



# KING COUNTY

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Signature Report

### Motion 15543

**Proposed No.** 2019-0332.1

**Sponsors** Gossett

1           A MOTION acknowledging receipt of a report on  
2           community policing and engagement practices in the  
3           sheriff's office, in compliance with the 2019-2020 Biennial  
4           Budget Ordinance, Ordinance 18835, Section 21, Proviso  
5           P4.

6           WHEREAS, the 2019-20 Biennial Budget Ordinance, Ordinance 18835, Section  
7           21, Proviso P4, requires the sheriff's office to transmit a report regarding community  
8           policing and engagement practices and an accompanying motion acknowledging receipt  
9           of this report, and

10           WHEREAS, the attached report describes a description of the community  
11           policing model that would best serve the unincorporated area residents of each of the  
12           sheriff precincts, including the organizational structure and guiding policies that would be  
13           employed in the development and implementation of a community policing model for the  
14           unincorporated area of each sheriff precinct, and

15           WHEREAS, the report describes a list of partner organizations currently used in  
16           each of the sheriff precinct unincorporated areas and identified as potential partners in the  
17           advancement of community policing in their respective sheriff precinct, and

18           WHEREAS, the report describes the staffing levels necessary to increase the  
19           sheriff's office visibility through neighborhood patrols in the unincorporated area of each

20 sheriff precinct as compared to current reactive policing methods, and

21           WHEREAS, the report includes a feasibility assessment of establishing a  
22 taskforce or roundtable bringing together representatives from each unincorporated  
23 sheriff precinct and community leaders to foster collaboration and trust in furtherance of  
24 community policing, and

25           WHEREAS, the report includes a description of the resources and estimated time  
26 necessary to implement a community policing model in the unincorporated area of each  
27 sheriff precinct, and

28           WHEREAS, the report includes a description of obstacles to implement a  
29 community policing model in the unincorporated area of each of the sheriff precincts and  
30 recommended methods to overcome the obstacles;

31           NOW, THEREFORE, BE IT MOVED by the Council of King County:

32           The report discussing community policing in unincorporated sheriff precinct areas  
33 of the sheriff's office in compliance with the 2019-20 Biennial Budget Ordinance,

34 Ordinance 18835, Section 21, Proviso P4, which is Attachment A to this motion, is  
35 hereby acknowledged.

36

Motion 15543 was introduced on 9/18/2019 and passed by the Metropolitan King  
County Council on 10/30/2019, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,  
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles  
and Ms. Balducci



KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

A handwritten signature in blue ink, appearing to read "Rod Dembowski", written over a horizontal line.

Rod Dembowski, Chair

ATTEST:

A handwritten signature in blue ink, appearing to read "Melani Pedroza", written over a horizontal line.

Melani Pedroza, Clerk of the Council

**Attachments:** A. Community Policing

Motion 15543

July 18, 2019

The Honorable Rod Dembowski  
Chair, King County Council  
Room 1200  
COURTHOUSE

Re: Ordinance 18835, Section 21, Proviso 4

Dear Councilmember Dembowski:

The following Community Policing Model response is submitted in accordance with 2019-2020 Biennial Budget, Ordinance 18835, Section 21, Proviso 4. This report responds to and addresses the direction from King County Council as adopted by ordinance:

*Of this appropriation, \$100,000 shall not be expended or encumbered until the sheriff transmits a report describing the actions and resources necessary for a community policing model to be implemented in the unincorporated areas of each of the sheriff's precincts.*

The proviso directed a response to the following specific questions which will be addressed in the body of the document.

- A. Provide a description of a community policing model that would best serve the unincorporated area residents of each of the sheriff precincts, including the organizational structure and guiding policies that would be employed in the development and implementation of a community policing model for the unincorporated area of each sheriff precinct;
- B. Provide a list of organizations, including but not limited to, nonprofits, neighborhood groups, homeowner associations, schools and businesses in the unincorporated area of each sheriff precinct, identified as potential partners necessary to advance the objectives of community policing in their respective sheriff precinct;
- C. Provide a description of the staffing levels necessary to increase the sheriff's office visibility through neighborhood specific patrols in the unincorporated area of each sheriff precinct as compared to current reactive policing models;
- D. Provide an assessment of the feasibility of establishing a taskforce or roundtable bringing together representatives from each individual sheriff precinct and those community leaders within the

unincorporated area of the respective sheriff precinct to foster collaboration and trust in furtherance of the objectives of community policing.

