



## COPCAB Minutes

July 12, 2018

6:30pm-8:00pm

Members Present: Jun Castillo, Jerry Thornton, Tosh Sharp, Jan Bolerjack, Roger Arnold

Staff Present: Chief Linton

Guest:

- Minutes for 6/14/18 meeting approved
- Chief's update:
  - See attached recruiting report
  - See attached WSPIC crime rates
  - Question: When lateral officers are recruited does the department allow them to be assigned to specialty units right away due to previous experience?  
Answer: No, usually they must be TPD officers 3 years before they can be assigned to a specialty. This way they get to know Tukwila as part of patrol.
- COPCAB Project:
  - Jun will draft up language for the cover paragraph and send edits for questions and send them to the group.
  - Ensure that translations are correct before they are live to the public.
  - Discussion on if there will be both online and paper surveys.
  - Distribution methods discussed:
    - Handing out paper surveys
    - Link in Tukwila Reporter
    - Facebook/Twitter/Instagram link to survey
    - Hazelnut
    - TV 21
  - Ongoing feedback
    - Keep survey ongoing to allow the group to adjust
    - Try to do a quarterly “pulsing”, a random survey of some community members to avoid a long 2-year gap.
  - Look at the tow 5 school district languages for translation. Discussion about sending out in English only.
  - Beta Test the website survey link.
- Good of the Order
  - None

Title or Addressee

Date

Page 2

- Adjourned 8:02pm

**Next meeting will be on Thursday, 8/9/18 6:30-8pm Duwamish Conference Room, 6300 Southcenter Blvd. 2<sup>nd</sup> Floor. Please contact Chris Partman at [Chris.Partman@tukwilawa.gov](mailto:Chris.Partman@tukwilawa.gov) or call 206-271-6069 if you're unable to attend.**

JUNE 2018 | EVANS SCHOOL CONSULTING LAB REPORT

LOCAL LAW ENFORCEMENT  
**RECRUITMENT  
& RETENTION**  
*IN WASHINGTON STATE*

Kelly Buethe  
Bucoda Warren  
Timothy Bell  
Susanna Hans

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PREPARED BY GRADUATE STUDENT ANALYSTS  
AT THE UNIVERSITY OF WASHINGTON'S  
EVANS SCHOOL OF PUBLIC POLICY AND GOVERNANCE  
FOR THE ASSOCIATION OF WASHINGTON CITIES

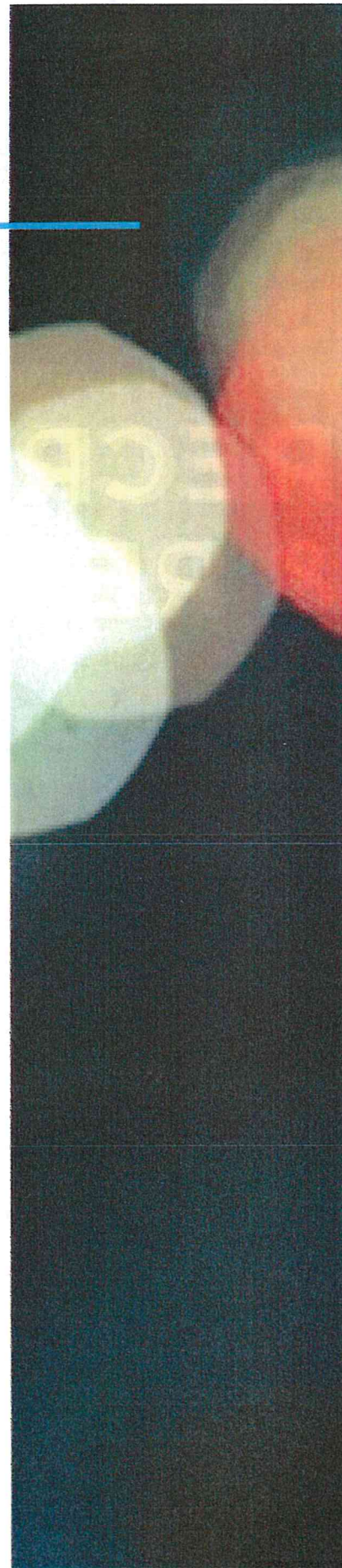
## PREFACE

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# EXECUTIVE SUMMARY

By 2022, approximately 47% of 2018 Washington State law enforcement officers will be eligible to retire. This means that over the next five years, the state could lose almost half of its current law enforcement workforce to retirement alone. Law enforcement agencies are on the cusp of the “Silver Tsunami,” a national and industry-wide phenomenon describing the mass exodus of baby boomers in the workforce. Effective succession planning and recruitment strategies are becoming more important than ever, but the law enforcement industry’s current supply of qualified law enforcement officers may not meet its demand. In fact, Washington State could see a 2 to 1 ratio of outgoing to incoming officers over the coming years, creating a staffing deficit that could be detrimental to law enforcement quality and public safety.

