

Port of Seattle Police Department Strategic Plan 2024 – 2026



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The Port of Seattle

Founded in 1911, the Port of Seattle has a mission to promote economic opportunities and quality of life in the region by advancing trade, travel, commerce, and job creation in an equitable, accountable, and environmentally responsible manner. The Port is a leader in moving people and cargo across the country and around the world. With facilities and property ranging in scope from a half-acre park to one of the largest airports and container terminals on the West Coast, the Port maximizes the public assets with an eye toward best uses and environmental sustainability.

The Port’s services and programs benefit the region in many ways and allows the communities to experience the impacts and opportunities differently. Through ongoing outreach efforts, educational engagement offerings, and business and community development programs, the Port focuses on building relationships and fostering partnerships with a commitment to being a good neighbor and expanding opportunity. The Port also holds fast to five core values (RAISE): respect, anti-racism and equity, integrity, stewardship, and excellence. These values define the public service commitment of employees who serve millions of people, and foster pride in employees working for one of the region’s most integral economic engines.

The Port of Seattle is governed by the Port of Seattle Commission. Five Commissioners, elected at large by the voters of King County, serve four-year terms, and establish Port policy. The Port is led by the Commission-appointed Executive Director who is responsible for overall activities of the Port.

The Commission adopted the Century Agenda (CA) as the directional compass for the Port of Seattle and the basis for all strategic alignment and goal creation across the Port.

Introduced in 2012 to mark the 100-year anniversary of the Port, the Commission adopted the Century Agenda to establish the Port’s ambitious vision for the next 25 years and beyond. It contains six (6) goals and nineteen (19) objectives that provide structural framework for operating divisions to create tactical objectives and aligned key performance indicators (KPIs) to keep the Port on track to its destinations.

The Century Agenda was updated in December 2017 to add Scope 2 carbon reduction goals to our environmental sustainability priorities that supplement to accompany Scope 1 and Scope 3 carbon reduction goals. Most recently, the CA was updated again in 2020 to add goals on Equity, Diversity, and Inclusion as well as to be a Highly Effective Public Agency.

The Port of Seattle Police Department

The Port of Seattle Police Department, created in 1972, provides the primary law enforcement service to the Seattle International Airport¹ (SEA) and the Port of Seattle’s seaport properties². The key functions of the department are to:

1. Provide a visible presence in and around the airport and seaport to prevent crimes from occurring.
2. Provide traditional law enforcement functions throughout the Port of Seattle jurisdiction.
3. Ensure continuity of operations.
4. Provide police and fire emergency communications.
5. Respond, mitigate, and stabilize acts of terrorism or unusual events.

Comprised of a Services Bureau and an Operations Bureau, several divisions within these bureaus strive to ensure the above functions are accomplished while maintaining the highest professional integrity, in a manner aligned with the Ports priorities, RAISE values and in line with agreed upon levels of service. The department, as of 2023, is authorized 130 commissioned and 52 non-commissioned staff with an approved budget of just over \$36 million.

The Operations Bureau is the most visible representation of the Department. Uniformed members serve our community in many ways including responding to 911 calls, assisting the public, providing proactive patrol, and facilitating the safe and expeditious movement of traffic. Officers may be called to take a

¹ Located approximately 12 miles south of downtown Seattle the Airport has facilities for commercial passengers, air cargo, general aviation, and aircraft maintenance on upwards of 2,800 acres. Airport facilities include the Main Terminal, the South, North Satellites and International Arrival Facility, an 8-level parking garage and consolidated rental car facilities. Over the summer months of 2023, 15.3 million passengers came through SEA.

² Maritime is responsible for the operations, strategic direction and leadership of the largest and fastest growing Cruise homeport on the West Coast, the homeport of the North Pacific Fishing fleet, 4 premier recreational Marina’s comprising 1500 slips, supporting industrial properties, a grain terminal and 65 acres of public waterfront parks.

report of a crime from a travelling member of the public, intervene in a physical confrontation or respond to a security breach within the airport, the recreational or commercial marina or container terminals.

The primary mission of the Services Bureau is to provide support to the Operations Bureau. The Services Bureau consists of the Criminal Investigations Division, Fleet and Supply and the Professional Development and Standards Division. Most of the non-commissioned staff are in this Bureau including a 911 Fire and Police dispatch team who are essential to the safe and efficient operation of the Port of Seattle organization.

The members of the Port of Seattle Police Department are committed to providing professional law enforcement services, protecting the rights of individuals, preventing crime, and building community partnerships. The Police Department is a Commission on Accreditation for Law Enforcement Agencies (CALEA) certified agency and was re-accredited in 2021. The Department was showcased by the International Association of Chiefs of Police (IACP) as a .

The Port of Seattle Police Department, under the direction of Chief Mike Villa, partnered with Strategic Initiatives to develop the department’s 3-year strategic plan. This strategic plan aligns with the Port of Seattle Century Agenda (CA) Strategic Objectives. As examples, we will be improving the operational efficiency and customer experience at SEA (CA Goal 2, objective 3), ensuring structures and practices provide equitable opportunities for all (CA Goal 5, objective 14), and advancing the Port’s dedication to employee safety (CA Goal 6, objective 16).

