

**THE HERMAN GOLDSTEIN INTERNATIONAL AWARD  
FOR PROBLEM ORIENTED POLICING:**



**THE FEDERAL WAY, WASHINGTON, USA POLICE  
DEPARTMENT'S SPECIAL OPERATIONS UNIT**



**Summary:**

In response to the second homicide and growing crime at the city's new downtown transit center, the Federal Way Police Department, in partnership with the policy group, other government agencies, the business community, as well as many citizens has netted tremendous success in reducing crime and enhancing the quality of life in the city's downtown area. The collaborative approach to create a new Special Operations Unit (SOU) within the police department and maximizing the use of the existing Safe Cities Federal Way program has brought a complete turn-around and restored safety and security to the downtown core which is vital to the city and its economic development.

Opened in 2006, the transit center soon became the site of numerous violent crimes. As a result, the community became fearful of venturing into the transit hubs, businesses and parks in our city's downtown core. News accounts and blogosphere claims about crimes in the area contributed to this sense of fear and led people to equate Federal Way's downtown with crime and danger. This had a direct impact on quality of life and economic activity and development that hurt the city's reputation regionally.

In January 2010 the Special Operations Unit debuted. This unit consists of six uniformed officers and one supervisor who deploy on bicycles, marked patrol cars and on

dual-sport motorcycles. This highly pro-active group works almost exclusively in the downtown core, transit hubs, parks, and trail systems.

The city's existing Safe Cities program utilizes 36 live video cameras stationed primarily throughout the downtown core. Camera operators communicate directly with Special Operations Unit officers and provide detailed descriptions of vehicles, suspects and their movements. Additionally, Safe Cities Federal Way has a web-site, [www.safecityfw.com](http://www.safecityfw.com), where business owners, law enforcement and civilians can review and post their own alerts about suspicious or criminal activity and suspects.

As a result of the SOU project, in 2010 crimes such as homicide, weapon offenses, and liquor violations became non-existent on the transit center property and surrounding area. There has been a 50% decrease of assaults from 2009, as well as a 50% decrease of robberies. Quality of life crimes at the transit center have also decreased with theft's dropping 44% from 2009 and VUCSA case reports down 60%. Local media has done stories reflecting this turn-around. A sense of security is rapidly returning to the area.

**Scanning:**

The City Of Federal Way is a bedroom community of 90,000 people roughly mid-way between Seattle and Tacoma on the I-5 corridor (Appendix: A). Named after State Route 99 that runs through it, Federal Way has never enjoyed the benefits of a clearly defined “downtown”. Incorporated in 1990 to enable local leadership to plot the city’s destiny, the current 136 officer police department was formed in 1996. An early goal identified by the city council was to define and develop the “downtown core” as the central meeting and shopping area for the city that is pedestrian friendly with good access to local public transit. In concert with Sound Transit and King County Metro, the \$39 million dollar Federal Way Transit Center opened on January 18, 2006 bringing that access to the downtown core for both shoppers and commuters.

Immediately following the opening of the new King County Metro Transit Center an unexpected rise in crime of all types occurred in the general area. This was somewhat puzzling in that Federal Way already had a large transit hub (Park & Ride) nearby that experienced comparatively low crime, although, it did not offer the shelter or ease of use that the new facility did. The new transit center was more centrally located and accessible. Where people would once wait for buses near their homes, they now converged at the new facility. The diversity of selection in buses, (i.e. express or standard routing) opened options that the commuting public had not previously enjoyed. It became immediately clear that all of these conveniences, while designed in and intended for legitimate commuters, also appealed to the criminal element.



On January 18, 2008, during the evening commute, the first homicide of the year occurred in Federal Way. An innocent bystander was shot in the chest and killed in front of dozens of on-looking commuters at the transit center. The intended victim had apparently been arguing with the shooter only moments before the female bystander literally crossed their paths. The scene was chaotic. It was dark. Hundreds of people were in the process of boarding or disembarking from buses as a part of their evening commute. Officers and Medics rendered aid, including CPR, but to no avail. The victim would die at the scene. (Appendix: B)

Naturally, this was a very high-profile, highly covered event for the Seattle-area media. The impression, right or wrong, was that this new transit center was not safe.

The next 20 months were, for the most part, peaceful with typical activity of a busy transit hub. People were putting the event behind them and were settling back into their routines. On September 17, 2009, lightning struck twice. In almost the exact spot the first murder had occurred, a young man was shot through the neck and died. This murder also occurred in full view of dozens of witnesses. While the shooter in this murder was captured, tried and convicted, enough was enough. (Appendix: C)

The outrage in the community spread through city hall and the police department. The local business community was in uproar and at least one employer left town, citing the neighboring transit center's impact on their employees' health and welfare as their reason for leaving. The media was all over it. The news of the homicide morphed into stories about the transit center and the city's downtown core. People no longer felt safe there. What were we doing about it?

**Analysis:**

In response to the two homicides a larger factual picture of crime in the area was sought. The CAPS (Crime Analysis and Prevention Specialists) Unit was called on to provide hard data regarding the number and type of crimes impacting the area. In 2008 a public survey was completed. The information gleaned from that effort now got a second

look as well (Appendix: D). Our own officers were tapped to provide their perceptions and suggestions as were those of the King County Metro and Sound Transit Police.

In addition to the raw data, part of what we learned was that there were several groups appearing in the community that had a much smaller presence in years past; a criminal gang element, an increase in the number of homeless subjects and encampments, and transient/mobile youth that had, until now, chosen other communities to gather/loiter in.

The criminal gang element was responsible for an upturn in gun crime, assaults and drug related crimes at the transit center and in the city's parks and trails. Graffiti had been an ongoing issue at a lesser level but when the transit center debuted, graffiti crimes increased.

Public drinking and drunkenness, aggressive begging and panhandling and, to a certain degree, shoplifting and other thefts could be attributed to our growing homeless/transient population. There were now homeless camps near the transit center itself where none existed before. A nearby church saw a major increase in customers for their homeless outreach/meal programs.

The added element of city bus riding youth brought with it fights, theft, assaults, graffiti, loitering complaints and vandalism. While this problem existed in the area prior to the transit center's opening, it was clear through police observations and solid data that

the transit center was a central contributor to the growing problem with this group. Simply put, more crimes were being committed in Federal Way by teenagers who did not live within the city limits. (Appendix: E)

In years past almost all of this crime was handled exclusively by patrol officers. They would take after-the-fact reports or occasionally on-view a crime in progress as they were responding to other calls for service. Attempts to organize business watch groups in the commercial sector received a lukewarm response. The police department initiated a limited effort consisting of a “Power Squad” of four officers that was dedicated to the “Triangle Project” named for the geographical area that encompassed their beat in the general Transit Center area (Appendix: F). They were initially successful in showing an increased presence but staffing demands made that presence somewhat sporadic. It was hit-and-miss and while there was a defined mission, the Triangle Project was designed to be a temporary effort from its inception.