Law enforcement staffing challenges are predicted to escalate, and agencies will need to implement recruitment and retention tools that help mitigate those challenges. To uncover the strategies that hold the most promise for addressing law enforcement recruitment and retention in Washington State, the



Association of Washington Cities (AWC) contracted graduate student analysts from the University of Washington's Daniel J. Evans School of Public Policy and Governance. This report, authored by the student analysts, provides recruitment and retention recommendations likely to be most feasible, effective, and relevant to Washington law enforcement. Recommendations were formed at the center of research, which included surveys and interviews with actual law enforcement practitioners.

**Research Findings:** The research analysts interviewed recruitment and retention managers in Washington to better understand the perspectives and challenges that agencies face. Analysts also collected data on law enforcement agencies' organizational culture to set the context for their interviews and literature review. This list below highlights major findings which emerged from the study and informed the report's recommendations:

1. **Industry Competition:** Local law enforcement agencies, particularly smaller ones, often struggle to compete with one another for officers. However, the *greatest* threat to law enforcement recruitment (and retention) may be other industries, not peer agencies. Law enforcement agencies must develop recruitment strategies that help them compete with fields outside law enforcement.

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2. **Passive Planning is Unsustainable:** Many departments are not actively planning for succession nor are many actively preparing strategies to address a high-volume of staffing loss. Departments also rely on staffing from similar applicant pools, which could exacerbate the deficit of officers.

3. **Organizational Culture: Both an Asset and a Threat:** The “family-like” culture of many law enforcement agencies is often leveraged to recruit and retain officers. But while a tight-knit culture can draw in new recruits, it can also push out much-needed, qualified but atypical candidates.

**Recommendations:** This report outlines four major strategies to support law enforcement agencies as they navigate major recruitment and retention challenges:\*

1. Actively pursue nontraditional applicants.
2. Invest in officers’ professional growth.
3. Create an inclusive culture of engagement.
4. Implement evidence-based recruitment and retention strategies.

*\*(See Chapter 5 for suggested tactics within each strategy.)*

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## 2017 Washington NIBRS Submission Agencies

**Tukwila PD**

King County

Population: 19,660  
Months Reported: 12

**Offense Overview**

Offense Total 4,217  
# of Cleared Offense 1,058  
Percent Cleared 25.1%

**Group A Arrest Overview**

Arrest Total 1,074  
Adult Arrest Total 889  
Juvenile Arrest Total 185

Group A Offenses	Reported 2016	Reported 2017	% of Change	Crime Rate per 1,000	Total Arrests	DV Offense Totals
Murder	2	0	-100.0%	0.0	0	0
Manslaughter	0	0		0.0	0	0
Rape	26	19	-26.9%	1.0	2	2
Sodomy	3	0	-100.0%	0.0	0	0
Sexual Assault w/Object	0	0		0.0	0	0
Fondling	8	3	-62.5%	0.2	0	0
Aggravated Assault	58	71	22.4%	3.6	20	17
Simple Assault	394	383	-2.8%	19.5	192	186
Intimidation	153	79	-48.4%	4.0	29	8
Kidnapping	6	2	-66.7%	0.1	1	1
Incest	0	0		0.0	0	0
Statutory Rape	3	6	100.0%	0.3	0	0
Human Trafficking Offenses	0	0		0.0	0	0
Violation of No Contact/Protect.	0	0		0.0	0	0
Robbery	83	68	-18.1%	3.5	6	3
Burglary	207	193	-6.8%	9.8	10	1
Larceny-Theft Offenses	2,452	2,061	-15.9%	104.8	654	6
Motor Vehicle Theft	552	414	-25.0%	21.1	3	0
Arson	4	6	50.0%	0.3	0	0
Destruction of Property	927	590	-36.4%	30.0	35	0
Counterfeiting/Forgery	60	57	-5.0%	2.9	6	0
Fraud Offenses	79	66	-16.5%	3.4	2	0
Embezzlement	0	0		0.0	0	0
Extortion/Blackmail	0	1		0.1	0	0
Bribery	0	0		0.0	0	0
Stolen Property Offenses	85	58	-31.8%	3.0	46	0
Animal Cruelty	0	0		0.0	0	0
Drug/Narcotic Violations	111	84	-24.3%	4.3	44	0
Drug Equipment Violations	2	5	150.0%	0.3	8	0
Gambling Offenses	0	2		0.1	1	0
Pornography	2	1	-50.0%	0.1	0	0
Prostitution Offenses	4	12	200.0%	0.6	10	0
Weapon Law Violations	55	36	-34.5%	1.8	5	0
<b>Grand Total</b>	<b>5,276</b>	<b>4,217</b>	<b>-20.1%</b>	<b>214.5</b>	<b>1,074</b>	<b>224</b>

