**21st Century Policing: Six Pillars**

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| **King County** | | |
| **Pillar** | **Agency Status (Done Ongoing NA)** | **Resources** |
| **Pillar One: Building Trust & Legitimacy** | |  |
| 1. Changing the culture of policing—guardian versus warrior culture of policing |  | Adopt the Justice Based Policing model  Sue Rahr  Dave Bales |
| 1. Role of policing in past injustices |  |  |
| 1. Culture of transparency and accountability |  | Adopt a Statement of Values for all members of the King County Police Chiefs’ Association. This Statement of Values highlights our commitment as Law Enforcement leaders to ensure all members of our communities are treated with equity and respect.  *“The Sheriff and Police Chiefs in King County work together to create safe communities. We share the common values of public trust, mutual respect, and protection of everyone’s civil rights. We strongly support the diversity in our communities, and take a strong stand against expressions of hate and bias. We live out our values by leading by example, ensuring proper training, and holding our personnel accountable.”* |
| 1. Procedural justice: internal legitimacy |  |  |
| 1. Positive non-enforcement activities |  | Host Citizens’ Academies, and invite your representatives from diverse communities. This can be used as a forum to share with the community what the PD is doing (and why) in relation to connecting with our citizens.  Chief Mike Villa  KCSO Jim Pugel  SPD Capt. John Hayes  Kevin Milosevich  Host a National Night Out focused on engaging our diverse communities in efforts to reduce crime.  Chief Mike Villa  Participate in “Coffee with a Cop” program.  Steve Burns  Pursue avenues to become part of the community (e.g. officers can serve as Little League coaches)  Wayne Perryman |
| 1. Research crime-fighting strategies that undermine or build public trust |  | Utilize the Equity Lens Toolkit when enacting new policies  Kevin Milosevich  Benita Horn (Seattle Office of Civil Rights)  Adopt a policy on Immigration that prohibits officers from asking about immigration status during police contacts.  Proactively investigate all Hate Crimes. |
| 1. Community surveys |  |  |
| 1. Workforce diversity |  | Ensure recruiting efforts attract a diverse candidate pool, with the goal of having a department that is reflective of the communities we serve.  Connect with Worksourse for potential candidates (Chelsea Baylen)  Encourage candidates to attend interviewing classes (Chelsea Baylen)  Ensure our background investigators are clear on our expectations.  Disqualifiers – we should revisit automatic disqualifiers (e.g. should minimal marijuana use and old records of reckless driving be automatic disqualifiers?) Ensure that we are taking into account the context in which candidates made their mistakes, so as to avoid screening out potentially great candidates. If we continue with automatic disqualifiers, make sure they are clearly stated on promotional materials  Messaging – our recruiting efforts must include an emphasis on the fact that police work is very meaningful and honorable.  PublicSafetyTesting.com (Jon Walters)  Streamline hiring process  Enhance our websites  Participate in job fairs  Create posters with pictures of our diverse departments  Actively recruit promising candidates |
| 1. Decouple federal immigration enforcement from local policing |  |  |
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| **Pillar Two: Policy & Oversight** | |  |
| 1. Community input and involvement |  |  |
| 1. Use of force |  |  |
| 1. Non-punitive peer review of critical incidents |  |  |
| 1. Scientifically supported identification procedures |  |  |
| 1. Demographic data on all detentions |  | Collect and analyze statistics relating to arrests, citations, and race.  Individual agency staff |
| 1. Mass demonstration policies |  |  |
| 1. Local civilian oversight |  |  |
| 1. No quotas for tickets for revenue |  |  |
| 1. Consent and informed search and seizure |  |  |
| 1. Officer identification and reason for stops |  |  |
| 1. Prohibit profiling and discrimination, in particular as it relates to LGBT and gender nonconforming populations |  |  |
| 1. Encourage shared services between jurisdictions |  |  |
| 1. National Register of Decertified Officers |  |  |
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| **Pillar Three: Technology & Social Media** | |  |
| 1. New technology standards for compatibility and interoperability |  |  |
| 1. Address human rights and privacy concerns |  |  |
| 1. Technology designed considering local needs and people with special needs |  |  |
| 1. Body-worn cameras and other emerging technologies |  |  |
| 1. Public records laws—update to keep up with emerging technologies |  |  |