In retrospect, all of the conditions that set the stage for the two homicides we experienced had been developing for some time. It was as if there was a perception on the part of the criminals that this was a loosely policed area making it an attractive environment for thefts, assaults, fights, burglaries, drug crime, et. al. The growing fear in the minds of the law abiding public and the business owners played right into the hands of, and emboldened, the gang activity. The transient/homeless population was observant and quickly became aware, at least to a small degree, of current police patrol staffing and practices. It appeared as though some used this knowledge to time their burglaries at



night and drinking and panhandling activities during the day. The travelling bands of youth we were seeing were getting off buses at the transit center and re-congregating at the local mall and theaters to fight because, according to these kids, Federal Way now had the reputation of a place where there was little or no accountability for such behavior. Once confronted by police, opposing groups would disperse, vandalize property along the way, and gather again to fight at or near the transit center before boarding their buses for home. Finally, the staffing model at the time prohibited patrol officers from focusing a coherent and directed strategy to address these issues. All of these factors would ultimately lead several citizens to comment that they were not surprised after the first, and all but expectant of the second, homicide at our new transit center (Appendix: G).

It was not difficult to draw a correlation between the new transit center and these groups and their activity. We also knew the transit center was here to stay. Our analysis was telling us that a different policing model was needed and, if we were serious about making a lasting impact and difference, it was needed right away.

**Response:**

Immediately following the September 2009 homicide there was a change in the posture of the command staff of the police department. We would be doing everything within our power as an organization to confront crime at the transit center and in the downtown core and parks and the underlying circumstances that led to their occurring in the first place. Everything was on the table.

We looked at beefing up staffing at the transit center exclusively through overtime. In the long term, that would prove to be impossible due to cost. We looked at paring back patrol squad staffing and dedicating the freed-up officers to the area. That option would have placed too heavy a burden on the remaining patrol officers and would have negatively impacted city-wide service delivery in terms of response times and officer safety. Using other specialty units such as our drug and pro-act teams or school resource officers would have meant sacrificing their core missions to an unacceptable level. Still, we knew that whatever developed would have to be accomplished within the confines of the current budget while having the least amount of impact possible to our daily operations. It was decided that the staffing impacts would have to be absorbed through the shared sacrifices of the traffic and criminal investigations divisions; in short, a major restructure of the department.

What resulted was the full-time deployment of an entirely new team of officers dedicated exclusively to the downtown core, transit center, city parks and trails. It would be called the Special Operations Unit. The team would consist of six officers and a supervisor with dedicated coverage from 6am until 10pm five days a week and noon until 10pm seven days a week. The expectation was high-energy, high-visibility, pro-active law enforcement. The intended outcome was, at least, two-fold. First and foremost, reduce crime. Second, restore the overall sense of safety to the transit center, downtown core, city parks and trails for the public. An anticipated byproduct would be reassuring the business sector that downtown Federal Way was a safe and profitable place to work known for economic development rather than a dangerous place in economic decline.

The officers who competed for the chance to join the team were selected based upon their pro-active reputations and work ethic. Each officer would be assigned for three to five years, depending on their performance. They were told at the outset that this would be a five year, full time, sprint at criminal activity and not the job they wanted if they were not prepared for that. Officers would deploy primarily on bicycles but have access to a full array of vehicles including dual-sport motorcycles, squad cars and under cover vehicles to ensure their success. They would be freed from routine report calls in order to maintain a constant presence and provide aggressive and high-visibility law enforcement. (Appendix: H).

The role of the supervisor to promote and maintain the integrity of the unit's mission was critical. That meant relying on patrol supervisors to limit the use of SOU to back fill for their own officers who had called in sick or were on vacation. Their day in and day out support in this regard cannot be overstated. Rarely was the mission compromised to maintain patrol minimum staffing. This amounts to an organizational change compared to how things were done in the past. Where the former "power squad" officers were automatically tapped for patrol staffing whenever a need arose, a strict protocol has now been established. SOU officers are the last uniformed division within the department to be called upon for patrol fill-in. As it stands, if backfilling patrol means taking SOU to zero staffing, then hands off; even if overtime is incurred as a result. On the other hand, SOU officers are available to back-fill patrol on a limited basis on our overlap day or when we have two or more SOU officers on duty at a given time.

Bottom line, every hour the SOU officers spend away from their mission to cover patrol (and the reason(s) for it) is tracked and measured for compliance with the newly accepted protocol. Any deviations are addressed.

**Assessment:**

On January 1, 2010 the Special Operations Unit officially debuted. The results of our response have been remarkable. One year in and the downtown core, transit center, parks and trails have taken on a much different character. Aggressive begging and liquor and drug violations at the transit center became non-existent in 2010. The street-corner panhandlers have disappeared from the downtown core almost entirely. Yes, new faces appear on occasion but the laws are now uniformly and rapidly enforced by the SOU officers. Steel Lake Park, the city's main gathering/picnicking area, has transformed back into what it was meant to be, a place for families to bring their children to swim and play. Crimes of violence and alcohol and drug violations there are infrequent and the officers of the SOU are a constant, reassuring presence, especially when the park quickly rises to capacity during warmer weather (Appendix: I).

To further strengthen our mission a series of specific steps were taken to engage the business community with the Special Operations Unit. From the outset, the officers were tasked with contacting every business within the unit's operational sphere in an effort to introduce them both to the unit itself and the city's Safe City Federal Way initiative. As a result, membership to the Safe City's web site saw a dramatic rise in numbers. The posting of alerts on the web-site (Appendix J) showed a marked increase

and the success stories that followed were shared and made available to all principles, further validating the program. Later in the year, the SOU officers were each given a particular segment of the business community to contact and open lines of direct communication with. One officer was assigned hotel and motel owners and managers. Another was assigned banking and financial institutions. Still another contacted all of the restaurant and bar owners. We had an officer assigned to grocers and an officer assigned specifically to churches and religious organizations. All of these efforts worked to familiarize who we consider our stakeholders with the purpose and accessibility of the Special Operations Unit. A byproduct was a re-awakening of sorts where it came to true community policing; both on the part of the officers and the neighborhood stakeholders. Further, as the months went on, everyone began to trust that this was not just a temporary effort hastily cobbled together as a reaction. Rather, the Special Operations Unit was becoming the face of the police department for patrons of our parks, the transit center and the core business community.

We were succeeding in our mission; that much we knew. What it took to get here however needed an objective assessment. Was the work of the officers on the team, the city's investment in personnel and equipment, the cost to the units who were impacted as a result of our deployment in the first place all worth it? Too, did it make sense to continue this effort? Could the same thing be accomplished with fewer team members? What about the schedule? Is this the best use of the resources we have? Or, keeping in mind the personnel considerations, is the community really enjoying the maximum potential benefit of the unit?

From the outset, everyone within the police department knew these questions would need answers. Accordingly, a broad monthly activity tracking system was put in place from the beginning. (Appendix: K). Almost everything was tracked, much of it by duplicate, but independent, in-house systems to help insure the integrity of the numbers and the activity the officers. From misdemeanor to felony arrests, from civil infractions to criminal citations, from trespass warnings to field interviews. We also kept track of community involvement projects. Officers of the Special Operations Unit completed mandatory monthly reports of their own (Appendix: L). The submitted information was verified month by month and then compiled at the end of the year and compared to the other data capturing systems. When shown side-by-side, the officers input proved to be very reliable in this first year of reporting. Further, our records division produces a monthly report of department “top performers”. SOU officers appeared at or near the top of that report in nearly every category for every month in 2010.

The transit center, downtown core, city parks and trails had clearly been impacted by the Special Operations Unit. We know what was done to affect the desired results we achieved but what really happened and will we be able to sustain this impact?