Internal and External Stakeholder Input

Internal and external stakeholders provided significant input on three recent initiatives that had a major influence in shaping this strategic plan. Those initiatives are:

SEA Cares Initiative:

Shortly after the beginning of the COVID-19 pandemic in 2020, Seattle-Tacoma International Airport (SEA) experienced an influx of non-ticketed persons who committed crimes ranging from felony assaults to misdemeanor thefts. Port employees and visitors felt unsafe and airport operations and security was negatively impacted by suicidal subjects, assaults, hoax bomb threats, and a wide range of calls for service. Biohazard incidents and other custodial needs increased which impacted the cleanliness of the terminal in a disruptive way. In response to this issue, SEA implemented the “SEA Cares” program. The objective was to provide a safe and secure airport for employees and the traveling public along with compassionately directing people experiencing homelessness to off-site social services and other resources.

The SEA Cares working group and steering committee included directors and representatives from Aviation Security, AV Customer Service, AV Operations, External Relations, OEDI, Process Improvement, and the POSPD Chief of Police and command. Various strategies and tactics were implemented during 2020 and 2021 with minimal success. In December of 2021, the Police Department proposed a three-year Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy to the SEA Cares steering committee and subsequently SEA Managing Director Lance Lyttle. The strategy was approved. and implementation initiated in 2022. A key strategy and accomplishment was establishing co-responder teams which included

continuance of the Crisis Coordinator position, the hiring of a non-commissioned Mental Health Professional, and advanced crisis intervention training for officers. Early results proved the program’s success, and the SEA CARES strategic goals are incorporated into this department strategic plan.

Task Force on Policing and Civil Rights:

The Port of Seattle Commission created the Task Force on Policing and Civil Rights via Motion 2020-15. The Task Force in-turn contracted with 21CP Solutions (21CP) to complete an assessment of the Port of Seattle Police Department. 21CP conducted a thorough process with many internal and external stakeholders. Community engagement included Shilshole Bay Marina residents and Dock Captains, Duwamish Valley stakeholders, Harbor Island stakeholders, Drayage Truck Companies and Drivers, aviation stakeholders, homelessness advocates and service providers, and the City of Sea-Tac. Sixteen Task Force Members included Port of Seattle representatives from Strategic Initiatives, Labor Relations, Central Procurement Office, External Affairs, Human Resources, OEDI, Blacks in Government, and the Commission Office. External members included Equal Rights Washington, Seattle Police Department, Police Accountability advocates, ACLU Washington, and Teamsters. With Taskforce involvement, 21CP generated 52 recommendations for implementation or compliance.

In follow up, the Port established the Policing Assessment Implementation Team (PAIT) in December of 2021. The PAIT was an internal team of Port employees with an in-depth knowledge of the implications of implementing the recommendations. PAIT included the Chief Operating Officer of the Port, Police Department, Human Resources, Legal, Finance and Budget, Labor Relations, External Relations, and Strategic Initiatives. The PAIT completed its work in May of 2022 with an exhaustive report that assessed budget, policy, community and external relations, legal, and other implications as well as prioritizing the 21CP recommendations as High, Medium, or Low. Implementation of the recommendations is a multi-year endeavor and is included into this strategic plan.

Service Level Agreements:

In 2021, and again in 2023, the POSPD leadership collaborated with Aviation Managing Director Lance Lyttle and Maritime Managing Director Stephanie Jones-Stebbins and their leadership teams to develop service levels agreements. The Agreements outline the parameters of Law Enforcement services provided as they are mutually understood by the primary stakeholders. The mutually agreed upon objectives are to deter and respond to crimes on Port properties; to respond to disasters and unusual events; to help maintain business continuity at the Airport and Seaport; help to make passengers feel safe and secure; and manage congestion on Port properties, especially Airport driveways. The agreements remain valid until superseded by a revised agreement mutually endorsed by the stakeholders and are thereby incorporated into the strategic plan.

In addition to the above, department input included a 2022 SWOT analysis conducted by the Department Change Team with commissioned personnel and input from department supervisors during two workshops facilitated by Strategic Initiatives in 2023. The supervisor workshops followed the strategic

planning process with Command Staff stakeholders to ensure that supervisors have a voice and a means of contributing to the strategic planning process.

Purpose and guiding principles, business definition, and strategic anchors

In follow up to information gained through the SWOT analysis, the Police Leadership team engaged in a process conducted by an outside consultant to increase team cohesion and enhance organizational clarity. Four clarifying question and answers surfaced from those workshops and are as follows:

Question 1: Why do we exist? (Core Purpose)

We exist to protect and ensure safe passage through our gateways.

Question 2: How do we behave? (Guiding Principles)

- Leadership
- Integrity
- Accountability

Question 3: What do we do? (Business Definition)

We enable continuity of business for the Port of Seattle by providing law enforcement and counter terrorism services.