E. Provide a description of the resources and estimated time necessary to implement a community policing model in the unincorporated area of each sheriff precinct.

F. Provide an analysis of obstacles to implementing a community policing model in the unincorporated area of each of the sheriff precincts and methods of overcoming those obstacles.

### Introduction

Community policing is both a philosophy and an organizational strategy that allows the police and the community to work closely together to understand each other, trust each other and address crime, fear of crime and nuisance issues, together in creative way. There are many adaptations of the original community policing model, but they are all based in the idea that communities and police alike will benefit from the application and commitment to these three basic tenets: prevention, partnerships and problem solving.

It is not uncommon for police organizations to adjust the language to fit the needs of their individual agency and the communities they serve. Although the tenets have been adjusted, renamed and rebranded by many organizations and agencies around the globe, these three principles remain the basis for most community policing and engagement models. For example, the National League of Cities defines five tenets of community policing as 1) Foster Trust 2) Align Policies with Community Values 3) Embrace new technology 4) Prioritize Community Engagement and 5) Take steps to ensure the wellness of officers. Although the words are different, the original three principles remain embedded in the model. (National League of Cities, 3/2016).

All of the commanders who are currently in place at unincorporated sheriff precincts, have received community policing training and regularly demonstrate both their understanding and their commitment to holding their staff to high standards of service, partnership and engagement with their communities. KCSO's continued commitment to community policing philosophies is evident in our Vision and Mission Statements, Goals and our Core Values, which are listed in Attachment 1.

### A. Community Policing Model assessed to be the best to serve unincorporated sheriff precinct areas:

KCSO considered various options when determining the approach most beneficial to the unincorporated communities we serve. Although continuing to stress community policing values throughout the organization is important, our current staffing levels do not allow much, if any, dedicated time for this type of community engagement. Existing patrol staff are simply too busy responding to emergencies and priority 911 calls.

Therefore, our best approach would be to form a Community Policing Team at each unincorporated precinct. Each team would consist of a sergeant and 3-4 deputies, centrally located within the precinct area, free from the requirement to respond to dispatched calls for service, and able to address the community policing needs of the precinct area. It should be noted, these "teams" would need to be added resources, beyond our existing number of commissioned staff in our unincorporated areas.

Community Policing Team members would be responsible for developing outstanding relationships and partnerships with community members for the purpose of developing and maintaining public trust, as well as reducing repeat calls for service and preventing crime. Their daily priorities would be set by the precinct command.

Our recommended Community Policing Model for Unincorporated KCSO Precincts recognizes that there is great benefit to having dedicated Community Policing Teams at each worksite. Locating teams at unincorporated precincts also allows us to tailor programs to the needs of individual neighborhoods within the precincts. The team members could also function as subject matter experts for the patrol deputies as well.

The Sheriff's vision under this model would be to tie-in our newly hired Community Engagement Liaison to community policing efforts and programs around the county, working with all levels of the department to further ingrain a community policing culture. The Liaison's work will be in coordination with that of unincorporated precincts, as well as our social media and marketing resources to develop relationships and address community problems.

#### B. Existing and Potential Partnerships to Advance Community Policing Initiatives

Sheriff's employees from all unincorporated precinct areas, currently work with community partners in a number of ways, under two common scenarios: 1) As stakeholders on a particular problem that needs to be solved and 2) in collaboration to offer or support community events and programs which encourage the development of relationships, and reduce crime and the fear of crime.

Although it is impossible to list every partner or potential partner, Attachment 2 includes a partial list of partnerships commonly leveraged during problem solving efforts to reduce crime and the fear of crime and to end or reduce high-impact, repeat calls for service in all of our precinct areas.