The first part of that question, what really happened, is simple. We know by observing one of our more problematic groups, the criminal element of the homeless community, that they in large part have modified their behavior. Where they would once drink or do drugs out in the open, that is now seldom seen anywhere in the downtown

core. Where they would once indiscriminately trespass at retailers from whom they'd been banned for theft or harassing customers, they are much more thoughtful about their decisions to return. Aggressive panhandlers no longer congregate in alleyways behind businesses in the downtown core. On a positive note, Officers of the Special Operations Unit have developed a rapport with many of our homeless and have gone to great lengths to provide them with community outreach group resources and other assistance information. SOU officers are typically quick to get on a first name basis with most of our homeless people and cordial interaction and respect is the norm. This is not to say that we overlook our policing responsibilities but both sides of the equation recognize that there are times where we can be allies.

Another of our problematic groups, the criminal gang element, is also showing a dramatically lessened presence. In light of our belief that it was this element that was responsible for both of the homicides we experienced at the transit center we made a conscious decision to direct a lot of attention toward this population. We conducted overt and covert enforcement operations in Steel Lake Park in plain, high-visibility view of all park patrons. These efforts helped modify any illegal behavior and it reassured the legitimate park users that we were there to act.

The transient/rambunctious youth element is, by now, also quite familiar with the Special Operations Unit. Transit Security personnel frequently alert SOU officers whenever a large group disembarks a bus at the transit center. These groups will often not even be off of transit center property before they see their first police officers. It is

not uncommon for these kids to simply turn around and re-board a bus leaving the area rather than risk a business owner calling the police because of their behavior. The mall and area theaters are also enjoying more peaceful atmospheres and their staff are quick to thank SOU officers whenever they see them taking enforcement action toward these particular groups.

While the first year of deployment for the Special Operations Unit was an inarguable success, it is clear that to maintain the results we have achieved we must be a permanent part of the Federal Way Police Department's organizational structure. Past temporary efforts have realized past temporary gains. This is as much a structural policing model for us as it was a problem oriented policing project. It began as a pilot program; one that had every eye in city council and department command upon it. It's success in the organization very much hinged on its success in the community. It has been through a clearly defined and defended mission, and the efforts of a team of six hard working dedicated police officers, that we have realized both.

Finally, it is important to note that at the Department's Annual Award Ceremony, SOU Lieutenant Brett Hatfield was selected and recognized by the Chief of Police as the "Supervisor of the Year", largely due to his hard work and leadership and the outstanding performance of the Special Operations Unit in 2010.

Agency and Officer Information:

The members of the Special Operations Unit are:



Officer John Demarest  
Officer Joshua Haglan  
Officer Nic Peterson  
Officer Gordon Morikawa  
Officer Joshua McConnell  
Officer David Prince  
Lieutenant Brett Hatfield  
Commander Chris Norman

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## **Appendix**

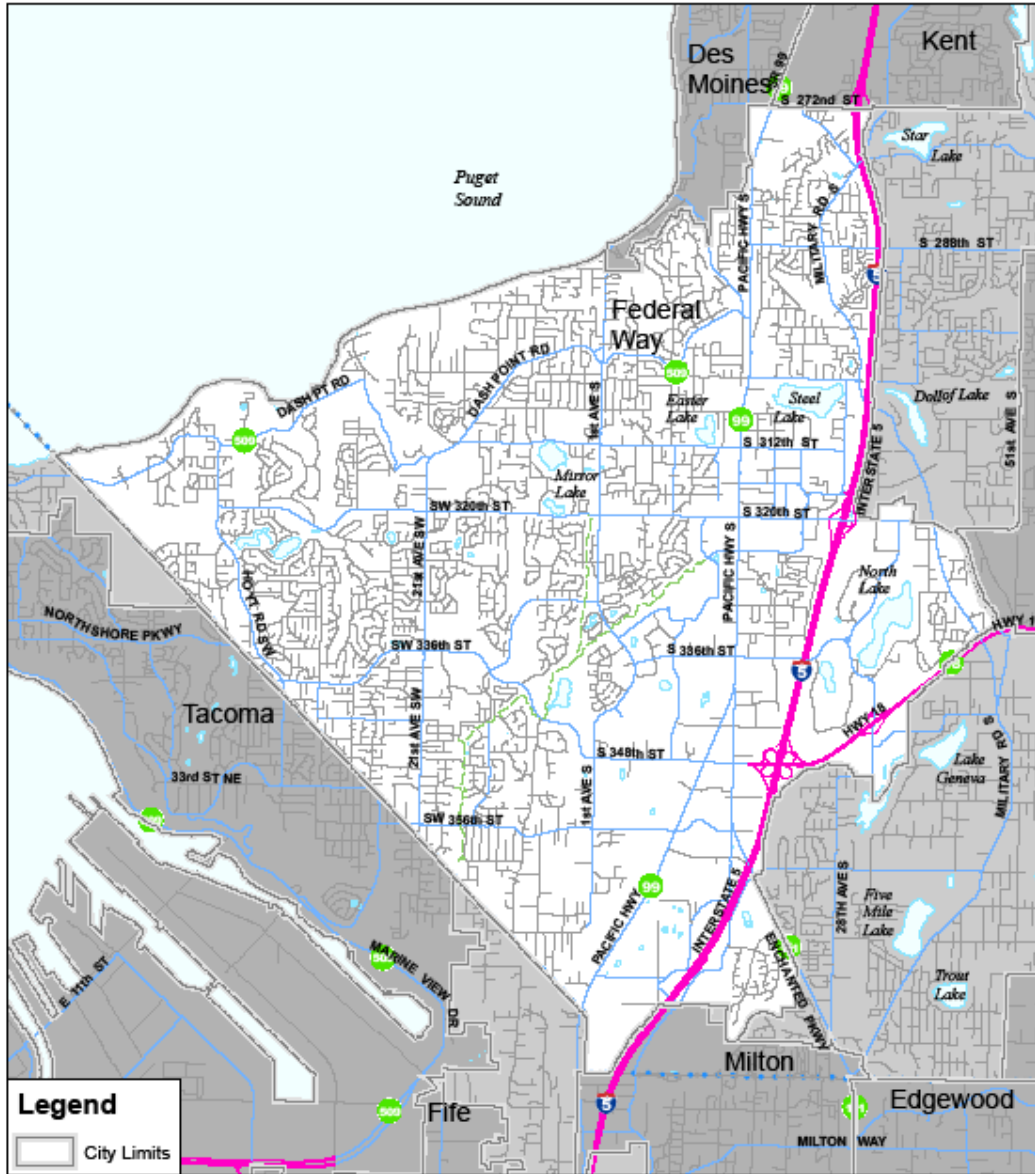
- Item A. Map of City of Federal Way**
- Item B. Seattle Times article referencing first Transit Center Homicide**
- Item C. Seattle P-I article referencing second Transit Center Homicide**
- Item D. 2008 citizen survey sample**
- Item E. Bar graph showing non-citizen juvenile activity in/around Transit Center**
- Item F. Map of “Triangle Project” coverage area**
- Item G. Sampling of blogosphere commentary about Transit Center**
- Item H. Special Operations Unit Job Announcement**
- Item I. 2010 SOU Impact Analysis Report**
- Item J. Sample of Safe Cities Federal Way Web Alert**
- Item K. Sample of SOU activity report submitted monthly to command staff**
- Item L. Sample of SOU Officer’s monthly activity report**

**Appendix Item A.**

# City of Federal Way

# City Limits

Map Date: May, 2011  
City of Federal Way  
Federal Way, Wa. 98003  
(P) 253-635-7000  
(W) www.cityoffederalway.com



This map is intended for use as a graphical representation. The City of Federal Way makes no warranty as to its accuracy.