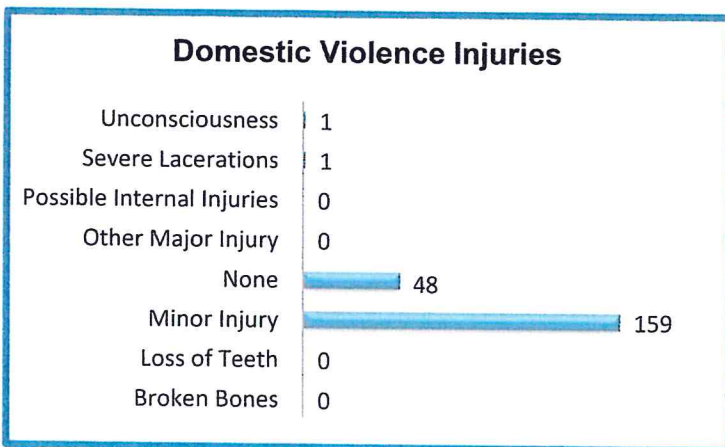
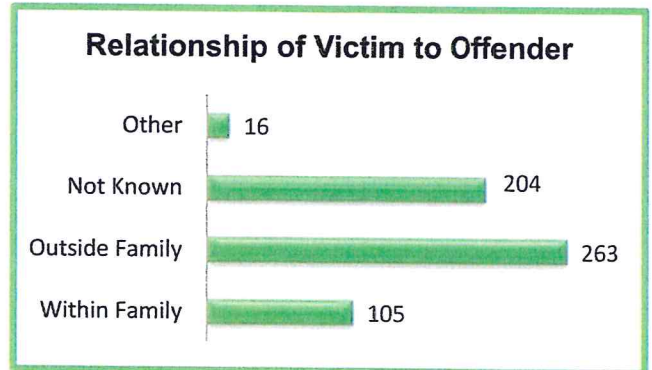
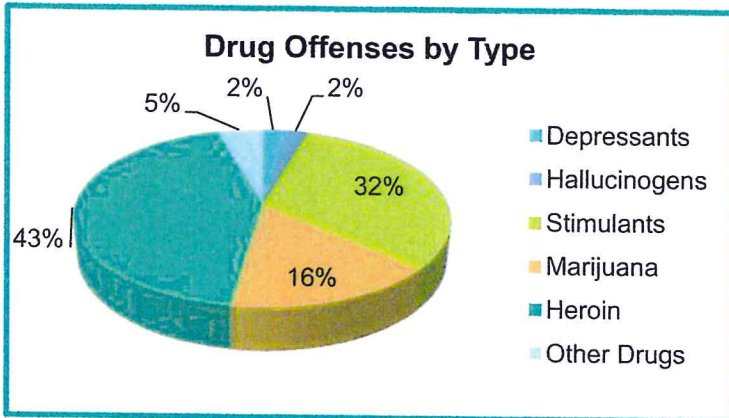
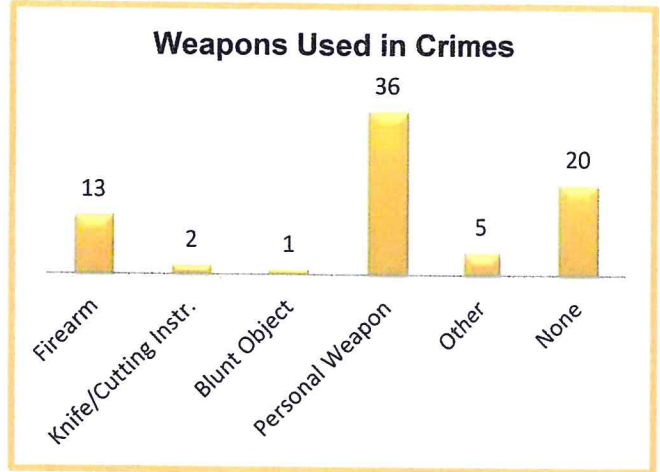
## 2017 Washington NIBRS Submission Agencies