Question 4: How will we succeed? (Strategic Anchors)

- By being Service-Oriented with travelers and customers
- By ensuring Employee Wellbeing and Safety
- By Building Strong Partnerships (Internally and Externally)
- By demonstrating Anti-Terrorism Expertise

Each of the goals in this strategic plan are tied to at least one of the above Strategic Anchors and supports our Core Purpose.

Goals and Objectives

There are twenty (20) Goals and multiple aligning Objectives found in this document for advancing the Police Department's Core Purpose. Corresponding Tactics and Key Performance Indicators (KPIs) were developed and are included herein to ensure the department can track its progress toward goals.

(Goals No. 1-2) Staffing

PHASE 1: 2024	PHASE 2: 2025	PHASE 3: 2026-Beyond
95% staffing by EOY 2024	Optimal Staffing by Q4 2025 per SLA's	Maintain Optimal staffing levels
KPI	KPI	KPI
% of authorized vacancies filled Target: 95% filled by EOY 2024	# of auth. Positions increased; % of new auth. positions filled Target: 85-95% filled by EOY 2025	% Rate of employee attrition Target: 10-12%

The Command Staff and Chief agreed that all authorized positions must be filled as soon as possible to:

- Achieve minimum agreed upon levels of service to the Port and its divisions,
- Increase officer job satisfaction, and
- Ensure the department's ability to meet the growing needs of the Port.

To accomplish these goals the following objectives have been identified. This list is not exhaustive and may be amended to reach staffing goals.

Phase 1: Goal 1 - Fill at least 85% of current authorized positions by Q1 2024

Objective 1.1: Assess the workload and functions of current commanders to allocate necessary functions to new commander(s) by EOQ1 2024.

As the POSPD is currently very understaffed, employees have been backfilling key roles and functions. With the recent reorganization and the authorization of a new commander, command staff functions need review, and potential reallocation to make the best use of knowledge, skills, and abilities.

Objective 1.2: Partner with Human Resources to increase the speed of recruitment and hiring. Completed by EOQ1 2024.

The current length of the process is too long and makes it difficult for the department to compete for top talent. The speed of the hiring process could be improved by increasing collaboration with HR on the needs of the department, target audiences, external processes (those that live outside the POSPD) and recruitment strategies. Continued HR collaboration needs to be a top priority in reaching acceptable vacancy rates.

Objective 1.3: Develop Key Performance Indicators with HR to measure the effectiveness of marketing campaigns and other recruitment strategies.

Through the 20' – 21' Policing Assessment, 21CP recommended that the force expand its hiring to more women and people of Hispanic/Latino heritage. This will require targeted outreach efforts and KPIs to measure our effectiveness and meet this recommendation.

Objective 1.4: Collaborate with Labor Relations to complete Collective Bargaining Agreements (CBAs) as soon as possible.

To fill positions in a timely fashion, the department needs outstanding CBAs completed as soon as possible. CBAs are frequently stalled for multiple positions across the department. This creates a cooling effect when searching for new candidates as well as uncertainty and strain for current candidates and generally lowers employee job satisfaction. The POSPD will work with Labor Relations to pursue immediately renew expiring CBA's. **A date cannot be assigned to this objective as it is an ongoing process and dependent upon Labor Relations and Teamster negotiations.**

Objective 1.5: Increase officer retention rates; Decrease officer attrition.

Officer attrition rates have been higher over the last three years than the historic average. From 2020 to 2023 an average of 15 officers per year have attritted. Prior to this, a normal range would be six to seven separations per year. To achieve full staffing levels, the Command team identified the need to increase the retention of officers and decrease attrition. Some of this will be accomplished through unit cohesion and trust-building efforts, however, additional potential tactics were suggested. They will need further review before moving forward.

Tactical Item 1.5.1: Explore retention incentives for retirement eligible officers.

Tactical Item 1.5.2: Create a special training rotation schedule to offer new training and development opportunities for officers to increase retention.

Objective 1.6: Conduct a LEAN process on the background check process by January 31, 2024.

Other police departments complete background checks faster than POSPD. Many entry candidates will place their applications with multiple departments and will take the first offer. While we do not want to sacrifice the quality of our backgrounds, we need to assess if and where we can reduce lag time and be more competitive.

Objective 1.7: Collaborate with Port Employee Resource Groups to increase diverse candidates.

The department recruitment team has deployed a multi-prong strategy to recruit candidates from diverse backgrounds. The department will build on those current efforts to reach out to communities through ERG's and broaden the pool of candidates. Collaboration with ERG's should be an ongoing effort.

Objective 1.8: Enhance online presence.

Increase the number of police candidates by extending online presence through various traffic channels. This means building a dedicated recruiting website, creating social media content, and ultimately increasing brand awareness taking into consideration the potential cost increase versus the average online recruitment costs when building a law enforcement marketing strategy.

Phase 2: Goal 2 - Achieve optimal staffing levels by Q2 of 2025 by keeping all 2023 authorized positions filled and obtaining authorization for new FTEs where necessary to achieve optimum service levels across the Department.

Objective 2.1: Fill Special Teams assignments by Q1 2025.