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**Appendix Item B.**

**The Seattle Times**

**Winner of Eight Pulitzer Prizes**

**Local News**

published February 11, 2008 at 12:00 AM | Page modified February 11, 2008 at 6:32 PM

 [Print](#)

*Man charged with murder in Federal Way Transit Center shooting*

*A woman who was fatally shot last month at a transit center in Federal Way was not the shooter's intended victim, according to charges filed...*

**By [Christine Clarridge](#)**

Seattle Times staff reporter

**Related**

- [Archive | Man wanted in Federal Way slaying turns self in](#)
- [Archive | Police name a suspect in fatal shooting at Federal Way Transit Center](#)

*A woman who was fatally shot last month at a transit center in Federal Way was not the shooter's intended victim, according to charges filed by King County prosecutors.*

*Dar'Rel Miller, a 38-year-old White Center woman, was killed by a gunshot wound to her chest on Jan. 18 while she was at the Federal Way Transit Center.*

*According to second-degree murder charges filed against Glenn Chaz Proctor, 20, of Tacoma, Miller and a friend had been talking and arguing as they walked along one of the pedestrian islands in the transit center around 7 p.m. At the same time, according to charging documents, two brothers were walking south toward the pedestrian island when they saw Proctor, whom one of the brothers had fought with last summer.*

*According to charging documents, Proctor pulled a handgun out of his coat and fired twice. Both bullets missed the brothers, but one struck Miller, according to charging documents.*

*Federal Way police said they tracked down the suspect with the help of security cameras. Police said the two intended victims identified Proctor from a photo montage as the shooter.*

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## Appendix Item C.



### **Seattle 911 — A Police and Crime Blog**

The latest news about Seattle police, Seattle shootings, thefts, arrests, fires, criminals and crimes  
« [Police investigating cyclist attack in Central District](#) | [Main](#) | [Charges filed against alleged repeat bank robber](#) »

#### **UPDATE: Teen killed at Federal Way Transit Center**

One man is suspected of fatally shooting a 19-year-old man Thursday afternoon at the Federal Way Transit Center, but police are still looking for others who may be involved.

Two other suspects reportedly fled with the shooter, but police did not release detailed descriptions. They said the victim had been in a verbal altercation with the suspects before the incident.

A Federal Way officer heard the shots and contacted witnesses, who gave the direction the subjects went. The officer took one 20-year-old man into custody as a person of interest, but he was released as merely a witness.

A 28-year-old SeaTac man who fled was tracked by police and identified as the shooter, Federal Way police spokeswoman Cathy Schrock said. He was booked into King County Jail for investigation of homicide.

Bus platforms were closed after the shooting but buses were picking up people on streets outside the transit center. The parking garage remained open, a Sound Transit spokesman said.

The transit center is near the intersection of 23rd Avenue South and South 316th Street. The facility has nine bus bays that serve 15 routes. The center has roughly 1,200 parking stalls.

The facility has been the site of [deadly violence](#) before.  
In January 2008, 38-year-old Dar'Rel Miller was shot to death there.

That unsolved shooting led to murder charges being filed wrongly against a 20-year-old man who had turned himself in after police began circulating his photo to media. Murder charges were filed, then dropped a year later after the 20-year-old's defense attorney convinced prosecutors that his client was not involved in the shooting.

Federal Way police have increased patrols at the transit center.

“With our Safe City camera program in the downtown area, we are partnering with Sound Transit to install three additional cameras in the Transit Center,” Schrock said in a statement. “Although these resources and tools did not prevent this crime today, it was a significant reason why the person responsible was so swiftly apprehended.”

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Posted by [Casey McNerthney](#) on September 17, 2009 at 3:46 pm | [Permalink](#) |

Categories: [Uncategorized](#)



## Appendix Item D.

## 2008 Citizen Survey -Business Owners

1. We are committed to assessing the quality of the services you receive from the Federal Way Police Department. Please take a few minutes to complete this survey. We appreciate your feedback. Have you had contact with any employee (Police Officer, Detective, Clerical Support, Administrator, etc.) of the Federal Way Police Department?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	90.0%	9
No	<input type="checkbox"/>	10.0%	1

2. What was the primary purpose of your contact? If more than one purpose or contact, please describe the primary purpose or the most recent contact.

		Response Percent	Response Count
I reported a crime or an incident	<input type="checkbox"/>	22.2%	2
I was a victim of a crime	<input type="checkbox"/>	33.3%	3
I needed information or advice	<input type="checkbox"/>	22.2%	2
I was involved in a traffic stop or collision	<input type="checkbox"/>	0.0%	0
I was a witness to a crime or incident	<input type="checkbox"/>	0.0%	0
I received a citation or was arrested	<input type="checkbox"/>	0.0%	0
I was detained or questioned by the police	<input type="checkbox"/>	0.0%	0
Other type of contact	<input type="checkbox"/>	22.2%	2

**3. Please indicate your agreement or disagreement with the following statements.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
Federal Way Police Department officers competently respond to EMERGENCY calls	22.2% (2)	22.2% (2)	11.1% (1)	22.2% (2)	11.1% (1)	11.1% (1)	9
Federal Way Police Department officers competently respond to NON-emergency calls	22.2% (2)	11.1% (1)	0.0% (0)	33.3% (3)	22.2% (2)	11.1% (1)	9
Federal Way Police Department officers competently enforce traffic laws	22.2% (2)	33.3% (3)	22.2% (2)	11.1% (1)	0.0% (0)	11.1% (1)	9
Federal Way Police Department detectives competently investigate crime	11.1% (1)	0.0% (0)	22.2% (2)	33.3% (3)	11.1% (1)	22.2% (2)	9

**4. Please indicate your agreement or disagreement with the following statements.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
Federal Way Police Department staff members provide public information and community programs in a helpful and competent manner	22.2% (2)	33.3% (3)	11.1% (1)	22.2% (2)	11.1% (1)	0.0% (0)	9
Federal Way Police Department staff members assigned to the lobby of the Police Department are helpful and competent	11.1% (1)	22.2% (2)	22.2% (2)	11.1% (1)	11.1% (1)	22.2% (2)	9
Federal Way Police Department staff assigned to NON-emergency phone calls are helpful and competent	33.3% (3)	0.0% (0)	11.1% (1)	22.2% (2)	22.2% (2)	11.1% (1)	9

