Campus Security Advisory Committee.

FUTURE OBJECTIVES

In identifying the Strategic Initiatives for the UWPD Strategic Plan, the committee noted multiple challenges to be addressed under each initiative. The committee prioritized the challenges, and this plan tasks the department with addressing particular challenges and issues in the first year. In the following years, the department will tackle the other challenges noted in this document that were not addressed in the first year. 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 on a regular basis to measure our progress on the assigned initiatives and to prioritize tasks for the coming year through the use of subcommittees. 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.

ACKNOWLEDGMENTS

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. Without them, we can not implement our plan. We extend our gratitude to our stakeholders who participated in developing this plan and who continue to collaborate with us as we implement our plan.

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APPENDIX: DEFINITION OF TERMS

First Year Goals: Tasks to be accomplished in calendar year 2012. The Chief of Police and/or his designees will assign research on and implementation of these tasks with appropriate monitoring and feedback systems used to track performance.

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.

Needs: Desired outcomes or accomplishments to be achieved over the next five to ten years. The Needs reflect departmental expectations for where we want to be on a given Strategic Initiative.

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