Openings for two (2) detectives; one (1) SWAT team members, two (2) boat officers and one (1) canine unit officer must be trained and filled by the end of Q1 2024 to achieve optimal staffing levels and meet the POSPD mandate.

Objective 2.2: Make the Employee Wellness Program permanent by Q1 of 2024.

To ensure staff health and mental wellness is supported at all levels, the staff wellness program must be made permanent. The program is budgeted and authorized through 2023, however the POSPD would like to continue this program through 2024 and beyond.

Objective 2.3: All command staff review their team outcomes, and current staffing levels, and provide a list of new positions to be authorized along with a justification for each by Q2 2025.

Achieving optimal staffing levels will likely require approval of additional full-time employees. Commanders will work with their teams and staff to catalog the resources necessary to meet and exceed their mandate. A justification for additional staff may be used during the authorization and budget development processes.

Objective 2.4: Develop a list of core competencies necessary for specialists by Q2 of 2024.

Currently, while there is a handbook being created for some specialist positions, the hiring and training processes for these roles needs to be revamped and streamlined to cross train the specialists where appropriate. This will increase the effectiveness of specialists in their jobs and will become the basis for training and on-boarding activities. POSPD specialists are essential support staff with specific and not discreet bodies of work which are necessary for making sure the department runs smoothly.

Objective 2.5: Reduce mandatory overtime by setting staffing levels for peak season by Q2 2026.

Current staffing level projections use off-season activities and responsibilities to anticipate the necessary number of officers needed. Command staff suggests using peak-season instead. Currently, officers are engaged in large amounts of mandatory overtime to meet needs which consistently exceed projections. Overtime is very desirable for some, not so for others. Being

fully staffed for peak-season would create opportunity to increase officer satisfaction and reduce burnout by reducing necessary OT hours.

Phase 3: Prepare for long-term future optimal staffing levels (2026 and beyond)

Maintaining optimal staffing levels is a long-term goal for the POSPD. Objectives are not yet set.

(Goals No. 3-6) Reduce Trespassing and Crime at SEA

PHASE 1: 2023	PHASE 2: 2024	PHASE 3: 2025
Phase 1 completed in 2023. See Previous Plan	- Increase Port capabilities for assisting persons in crisis. - Reduce uniformed law enforcement contacts with Persons Experiencing Homelessness (PEH)	- Establish sustainable Crisis Response Team - Maintain low levels of trespassers at SEA.
	KPI - Increase capabilities for assisting persons in crisis. Target: Identify and send 10 officers and 2 sergeants to 40-hour crisis intervention course. - Reduce uniformed law enforcement contacts with PEH. Target: Reduce overall trespass contacts by 25% from 2023 total documented contacts.	KPI - Maintain low levels of trespassers as SEA. Target: 10% or less increase in repeat trespass offender contacts per quarter - Establish sustainable Crisis Response Team Target: Expand Crisis Response Team to include (1) additional fulltime commissioned officer and (1) additional MHP

During and after the COVID-19 pandemic in 2020, SEA experienced a significant increase in the number of crimes and situations posing a danger to airport customers and employees. During this period, there was also an influx of non-ticketed persons trespassing and negatively impacting airport operations by committing crimes ranging from felony assaults to petty thefts. In response, SEA implemented an overarching “SEA Cares” program. The objective was to provide a safe and secure airport environment for employees and the traveling public, while compassionately directing people experiencing homelessness to off-site resources.

In December of 2021, the Police Department proposed a three-year Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy. This was presented to the SEA Cares steering committee and subsequently SEA Managing Director, Lance Lyttle. The strategy was approved, and implementation initiated in 2022. The SEA Cares strategic goals are incorporated into this department strategic plan beginning with 2024.

Phase 1: See Trespass Reduction, Crime Prevention, and Airport Employee and Visitor Safety Strategy for goals and objectives implemented in 2022 and 2023.

Phase 2: Goal 3 - Increase Port Capabilities for Assisting Persons in Crisis

Responding to a person in crisis call is resource intensive. Correct response often requires extensive de-escalation tactics by specially trained employees. A correct response minimizes the use of force and injuries to all involved.

Objective 3.1: Send a minimum of 10 officers and two sergeants to complete the 40-hour crisis intervention training by June 30, 2024.

Although 2 hours of annual crisis intervention training is mandated by state law, ten officers and two sergeants will be selected to receive an additional eight or more training hours as recommended by the department’s crisis coordinator. The first 8-hour team training course will increase our capabilities in crisis intervention and expand officer knowledge on resources. One officer from each of the ten patrol squads will be selected and become the squad resource, while two sergeants will be selected to help ensure these selected officers are responding to all crisis calls when in service. In addition to law enforcement personnel, the crisis coordinator will provide additional training to Port Fire to further increase the Port’s capabilities of effectively assisting persons in crisis.

Phase 2: Goal 4 – Reduce Uniformed Law Enforcement Contacts with Persons Experiencing Homelessness

Even with extensive training, the mere presence of uniformed law enforcement officers can invoke negative feelings or induce stress in a person experiencing a crisis. The officers and sergeants selected to receive additional crisis training will also have the option to wear a non-traditional uniform when contacting persons experiencing homelessness.