**5. Please indicate your agreement or disagreement with the following statements.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
Employees of the Federal Way Police Department are polite and courteous	22.2% (2)	22.2% (2)	0.0% (0)	44.4% (4)	11.1% (1)	0.0% (0)	9
Employees of the Federal Way Police Department provide responsive and professional service	22.2% (2)	22.2% (2)	22.2% (2)	0.0% (0)	33.3% (3)	0.0% (0)	9
Employees of the Federal Way Police Department are sensitive to racial and cultural issues	22.2% (2)	0.0% (0)	22.2% (2)	11.1% (1)	11.1% (1)	33.3% (3)	9
Employees of the Federal Way Police Department are fair when dealing with people	22.2% (2)	11.1% (1)	11.1% (1)	11.1% (1)	22.2% (2)	22.2% (2)	9
Employees of the Federal Way Police Department exhibit the proper concern for me when I contact them about a problem	22.2% (2)	11.1% (1)	0.0% (0)	11.1% (1)	44.4% (4)	11.1% (1)	9

**6. Please indicate your agreement or disagreement with the following statement.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
I am satisfied with the Federal Way Police Department's performance overall	22.2% (2)	22.2% (2)	11.1% (1)	22.2% (2)	22.2% (2)	0.0% (0)	9



**7. Please indicate your agreement or disagreement with each statement.**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
I can enjoy activities in my neighborhood during the DAY without being concerned about my safety	10.0% (1)	60.0% (6)	10.0% (1)	10.0% (1)	10.0% (1)	0.0% (0)	10
I can enjoy activities in my neighborhood AFTER DARK without being concerned about my safety	10.0% (1)	30.0% (3)	0.0% (0)	20.0% (2)	40.0% (4)	0.0% (0)	10
I can sense a police presence in my neighborhood	10.0% (1)	10.0% (1)	0.0% (0)	60.0% (6)	10.0% (1)	10.0% (1)	10

**8. Please indicate your agreement or disagreement with each statement.**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know</b>	<b>Response Count</b>
I can visit the Federal Way downtown core during the DAY without being concerned about my safety	10.0% (1)	70.0% (7)	0.0% (0)	10.0% (1)	10.0% (1)	0.0% (0)	10
I can visit the Federal Way downtown core AFTER DARK without being concerned about my safety	10.0% (1)	10.0% (1)	10.0% (1)	40.0% (4)	30.0% (3)	0.0% (0)	10
I can sense a police presence in the downtown core	10.0% (1)	30.0% (3)	10.0% (1)	30.0% (3)	10.0% (1)	10.0% (1)	10

**9. Please indicate your agreement or disagreement with each statement.**

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Response Count
I can enjoy City park and recreation areas without being concerned about my safety	10.0% (1)	30.0% (3)	30.0% (3)	20.0% (2)	10.0% (1)	0.0% (0)	10
I can sense a police presence in City park and recreation areas	10.0% (1)	20.0% (2)	20.0% (2)	20.0% (2)	20.0% (2)	10.0% (1)	10

**10. And now a bit about yourself.**

**Age**

	Under 20	20-29	30-39	40-49	50-59	60-69
Your age?	0.0% (0)	0.0% (0)	10.0% (1)	40.0% (4)	30.0% (3)	20.0% (2)

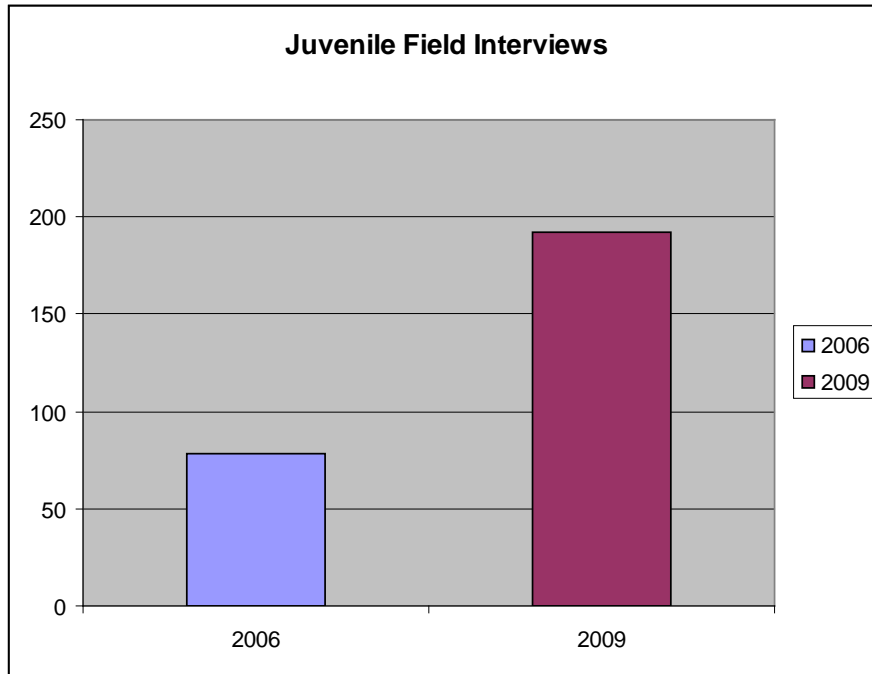
**11. Type of residence?**

	Response Percent	Response Count
Single family home in Federal Way	100.0%	10
Multi family housing in Federal Way	0.0%	0
Other type of residence in Federal Way	0.0%	0
Do not live in Federal Way	0.0%	0

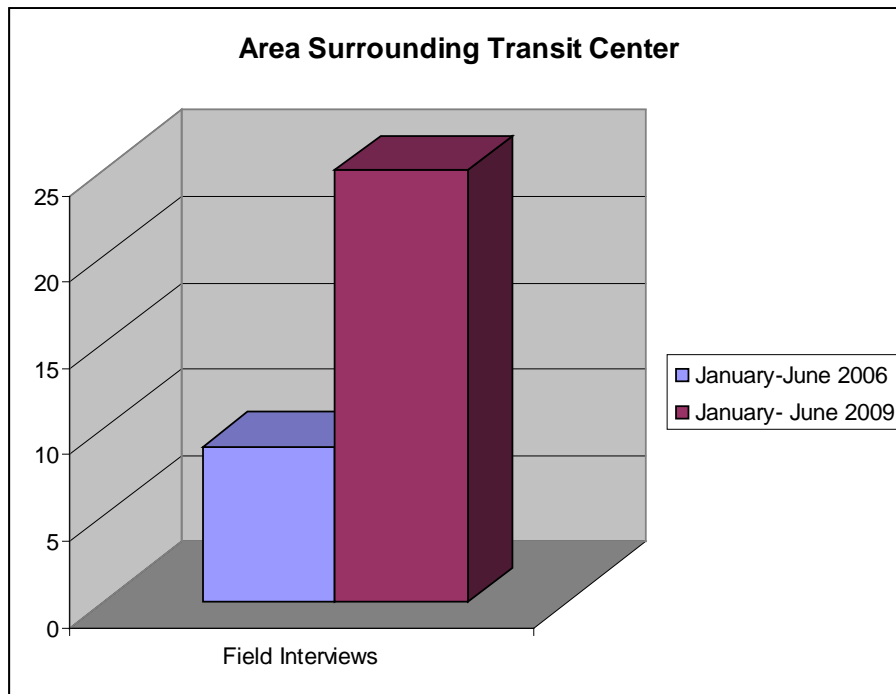
12. Are you.....