| 1. Transparency and accessibility for the community through technology |  | Partner with our media outlets for proactive outreach opportunities  Chris Bennett  Ed Prince  Social media |
| 1. Develop new less than lethal technology |  |  |
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| **Pillar Four: Community Policing & Crime Reduction** | |  |
| 1. Community engagement in managing public safety |  | Develop strong relationships with leaders from local churches / faith communities (go out to their places of worship to establish and build relationships).  Carol Cummings (Cops and Clergy program)  Ken Thomas  Mike Villa  Joel Ingebritson  Kevin Milosevich  Partner with School Districts in efforts to address the needs of our diverse communities  e.g. Participate in a civics class in collaboration with the School District focused on engaging a diverse group of high school seniors on police related issues.  e.g. Focus on elementary schools to reach the young diverse students in our school districts  Mike Villa  Partner with the International Rescue Committee or other refugee placement organizations in outreach and education to assist our refugee community transitioning to their new environment here in the U.S.  Chief Mike Villa  Susan Schoeld  Partner with elected officials to reach out to our diverse communities.  Local City Councils  Dennis Law  Ed Prince |
| 1. Infuse community policing throughout law enforcement organizations |  | Develop / host workshops and open houses to educate and empower the community to work in collaboration with Law Enforcement. Reach out to community leaders, and conduct a series of regular, face-to-face discussions with the community to strategize, identify barriers and opportunities.  Chief Milosevich  Ed Prince |
| 1. Use multidisciplinary teams |  |  |
| 1. Protect the dignity of all |  | Engage with those struggling with mental health issues, to include our returning veterans. Be mindful on labels (e.g. “mental” or “220” as these can hinder fair and compassionate treatment)  Susan Schoeld  Jamie Garcia  SPD Lt. Rivera  Develop relationships with our military veterans  Susan Schoeld  Chelsea Baylen |
| 1. Neighborhood problem solving |  | Develop Liaison Committees with our diverse communities, and assign Command personnel to go out into the community to participate in committee meetings.  John Hayes  Ken Thomas  Jim Pugel |
| 1. Reduce aggressive law enforcement that stigmatizes youth |  |  |
| 1. Address the school-to-prison pipeline |  |  |
| 1. Youth engagement |  | Develop mentoring program for youth of color  George Delgado  Adrian Diaz (“Explorer” program) |
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| **Pillar Five: Training & Education** | |  |
| 1. High quality training and training innovation hubs |  | Community Building training (John Hayes, Ed Holmes) |
| 1. Engage community members in trainings |  | “Because of the Color of their Skin” by Wayne Perryman  Muslim (Mike Villa, John Hayes, Mohammed Jama)  Hispanic (Jamie Garcia)  African American (John Hayes, Wayne Perryman)  East African (Jim Pugel)  Eastern European (Mike Villa)  South Asian (Henry Simon)  Chinese (Alan Lai) |
| 1. Leadership training for all officers |  | Blue Courage (Samantha Daly - CJTC staff) |
| 1. National postgraduate program of policing for senior executives |  |  |
| 1. Incorporate the following in basic recruit and in-service trainings: |  |  |
| * 1. Policing in a democratic society |  |  |
| * 1. Implicit bias and cultural responsiveness |  | Fair and Impartial Policing (Ken Thomas)  “Race, the Power of an Illusion” video (Mike Villa) |
| * 1. Social interaction skills and tactical skills |  |  |
| * 1. Disease of addiction |  |  |
| * 1. Crisis intervention teams (mental health) |  |  |
| * 1. Reinforce policies on sexual misconduct and sexual harassment |  |  |
| * 1. How to work with LGBT and gender nonconforming populations |  | LGBTQ training (Jim Ritter) |
| 1. Higher education for law enforcement officers |  |  |
| 1. Use of technology to improve access to and quality of training |  |  |
| 1. Improve field training officer programs |  |  |
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| **Pillar Six: Officer Wellness & Safety** | |  |
| 1. Multifaceted officer safety and wellness initiative |  |  |
| 1. Promote officer wellness and safety at every level |  |  |
| 1. Scientifically supported shift lengths |  |  |
| 1. Tactical first aid kit and training |  |  |
| 1. Anti-ballistic vests for every officer |  |  |
| 1. Collect information on injuries and near misses as well as officer deaths |  |  |
| 1. Require officers to wear seat belts and bulletproof vests |  |  |
| 1. Pass peer review error management legislation |  |  |
| 1. Smart car technology to reduce accidents |  |  |

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The Committee recognizes that this Menu of Options and the points of contact will change over time.