Objective 4.1: Reduce overall uniformed law enforcement trespass contacts by 50% from 2023.

SEA presents unique challenges when responding to persons in crisis because of where these contacts occurs and the possibility to adversely affect airport operations during a prolonged incident. Unlike cities and other residential areas where alternate resources may be readily available, our officers are primary first responders and must still be able to effectively handle emergencies and adjust to quickly evolving situations at the airport. The specially trained crisis officers assigned to each squad will utilize non-traditional uniforms and be the primary responder to crisis calls or the primary co-responder whenever our mental health professional (MHP) is available.

Phase 3: Goal 5 – Maintain Reduced Levels of Persons Trespassing at SEA

Continue to enact alternatives to arrest and booking efforts and reduce law enforcement contacts with trespassers and those in crisis, with civilian staff taking a more direct role in initial response as recommended by the 21CP executive summary. Implementing the co-responder program when Officers must respond to trespassers or persons experiencing homelessness, that will coordinate mental health evaluations and coordinate alternatives to booking when pre-determined criteria are met.

Objective 5.1: 10% or less increase in repeat trespass offender contacts per quarter from 2024.

The Crisis Coordinator plays a key role in following up with the prosecutor’s office and assigned case workers. This follow up ensures that anyone our officers contact and either arrest or refer to social service assistance is following through with their commitments and not intending to returning to the airport.

Phase 3: Goal 6 – Establish Sustainable Crisis Response Team

Our officers are called to handle a variety of situations that they either receive little or no training on or are often unrelated to law enforcement but are still expected to resolve the problem in a timely manner. Unfortunately, the expectation to do more with less often results in non-optimal outcomes when responding to persons in crisis such as quickly using force to resolve an unfamiliar situation. By continuing to build upon our crisis unit, these situations and the unintended consequences that follow may be avoided by expanding our current crisis response unit.

Objective 6.1: Expand Crisis Response Team to include (1) additional fulltime commissioned officer or sergeant and (1) additional MHP by Q1 2025.

Our Crisis Coordinator and Mental Health Professional have proven to be an invaluable asset with assisting our uniformed officers with resolving calls involving persons in crisis whenever they are available. Although the crisis unit was initially intended to be a co-responder model, the crisis coordinator and MHP were split to cover the week to provide some specialized resources for both dayshift and nightshift, seven days per week. Adding one additional fulltime commissioned personnel and an additional fulltime MHP would double the size of the current crisis response team, allow us to return to the co-responder model, and allow uniformed officers to focus on other law enforcement functions such as our anti-terrorism role.

(Goals No. 7-8) Update Service Level Agreements (SLA) with Operating Divisions

PHASE 1: 2024	PHASE 2: 2025-Beyond
Review and revise Service Level Agreements with AV & MT.	- Partner with BI to build POS business unit division satisfaction survey by EOY 2025 - Survey Divisions for satisfaction with SLAs in 2026
KPI	KPI
Milestone: Review and revise all Service Level Agreements with AV and MT by EOY 2024	Customer satisfaction rate Target: Clients report high levels of satisfaction annually (on a 5-point scale, 4.0 and above in 80% of categories)

Service Level Agreements devised and signed with the Aviation and Maritime Divisions were pivotal in increasing understanding of POSPD functions and capabilities. Additionally, they were a major financial contributor to the Police Department.

After staffing gaps are filled and optimal levels of staffing are reviewed, the Command Staff would have Service Level Agreements revisited and updated as necessary.

Phase 1: Goal 7 – Review and Revise Service Level Agreements with Operating Divisions.

Objective 7.1: Review Service level agreements internally to discern what is necessary and feasible considering the departments current status by EOY 2024

Command staff will meet to review current Service Level agreements and agree on what levels of service can be achieved considering current staffing levels and training.

Objective 7.2: Meet with Aviation, Maritime and Economic Development Divisions to sign new service level agreements based on their needs by Q2 2025.

To ensure optimal levels of staffing can be achieved and that the highest levels of service are provided, the POSPD must obtain new service level agreements with division staff and secure the necessary funding from operating divisions to execute.

Phase 2: Goal 8 – Institute biennial surveys to gauge division satisfaction with delivery of Service Level Agreements

Objective 8.1: Work with Business Intelligence (BI) to devise an effective survey of Divisions to gauge their satisfaction with Service Level Agreements by EOY 2025.

A biennial survey of the airport and seaport business unit operating divisions’ satisfaction with the services provided by the POSPD, will provide excellent opportunities for continuous improvement and justification for funding. The BI Team offers services to departments across the Port in building and delivering surveys that are effective and meaningful. The POSPD will work with them to devise and deliver this survey during 2025 for delivery to divisions by EOY 2026.