	Response Percent	Response Count
<b>An owner of a business in Federal Way</b>	100.0%	10
Employed in Federal Way	0.0%	0
A frequent visitor to Federal Way	0.0%	0
None of the above	0.0%	0

**Appendix Item E.**

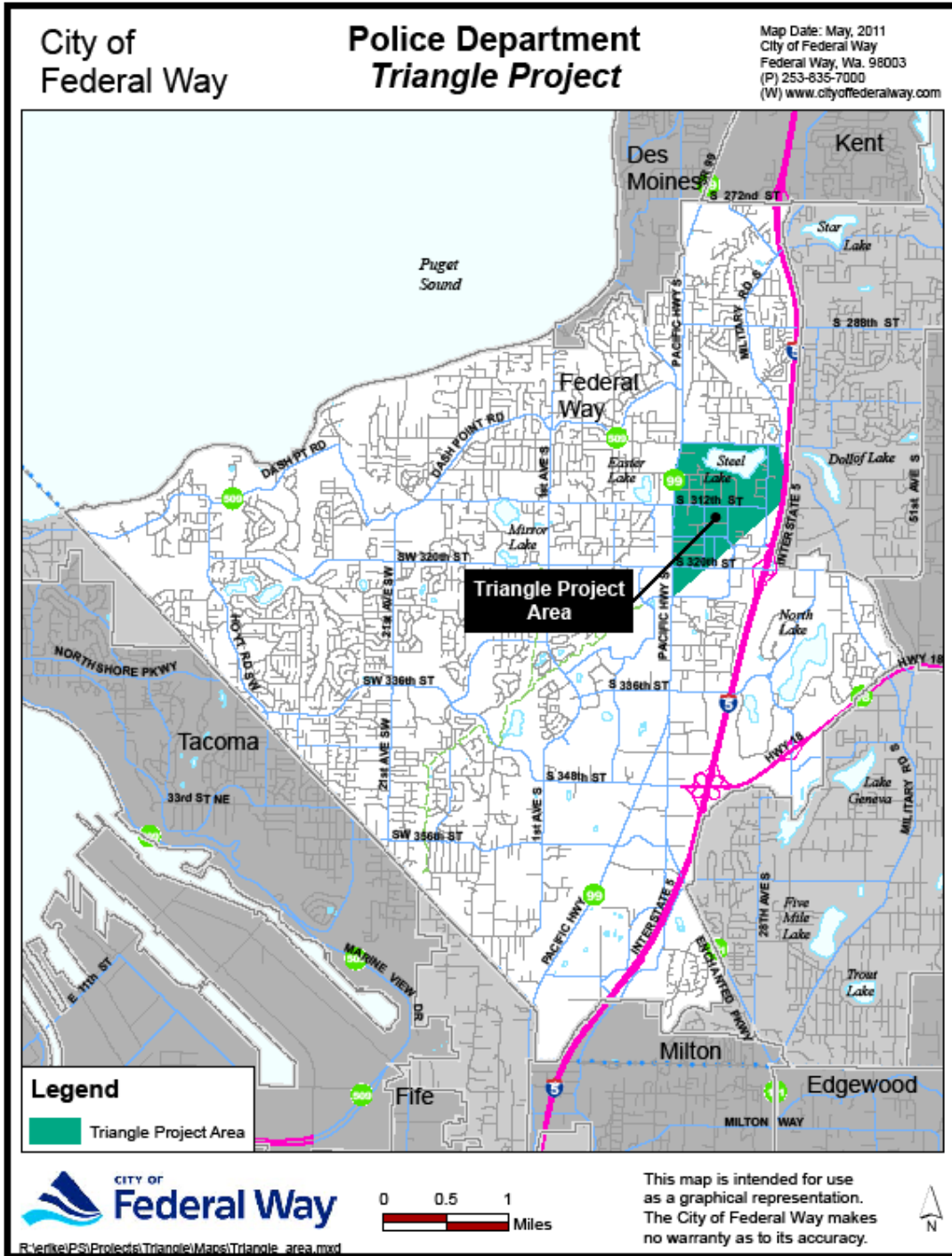


After the Transit Center was placed in Federal Way, our City-Wide field interviews of Juveniles who were **not residents in Federal Way** rose from 78 in 2006 (pre-transit center) to 192 in 2009. This was an increase of 146%.



Comparing the area surrounding the Transit Center, Federal Way Police saw a 178% increase in Field Interviews from the same time frame Pre-Transit Center.

**Appendix Item F.**



## Appendix Item G.

• **MyNorthwest.com**

### **MyNorthwest.com - Purpose of Comments statement**

Bonneville Media encourages site users to express their opinions by posting comments. Our goal is to maintain a civil dialogue in which readers feel comfortable. At times, the comments can descend to personal attacks. Please do not engage in such behavior. We encourage your thoughtful comments which: have a positive and constructive tone, are on topic, are respectful toward others and their opinions. **Bonneville reserves the right to remove comments which do not conform to these criteria.**

### Comments (7)



## **Fatal shooting at Federal Way Transit Center**

A 19-year-old man was reportedly shot in the chest around 3:30pm Thursday afternoon at a Federal Way Transit Center.

[Back to story](#)

• [Add A Comment](#)



• Drool wrote...

Update from the Scene

September 17, 2009 5:08 pm

They are allowing people in to get their parked cars.

[Reply](#) [Report this as abuse](#)



• biteme wrote...

Gang Bangers

September 17, 2009 7:30 pm

Fed way is full of em, last time I went into the mall off 320th it was still called Sea Tac Mall. I vowed never to return after what I saw cruising the mall ways, rude behavior and disrespecting elderly and anyone that was in there way. The new transit center is only a couple blocks away. The perp was Black.

[Reply](#) [Report this as abuse](#)



•  
momentsend wrote...

Another reason not to take the bus!

September 17, 2009 11:25 pm

Buses and transit centers are where all the cool homies hang out hitting on hos, slinging crack and shooting the idiots who ride the bus.

[Reply](#) [Report this as abuse](#)



•  
OneMoreVoice wrote...

Not surprised at all

September 18, 2009 6:20 am

Gangbangers have taken over most of the transit centers, go to anyone of them and you'll see it. The malls aren't much better despite having security and cameras at these places. All of the malls hire rent-a-cops who don't have any real authority to do much and frankly I don't really blame them because they're more than likely to get shot for trying. The cops patrol both the transit centers and even walk the mall, but the punks just wait until they leave. These punks today don't have any sense of honor if the first thing they are willing to do is pull a gun and start shooting in the name of "respect". Maybe we'll get lucky and they'll kill each other off.

[Reply](#) [Report this as abuse](#)



Jalmarson wrote...

F Dubs Finest

September 18, 2009 8:05 am

Meanwhile on quiet neighborhood streets the men in blue who are sworn to protect and serve, serve up traffic citations to the by and large lawful residents. Perhaps they are shaking in their boots at the thought of a run-in with a crip or blood....

[Reply](#) [Report this as abuse](#)



danno79 wrote...

Unbelievable

September 18, 2009 9:08 am

You have video and eyewitnesses and can't post even the most vague description of the shooter? Why would you ask for help in the matter if you withhold helpful information? You are absolutely worthless mynorthwest.

[Reply](#) [Report this as abuse](#)



Pures wrote...

Nickles is needed

September 18, 2009 2:12 pm

MAYbe if Mayor Greg Nickles was in charge of Federalway he could put a stop to all this senseless violence. He will ban guns at transit stations!!!



Appendix Item H.