Attachment 2 also includes a combined, partial list of community events and programs, founded in crime prevention and partnership, currently being offered or supported in our unincorporated precinct areas.

Finally, Attachment 2 includes some of the seasonal events staffed by unincorporated area sheriff precincts, for the purpose of crime prevention, community safety and engagement.

#### C. Staffing Levels Necessary to Increase Neighborhood Specific Patrols

The Sheriff's Office is generally understaffed due to hiring and retention issues that are facing most police organizations around the country as well as funding constraints from strict revenue limitations in state law. Staffing minimums vary between precinct areas, based on factors including the number of calls for service, driving distances between districts, geographic oddities (islands or landlocked areas), etc.

The Sheriff's Office is working with a vendor to develop a computer program that will allow us to study our staffing resources in each of our worksites, taking into consideration the geographical restrictions, call volume, workload, response times, etc. This information will allow us to understand and demonstrate if there is discretionary time available to each patrol deputy in our own policing environments, which are naturally different from each other and from any other agency. The amount

of discretionary time available is of key importance to community policing efforts because the first priority of law enforcement officers is response to dispatched calls for service. It is during discretionary time (time not spent working on calls for service) that deputies can proactively address crime, purposefully engage with community members, participate in education opportunities, etc.

It is clear that our communities are interested in more engagement opportunities. With the results of the staffing study mentioned above, we will be able to determine if additional deputies are needed (beyond the suggested Community Policing Teams) in order to assure that they each have enough discretionary time to engage in community policing efforts.

That said, the crime reduction benefits of random, high visibility patrols are difficult to assess, as there is no reliable way to measure how much crime it deters. Random high visibility patrols can be attributed to reducing fear of crime and a general sense that one's property or neighborhood is being protected, but this benefit only occurs when a community member or resident sees the police car drive through their neighborhood. This depends very much on timing and chance. For example, if the resident is not standing in their yard or at their kitchen window when the deputy drives through, they likely won't know about the police presence and there is no resulting sense of security. This does not discount the random, positive engagement opportunities that occur during such patrols.

#### D. Combined Precinct Area Community Policing Roundtable

Consultation of unincorporated precinct command staff indicates that a yearly Community Policing Roundtable/Forum would be a good way to develop cross-precinct relationships, share successes and brainstorm future events and programs. More important, such events would be a good venue from which to develop a Community Policing Strategic Plan which seeks to align KCSO goals with the needs of our communities.

Although it is acknowledged that there are relationship and trust building benefits to having precinct commanders involved in these meetings, such forums are good opportunities to also incorporate the KCSO Community Engagement Liaison immediately upon implementation and Community Policing Teams once they are in place.

Such forums would require minimal funding increases to allow for the purchase of supplies, refreshments and intermittent use of overtime to provide staffing. This concept is considered feasible and one that could begin upon the direction of the Sheriff.

#### E. Resources and Time Necessary to implement the recommended community policing model in unincorporated King County

The implementation of Community Policing Teams will require funding for (3) sergeants and 9-12 deputies. Adding this number of employees will require a facilities assessment at each precinct to ensure they have appropriate working accommodations.

#### F. Obstacles to implementing the selected community policing model and recommendations to overcome them.

By providing the Sheriff's Office with funding to hire a Community Outreach Specialist, Council has already gone a long way toward removing obstacles and ensuring that KCSO is culturally driven by

the tenets of community policing and outreach. However, if additional officers are added, these community policing positions may need to be phased in so we can carefully balance our current patrol requirements with filling the Community Policing Teams.

The Sheriff's Office is grateful to the Metropolitan King County Council for your interest and support for community policing in the unincorporated areas of King County. We look forward to working with you to bring the vision to fruition.

If you have questions, I can be reached at (206) 263-2555.

Sincerely,

Mitzi G. Johanknecht  
SHERIFF

Enclosures



## **Attachment 1 – KCSO Vision, Mission, Core Values and Goals**

### **VISION**

The King County Sheriff's Office is a highly effective and respected law enforcement agency and criminal justice partner, both trusted and supported, helping King County to be the safest county in America.