(Goals No. 9-10) Improving Internal Organizational Health and Cohesion

PHASE 1: 2024	
• Increase direct internal communications between officers and command staff • Invest in support systems for staff	
KPI	KPI
• Use of sick days Target: Reduce Sick Leave by 10% (baseline measured against 2019-2020 to control for COVID)	• # of grievances filed Target: 10-15% reduction

The law enforcement profession in general is a stressful occupation. Over the last several years the field of policing has become more challenging than ever before. Perceived changes in the way the public views law enforcement has created tension and concern for law enforcement personnel. The POSPD has not been immune to these pressures. The 2022 Police Department internal SWOT analysis Policing Assessment alerted POSPD leadership to rifts in the department’s organizational health, cohesion and internal trust.

The command team has set new goals intended to improve trust and communication between leadership and officers. They believe these goals to be pivotal to the health of the department and its ability to serve in its capacity to the best standards.

Phase 1: Goal 9 - Create necessary support systems for employees

Objective 9.1: Implement an employee health and wellness program catering to the mental health needs of employees across the PD by end of Q1 of 2024.

All POSPD employees deserve all the support the Port of Seattle can provide them. A mental health and wellness program is currently in development and early implementation with a finalized plan to be implemented in 2024.

Phase 1: Goal 10 - Provide additional opportunities for direct, honest, and productive internal communications

Objective 10.1: Schedule regular meetings between leadership, command staff, Officers and Sergeants, inviting feedback and discussion of potential grievances by Q1 of 2024.

Lack of unit cohesion is a principal concern of the POSPD Chief and Command staff. There was a pervasive desire among leadership to create better direct communication between leadership and staff to ensure they are heard in a way that improves critical communications and leads to iterative improvement. Regular meetings inviting staff to speak candidly to leadership about their needs and concerns are a way to begin fostering trust and building relationships.

Objective 10.2: Create an anonymous online feedback form for staff using the help of ICT by Q2 2024.

Providing staff with an anonymous means to report concerns may be a useful trust building tool. The tool would allow officers and staff to express their grievances or concerns, in a private forum, monitored by department leadership only. The comments would be anonymous to leadership and not visible to other officers to protect privacy.

When a certain type of complaint or concern comes up more than a few times, the command staff and/or other leadership can address the issue publicly without naming any party involved, addressing constructive and substantive concerns while allowing staff to feel safe in remaining anonymous.

Objective 10.3: Incorporate additional communication training to support RAISE values by Q4 of 2024.

POSPD's guiding principles align in support of the Port's core values (RAISE - Respect, Anti-racism and Equity, Integrity, Stewardship, Excellence). Living our values is an important part of creating the culture we all want to work in at the department and at the Port. Incorporating additional communication training in support of this will ensure clarity and cohesion with our staff.

(Goals No. 11-13) Anti-Terrorism Expertise and Capabilities

PHASE 1: 2024	PHASE 2: 2024-2026
- Conduct POSPD Anti-Terrorism expertise and capabilities analysis - Develop a plan to increase Anti-Terrorism capabilities	Obtain identified equipment, technology, training, or other resources to implement Phase 1 plan.
KPI	KPI
Milestone: POSPD Anti-Terrorism analysis completed by February 28, 2024 Milestone: POSPD resource acquisition plan completed by April 30, 2024	Milestone: Approval of necessary funding for identified equipment, technology, training, or personnel in 2025 approved budget Milestone: Acquisition of resources per said plan Milestone: Implementation of training per said plan

A primary function of the Port of Seattle Police Department is to prevent acts of terrorism or extraordinary violence before they occur or respond and mitigate injury and damage when they occur. POSPD provides the only armed asset that is always present on Port property and responsible to respond and mitigate acts of violence. POSPD is the layer of security that is best equipped, trained, prepared, and likely to stop an active threat. It is therefore imperative that POSPD acquires and maintains the highest feasible level of Anti-Terrorism expertise and capabilities.

Phase 1: Goal 11 - Conduct a POSPD Anti-Terrorism expertise and capabilities analysis by February 28, 2024

*This analysis will start in 2023 with an inventory of current expertise and capabilities **completed by November 31, 2023.***

Objective 11.1: Identify vulnerabilities, areas of insufficient resources, and opportunities to improve capabilities.

Objective 11.2: Produce report to Chief of Police by February 28, 2024.

Phase 1: Goal 12 - Develop a plan to increase and maintain exceptional Anti-Terrorism capabilities by April 30, 2024

Objective 12.1: Rank areas of greatest vulnerability.

Objective 12.2: Identify and prioritize resource acquisition.

Objective 12.3: Develop and present a plan to increase Anti-Terrorism expertise and capabilities by April 30, 2024.

Phase 2: Goal 13 - Obtain identified equipment, technology, training, or other resources to implement Phase 1 plan

Objective 13.1: Request funding for identified equipment, technology, training, or personnel by July 31, 2024, for the 2025 budget per above prioritization.

Objective 13.2: Acquire approved resources by EOY 2025 and in accordance with expenditure schedule.

Objective 13.3: Complete training of personnel and schedule by EOY 2025.

(Goals No. 14-16) Technology and Systems

PHASE 1: 2024-2025	PHASE 2: 2025-Beyond
911 Software Updates - Update POSPD SharePoint By Q4 2024	Technology Audit
KPI	KPI
Milestone: Update or replace existing fire alarm system by Q2 2024	Milestone: Technology Audit started by Q1 2025

The command team shared how technology updates are crucial to their department; technology upgrades enable the department to improve its overall effectiveness, efficiency, and transparency. Upgraded technology will help enhance the department’s ability to respond to emergencies quickly and investigate incidents more thoroughly.