Tukwila PD

Continued

### 2017 Group B Arrests

Offense	Adult	Juvenile
Bad Checks	0	0
Curfew/Vagrancy	0	0
Disorderly Conduct	2	0
Drunkenness	0	0
DUI	20	0
Family Offenses	0	0
Liquor Law Violations	2	0
Peeping Tom	0	0
Trespass	31	2
All Other Offenses	82	5
<b>Total</b>	<b>137</b>	<b>7</b>



### 2017 Property Values by Type

Type	Value
Seized	\$2,710
Burned	\$1,004
Counterfeited/Forged	\$22,509
Destroyed/Damaged	\$332,159
Recovered	\$352,403
Stolen	\$3,177,819
<b>Total</b>	<b>\$3,888,604</b>



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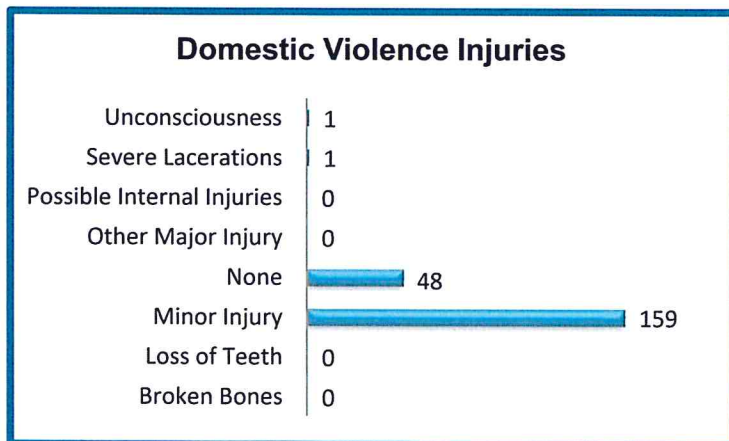
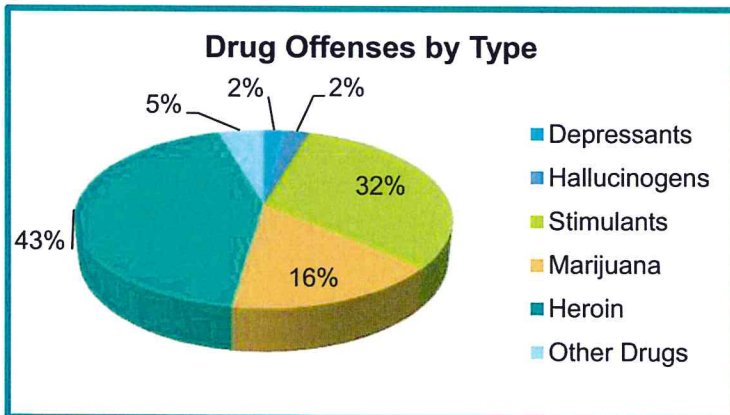
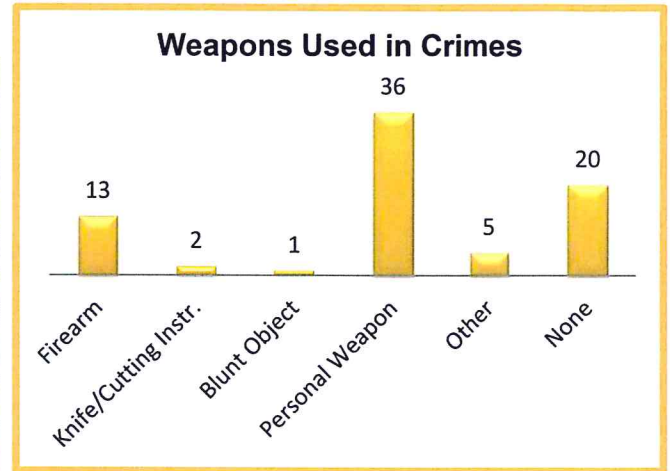
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