**CITY OF FEDERAL WAY  
FIELD OPERATIONS**

*Memorandum*

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**DATE: October 20, 2009**

**TO: Sworn Personnel**

**FROM: Chris Norman, Commander**

**SUBJECT: Open Assignment: Special Operations Unit**

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**NOTICE**

Applications are now being accepted to establish a list of eligible candidates for assignment to the new Field Ops, Special Operations Unit, (SOU).

**ASSIGNMENT**

The Special Operations Unit is a uniformed, high visibility, directed enforcement team focused on, but not limited to, the downtown core, parks, trails and transit hubs. Up to 6 officers and a supervisor will primarily deploy on bicycles and/or dual sports with alternatives during severe weather. The assignment is designed for energetic, pro-active officers with proven productivity and COP/POP enforcement skills.

Special Operations Unit Officers typically work a 4-day, 10-hour schedule, with 2 officers assigned to day-shift mid-week hours and 4 officers assigned to swing-

shift hours with split weekend coverage. Shifts and schedules are subject to change given the demands and needs of the assignment and applicants must be willing to adjust schedules as needed.

This unit is meant to supplement the Patrol Section to address specific and serious criminal trends/behavior. The unit may be used to meet patrol minimum staffing needs, however calls for service and/or supplementing other patrol specialized units is secondary to the primary mission. The unit may work cooperatively with the CIS ProAct Unit, but it may not be routinely used for CIS operations.

## **REQUIRED QUALIFICATIONS**

- A minimum of two years full time experience, with at least one year in Federal Way.
- Strong desire to enhance safety and reduce nuisance issues.
- Bicycle and/or Dual Sport qualified preferred (or have the ability to qualify soon after assignment).
- Willing to build positive relationships with sector officers, allied agencies, businesses, and citizens.
- Must be willing to function as a team member.
- Must be willing to adjust schedule as needed.
- Low incidences of sustained citizen complaints/disciplinary actions.
- Candidates must agree to job responsibilities and working conditions before being considered for selection.

## **ADDITIONAL PREFERRED QUALIFICATIONS**

- Community oriented policing philosophy and problem solver.
- Proactive enforcement skills with high visibility.
- High productivity

## **SELECTION PROCESS**

Each applicant will be interviewed and evaluated based on their performance, qualifications, experience. No written recommendation needed for application process as feedback from supervisors will be requested for qualified applicants. A list of qualified applicants will be submitted, with recommendations, to Acting Deputy Chief Steve Neal for assignment.

## **APPLICATION PROCEDURE**

**Officers competing for this position must submit**

- **Memorandum of Interest**

Please submit memo of interest directly to Commander Norman.  
Applications must be received no later than **1700hrs, Sunday, November 1, 2009** to be considered.

**cc: Field Operations Bulletin Board  
E-Mail System**

**Appendix Item I.**

**Prepared by Lindsey Tiroux: Crime Analyst**

**SOU IMPACT ANALYSIS REPORT  
YEAR END- 2010**

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Based upon a query of SPILLMAN, I have prepared an analysis report for the Transit Center, Reporting District 75 and Sector 4 comparing crime statistics from 2009, to crime statistics from 2010.

The information below shows a positive correlation between the creation and deployment of the Federal Way Police Department Special Operations Unit both at the Transit Center and in the Downtown Core.

Due to the highly visibility and proactive nature of the Special Operations Unit, SOU officers issued approximately 486 Trespass Warnings throughout 2010, as well as completed over 2,135 Field Interviews. The 2010 crime statistics support that these contacts have established a culture of safety in downtown Federal Way.

Within the first year of SOU deployment, the transit center has seen the most significant positive impact on crime. In 2010, crimes such as Homicide, Weapon Offenses and Liquor became non-existent on the transit center property. There has been a 50% decrease of Assaults from 2009, as well as a 50% decrease of Robbery's. Quality of life crimes at the Transit Center have also been affected with Theft's decreasing 44% from 2009 and VUCSA case reports down 60%.

The SOU has not only been focusing its efforts on the Transit Center but also crime throughout the Downtown Core of Federal Way. Sector 4 has seen notable changes in crime statistics throughout this year as well. Assaults in Sector 4 have decreased a total of 30.4%, Robbery has decreased 32.2% and Thefts from Vehicles has decreased 29.2% since 2009.

Attached spreadsheets detail all crime statistics during the specified time frame for the Transit Center, Reporting District 75, as well as Sector 4.

**TRANSIT CENTER**  
**31621 23<sup>RD</sup> AVE S**

**COMPARATIVE CRIME STATISTICS-**

**2009/2010**

**CRIMINAL REPORTS**

ACTIVITY	2009	2010
Arson		
Assault	10	5
Burglary		
Criminal Mistreatment		
Forgery		1
Fraud		
Fugitive		
Harassment	1	1
Homicide	1	
Kidnap Offender Registration		
Kidnapping		
Liquor	2	
Malicious Mischief	3	3
Miscellaneous	9	10
Obstructing	1	
Poss. Stolen Property		
Prostitution		
Reckless Burning		
Robbery	2	1
Sex Offender Registration		
Sex Offense	1	1
Theft	9	5
Theft of Vehicle	1	1
Traffic Offense	4	8
Trespassing	8	2
VUCSA (Drugs)	5	2
Warrants	22	19
Weapon Offense	1	

**NON-CRIMINAL**

ACTIVITY	2009	2010
Domestic disputes	2	2
Miscellaneous	22	11
Missing Person	2	2
Traffic Accident	5	2

Theft from Vehicles            3            4  
 During SOU hours            3            4

**REPORTS**

- Assault/ -50%
- Homicide/ -100%
- Liquor/ -200%
- Robbery/ -50%
- Theft/ -44%
- VUCSA/ -60%
- Warrants/ -13.64%
- Weapon Offense/ -100%

## RD 75

### COMPARATIVE CRIME STATISTICS-

2009/2010

#### CRIMINAL REPORTS REPORTS

ACTIVITY	2009	2010
Arson		
Assault	32	13
Burglary	3	
Criminal Mistreatment		
Forgery		1
Fraud	4	4
Fugitive		
Harassment	5	2
Homicide	1	
Kidnap Offender Registration		
Kidnapping		
Liquor	4	1
Malicious Mischief	7	12
Miscellaneous	14	12
Obstructing	1	
Poss. Stolen Property		1
Prostitution		
Reckless Burning		
Robbery	5	1
Sex Offender Registration		
Sex Offense	1	4
Theft	48	43
Theft of Vehicle	4	10
Traffic Offense	38	31
Trespassing	16	10
VUCSA (Drugs)	10	6
Warrants	42	33
Weapon Offense	3	

- VUCSA/ -40%
- Assault/ -59.38%
- Burglary/ -300%
- Harassment/ -60%
- Homicide/ -100%
- Liquor/ -75%
- Robbery/ -80%
- Theft/ -10.42%
- Weapons Offense/ -300%

#### NON-CRIMINAL

ACTIVITY	2009	2010
Domestic disputes	10	14
Miscellaneous	55	32
Missing Person	3	1
Traffic Accident	51	48