Technology updates will also ensure the safety of both officers and the public by providing access to the latest communication tools, integrated systems, and information sharing. It will help to reduce errors, increase accuracy, streamline administrative tasks, and keep the department current with new laws and regulations regarding mandatory technology use in law enforcement.

Phase 1: Goal 14 - 911 Software Update by Q22024

For the POSPD to improve its effectiveness and efficiencies, updates to many of the department's 911 center technologies are needed.

Objective 14.1.1 Update or Replace the Existing Fire Alarm Monitoring System

The Port of Seattle's 911 Center currently monitors and dispatches all fire alarms for the Port of Seattle at both the airport and seaport properties. The current software managing the fire alarm system's monitoring and display in the communication center not only is inefficient and unreliable, it also is unable to interface with current or future CAD systems. An upgrade or total replacement is necessary for the safety of POS employees and traveling public as well as the greater POS infrastructure, particularly at the airport.

Objective 14.2.2 Complete replacement of the Existing Computer Aided Dispatch (CAD) System with combined CAD and RMS System

The POSPD team has already chosen a new combined Computer Aided Dispatch (CAD) system and Records Management System (RMS) and seeks to have it implemented by Q4 of 2023 as part of their technology updates.

Tactical Item 14.1.3: New CAD/RMS training for the entire department - Q1 2024

Tactical Item 14.1.4: Update 911 Computer Aid Dispatch (CAD) by Q1 2024

Tactical Item 14.1.5: Integration of new online reporting software that is connected to the new CAD by Q1 2024

Tactical Item 14.1.6: The Complete implementation of the new combined CAD/RMS system by Q2 2024

Tactical Item 14.1.7: POS starts negotiations with the King County Emergency 911 office to route all calls to 911 to POS directly by Q1 2024

Phase 2: Goal 15 - Update POSPD SharePoint By Q4 2024

For the Port of Seattle Officers to stay up to date on departmental changes and streamline their ability to retrieve information quickly from a shared database, the POSPD will update its current SharePoint site. As the department starts to build out its support staff, it is important to have department information, such as standard operating procedures, easily accessible.

Objective 15.1: Audit the current SharePoint system by Q4 2024

The POSPD needs to evaluate and sort its current SharePoint site. The admin and command team will evaluate documents that need to be accessed regularly for review or updates. The team will evaluate what types of documents they would like to keep on their SharePoint site.

Objective 15.2: Collaborate with ICT to build tech solutions for SharePoint and POSPD Information sharing needs by Q4 2024

Once the team has evaluated the current documents and information stored on their SharePoint, they will collaborate with ICT Content Services to build out a customer-facing SharePoint site for easy information retrieval and storage system.

Tactical Item 15.2.1: As part of the staffing goals, the department will fill the vacant specialist roles, plus hiring a new non-rep administrative assistant. Employees in these positions will be the main point of contact for SharePoint content and will be able to assist in the updates.

Tactical Item 15.2.2: Build a pilot program to test the success of the document-sharing system.

Phase 3: Goal 16 - Technology Audit started by Q1 2025 and ongoing

The Department should conduct an internal audit of technology that needs to be updated or equipment that they do not have to function in their current positions. For the department to remain efficient and competitive, technology equipment needs to be updated. This allows officers in their current position to perform their duties, as well as new officers coming into the department, to have some cohesiveness with equipment offered at other non-airport departments.

Objective 16.1: Evaluate the usefulness and efficiency of current equipment and technology by Q4 2025

The PD does not have some equipment that will make doing their job easier, such as license plate readers. The department will evaluate its current equipment status and set specific criteria on how to evaluate the technology needs, such as: what they are missing, what needs to be updated, and technologies that will aid in policing.

As part of this assessment, the department should speak with of surrounding/partner departments about what technologies they are using to see where the POSPD has gaps. By documenting this information, the PD will be able to plan for future technology updates.

POSPD is already aware of software they think would be beneficial to their department. This software can be used to integrate systems they are using for officers to have easier access from their desks, cars, and phones. This allows officers to access any information they need from multiple locations easily.

(Goals No. 17-19) Facilities

PHASE 1: 2024	PHASE 2: 2024-2025
Conduct a comprehensive review of facilities used by POSPD Q3 2024	- Conduct a comprehensive review of facilities used by POSPD Q3 2024 - Work with Aviation and Real Estate to determine any available opportunities on Port owned Properties - Work with budget staff to identify funding options. - Obtain necessary funding for facilities upgrades to improve POSPD effectiveness; Have the facilities needs included in the CIP
KPI	KPI
Milestone: POSPD Facilities Review by EOY 2024	Milestone: Meet with Port Leadership regarding immediately needed facility updates EOY Q1 2024 Milestone: Approval of necessary funding for facilities upgrades and Inclusion of facilities needs in the Capital Improvement Plan (CIP) by Q4 2025

It was determined during the work with Strategic Initiatives that multiple facilities used by the department no longer meet its current needs, let alone future requirements. A review of all facilities and infrastructure needs to determine capacity constraints, necessary resources and future state needs will help the department in working with Port leadership to incorporate any facility needs into the Capital Improvement plan.