### **MISSION**

The King County Sheriff's Office is a trusted partner in fighting crime and improving the quality of life for our residents and guests.

### **GOALS**

Through community engagement and collaboration we will:

- Develop and sustain public trust, value and support.
- Reduce crime and improve the community's sense of security.
- Improve traffic safety by reducing impaired and unsafe driving behaviors and traffic collisions.
- Recruit, hire, train and promote the best people, reflective of the community we serve, to provide high quality, professional and responsive service.
- Provide facilities, equipment, and technology that support achievement of our mission.
- Prepare to respond to and resolve critical incidents and disasters.

### **CORE VALUES**

#### **Leadership**

- We are respectful, effective and humble
- We have clear expectations
- Our managers model expectations and we lead by example at all levels

#### **Integrity**

- We are open, transparent and accountable to the public we serve
- We acknowledge that public trust matters – at all times
- Performance errors are addressed through training
- Bad faith, criminal behavior, abuse of authority, and repeated or egregious acts are not tolerated and are dealt with quickly.

#### **Service**

- We seize every opportunity to treat people the right way
- We are good stewards of taxpayer dollars

#### **Teamwork**

- We recognize that relevant training and effective communications increase public and officer safety.
- We fight crime Constitutionally
- Our managers coach, mentor and develop a strong team culture

## **Attachment 2 – Existing Community Partnerships and Engagement Programs**

The following is a partial list of partnerships commonly leveraged during problem solving efforts to reduce crime and the fear of crime and to end or reduce high-impact, repeat calls for service in all of our precinct areas:

Schools and School Districts, KC Service Departments (Local Services, Regional Animal Services of KC, Mobile Crisis Teams, Parks, DOT, DNR, Libraries, etc.), Fire Departments, churches, Home Owners Associations and Neighborhood Associations, Community Centers, social service organizations, senior centers, Snoqualmie Valley Community Network, Soup Ladies, Chambers of Commerce, property owners, business owners and landlords, tenant organizations, Tribal organizations, Foodbanks, Community Coalition for Drug Free Youth, YMCA, counseling and referral services, Veterans Administration, federal partners.

The following is a combined, partial list of community events and programs founded in crime prevention and partnership, currently being offered, or supported, in our unincorporated precinct areas:

Neighborhood Block Watch, School Resource Officers, police storefronts, National Night Out, Adopt-School, high visibility Community Walk-Along, Police Explorers, Coffee with a Cop, Block Watch and Community Crime Prevention meetings, National Night Out, Neighborhood Block Watch, Community Walk-Along, Shop with a Cop, Community Police Academy, National Drug Take Back, Popsicle with a Cop, Lunch with a Cop, Chief for a Day, High School Career Days, community vigils, Civilian Response to Active Shooter Events (CRASE), business and residential crime prevention surveys, emergency response drills and table-top-exercises.

The following list includes some of the yearly seasonal events staffed by unincorporated area sheriff precincts, for the purpose of crime prevention, community safety and engagement:

Fall City Days, Skykomish River Days, Vashon Strawberry Festival, White Center Jubilee Days, 4<sup>th</sup> of July events and other yearly holiday events.

### **Attachment 3 – Yearly Unincorporated Community Policing Roundtable**

The following is an example of what a roundtable/forum could look like.

*Provide an assessment of the feasibility of establishing a taskforce or roundtable bringing together representatives from each individual sheriff precinct and those community leaders within the unincorporated area of the respective sheriff precinct to foster collaboration and trust in furtherance of the objectives of community policing.*

This could be arranged as a yearly, invitational meeting with the following parameters:

- 1X per year
- Hosted by rotating Majors and held in rotating precinct areas
- Attended by Precinct Staff as identified by Majors
- Attended by Executive Command as required
- Attended by engaged community leaders and partners
- Funded enough to provide basic supply needs, site fees, lite meal/refreshments depending on length; communication/marketing
- To develop and maintain strategic plans to further community policing efforts around King County
- To Provide Education about resources and partnership opportunities.
- To discuss community policing/engagement successes, lessons learned and needs, problem solving efforts
- To project necessary action for next period