This is crucial for the department to operate at the highest level of efficiency and effectiveness. The updated facilities at POSPD will also allow for the unique needs of the department and help in attracting and retaining employees.

Phase 1: Goal 17 - Conduct a comprehensive review of facilities used by POSPD Q3 2024

Objective 17.1: Conduct a comprehensive facility needs assessment/audit to identify areas of improvement in the POS facilities by Q3 2024.

A comprehensive assessment is intended to aid the department in making a case for facility needs adjustments and expansions so they can meet the security needs of the Port today and in the future.

The command team identifies the following areas in need of immediate updates:

- 911 facility – will not accommodate optimal staffing levels

- SEA Office Space – will not accommodate optimal staffing levels
- IED robot storage/power supply – currently powered by the generator; unreliable power supply
- Secure storage with power for the department’s HNT van, bomb truck, and Command vehicle. There is currently no storage location with power for these vehicles.
- Seaport assessment

They also identify areas for future updates that will help with employee training and retention:

- Training Center – needed to streamline training of new and existing officers
- Shooting range – needed to streamline training of new and existing officers
- Canine facility

Phase 2: Goal 18 - Submit a facility needs assessment/audit findings to POS leadership by Q1 2025

Objective 18.1: Submit a facilities needs assessment/audit findings to POS leadership by Q1 2025. By presenting to ELT at this time, will allow for any additional edits to conduct a budget analysis for the following year.

Phase 2: Goal 19 - Obtain necessary funding for facilities upgrades to improve POSPD effectiveness; Have the facilities needs included in the CIP

Objective 19.1: Prepare budget proposals for 2026 budget request for facility updates by Q2 2025

Tactical Item 19.1.1: Determine the costs associated with the facilities upgrades needed to improve POSPD effectiveness.

Tactical Item 19.1.2: Identify potential funding sources for the facilities upgrades, including grants and loans.

Tactical Item 19.1.3: Develop a budget proposal outlining the costs and benefits of the facilities upgrades.

Tactical Item 19.1.4: Present the budget proposal for 2026 Budget proposal.

Tactical Item 19.1.5: Advocate for the inclusion of the facilities upgrades in the Capital Improvement Plan (CIP)

(Goal No. 20) Implement 21CP Policing Task Force Recommendations

PHASE 1: 2024-2026

- *Implement 21CP Recommendations*

KPI

- **Target:** complete 75% of recommendations by EOY 2024
- **Target:** complete 100% of recommendations by EOY 2025
- **Target:** complete final validation by Q2 2026

The department is commitment to completing the work of the Task Force on Policing and Civil Rights. The Port established the Policing Assessment Implementation Team (PAIT) in December of 2021. The PAIT completed its work in May of 2022 with an exhaustive report that assessed budget, policy, community and external relations, legal, and other implications as well as prioritizing the recommendations as High, Medium, or Low. Implementation of the recommendations is a multi-year endeavor In September of 2021, 21CP Solutions issued a report titled, “Recommendations for the Port of Seattle Task Force on Policing and Civil Rights.” The report contains 52 recommended changes for the Port of Seattle Police Department (POSPD). The report does not contain metrics or make it clear how progress on the recommendations will be tracked or who determines when a recommendation is complete. This project will provide a mechanism to review on an annual basis, the work of the POSPD to implement the recommendations. It will also provide for a report that details findings and makes transparent the progress on implementing the recommendations.

The department obtained a contract with 21CP to validate completion of the recommendations. Validation will begin in 2023.

Phase 1: Goal #20 – Complete and validate 100% of the 21CP recommendations by Q2 of 2025

Objective 20.1: *Obtain validation by 21 CP of 50% completion for 2023 by April 15, 2024.*

Objective 20.2: *Complete at least 12 additional recommendations per the implementation schedule by end of year.*

Objective 20.3: *Obtain validation by 21 CP of 75% completion by April 15, 2025.*

Objective 20.4: *Complete final 15 recommendations by end of year.*

Objective 20.5: *Obtain validation by 21 CP of 100% completion by April 15, 2026.*

Conclusion

Port of Seattle Police Department is grateful for the work and input of the SEA Cares Working Group, the Task Force on Policing and Civil Rights and 21CP, Aviation and Maritime leadership for their guidance, and the officers and staff that provided their candid feedback throughout the process, without which the development of this strategic plan could not have occurred.

The completion of these strategic goals and objectives will build stronger organizational health and cohesion, provide a high level of anti-terrorism capabilities, secure exceptional resources for our team members to fulfill their mission, advance our agency as a model of legitimate and trusted law enforcement, and fulfill the department's vision of being the Finest Port Police in the Nation.

As this document is considered a "living" document subject to updating we will continue to look both inside and outside the department for opportunities to pursue newly discovered best practices in our daily operation.