Theft from Vehicle	20	21
During SOU hours	20	20

- \* Mal Misch/ +71.43%
- \* Sex Offense/ +300%
- \* Theft Of Vehicle/ + 150%

## SECTOR 4

### COMPARATIVE CRIME STATISTICS

2009/2010

#### CRIMINAL REPORTS REPORTS

ACTIVITY	2009	2010
Arson	2	1
Assault	237	165
Burglary	132	151
Criminal Mistreatment	1	2
Forgery	21	26
Fraud	130	119
Fugitive	4	3
Harassment	114	103
Homicide	1	2
Kidnap Offender Registration		
Kidnapping	2	3
Liquor	9	9
Malicious Mischief	222	177
Miscellaneous	128	121
Obstructing	18	25
Poss. Stolen Property	13	14
Prostitution	3	6
Reckless Burning	1	1
Robbery	59	40
Sex Offender Registration	19	16
Sex Offense	44	45
Theft	1340	1267
Theft of Vehicle	144	233
Traffic Offense	572	430
Trespassing	87	142
VUCSA (Drugs)	78	63
Warrants	371	440
Weapon Offense	13	11

#### NON-CRIMINAL

ACTIVITY	2009	2010
Domestic disputes	237	279
Miscellaneous	725	693
Missing Person	75	66
Traffic Accident	687	636

<b>Theft from Vehicles</b>	<b>466</b>	<b>330</b>
<b>During SOU hours</b>		<b>330</b>

- Assault/ -30.38%
- Mal Misch/ -20.27%
- +61.80%
- Robbery/ -32.20%
- Theft/ -5.45%
- Theft From Vehicle/ -29.18%

- \* Burglary/ +14.39%
- \* Theft Of Vehicle/

**Appendix Item J.**

Safe City Federal Way – Sample Posting

**Retail Asset Protection Alert Form**

**Type of Offense / Problem**

**Federal Way Police Only**

- BOLO
- Arrested

**Crime Involving Persons**

- Drug Activity
- Panhandling
- Prostitution
- Robbery - Bank
- Robbery - Retail Store/Person
- Suspicious Person / Vehicle
- Violent Offense (Shooting/Assault)


**Crime Involving Property**

- Auto Theft
- Burglary
- Credit Card / Check Fraud
- Graffiti / Vandalism
- Shoplift
- Theft
- Theft from Vehicle
- Trespassing

**Please provide a detail description of the offense or problem:**

On 5-1-11/1404 hours Daniel SKILLINGSTEAD (with accomplice Alexander DUKE) stole approx \$670 worth of jewelry from Sears. SKILLINGSTEAD subsequently fled from police and was taken into custody after a successful taser application. During a search incident to arrest, SKILLINGSTEAD was found to be in possession of drug paraphernalia associated with injecting heroin. SKILLINGSTEAD was permanently trespassed from the Commons Mall.

**Date / Time of Problem / Offense**

Date: 5/1/2011  Approximate Time 2:04 PM

**Offense Location:**

(X)In Store  
Street Address)\* (approximate if not available)  
1701 S COMMONS  
City\*  
Federal Way  
Zip Code(5 digit zip code)  
98003

**Suspect Information:**

**Suspects Name** SKILLINGSTEAD, Daniel S

**Identifying Information**

**Suspect Vehicle Information**Vehicle Make/Model

”  
Vehicle Color/Identifying Characteristics ..  
License Plate  
”



Provide a Case Number  
**Officer or Person that took the report**

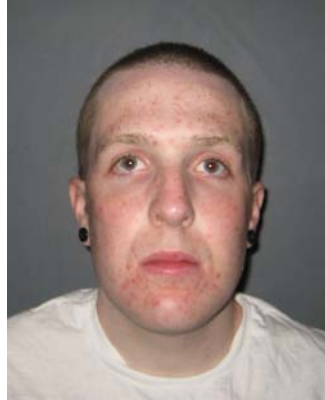
**Submitter's Information:**

Submitter's Full Name Richard Adams

Company / Organization Name FWPD

Best Contact Number **253-266-2757**

Email [Addressrichard.adams@cityoffederalway.com](mailto:Addressrichard.adams@cityoffederalway.com)



**Appendix Item K.**



**CITY OF FEDERAL WAY  
POLICE DEPARTMENT  
Memorandum**

---

**TO:** Commander Chris Norman  
**FROM:** Lieutenant Brett Hatfield  
**DATE:** September 7, 2010  
**SUBJECT:** August monthly report

---

**Special Operations Unit**

- 2010 Goals
  - Reduce Crime in the downtown core and parks through pro-active enforcement
  - Partner and network with businesses to address crime and enhance future economic development
  - Reduce assaults, robberies and weapon offenses in and around the transit center through pro-active policing
- **Course of Action for Accomplishing Goals**
  - Conducted high-visibility pro-active bicycle, and dual-sport motorcycle patrols throughout SOU operational sphere (196 FI's completed by SOU Officers. 54 subjects cited, warned or arrested for trespassing).
  - Maintained high-visibility police presence at Steel Lake "Concert in the Park" series for the three events that remained in August

- Took full part in the annual National Night Out event utilizing, dual-sport motorcycles, large prisoner transport van and Officer Nic Peterson donning the McGruff costume for multiple neighborhood gatherings
- Received occupancy approval for SOU sub-station at Gateway Center. This will greatly enhance closer communication/accessibility of nearby businesses and allow SOU officers to remain in the downtown core, with fewer exceptions, throughout their ten-hour work day.

**The monthly SOU numbers for August are as follows:**

FI's	196
Infractions	62
Criminal Citations	15
Misdemeanor Arrests	39
Felony Arrests	0
Case Reports	33
Trespass cites/warnings	54
Safe Cities Contacts	18
Patrol hours	19

A few of our numbers have been slightly lower this month. I am comfortable that this is a good thing, inasmuch as it is partly reflective of our efforts/impact. Variables such as vacations (140 hours total), training (100 hours total), and light duty (80 hours total) slightly impacted the numbers as well.

The City Of Federal Way made it from Memorial Day (unofficial beginning of summer) through Labor Day weekend (unofficial end of summer) 2010 with no significant/high-profile incidents in the SOU operational area. This was an un-stated test, but a test nonetheless, which I am proud to say the SOU officers undeniably passed. They have worked very hard all year and are clearly making a tremendous difference.

### Appendix Item L.

Lt. Hatfield,

I took one day off in June and had three full days of firearms training. I made numerous safe cities contacts to include registering Top Foods for the first time. I increased patrol at the business complex east of the transit center after our meeting with Patrick. On one day I located a ladder set up to make it easy to climb over the fence and I removed the ladder. I was unable to find other problems. Below are my stats.

FI's	29
Criminal Citations	6
NOI's	12
Felony Arrests	2
Case Reports	2
Misd Warrants	5
Felony Warrants	1
Tresspasses	4
Safe Cities Contacts	6
Custodial Arrests	0

Officer Prince

---

Lt, here are the May Stats.

Assist to patrol- 28  
Crim cites- 4  
Custodial arrests- 9  
Case reports-7  
Field interviews- 22  
Infractions- 13  
Trespass warning- 27  
Misd warrant arrest- 1  
Safe City contacts- 3

Note that on two instances, subjects that would have otherwise got away, were apprehended because we were in the downtown core. 2 subjects were arrested for theft from Radio Shack and the passenger had an outstanding warrant. 3 subjects were arrested for theft and assault and the driver arrested for reckless driving and his vehicle impounded. In both instances, the stolen property was in plain view and returned to the store undamaged.

On 5-28-10 a call regarding suspicious activity near Ivars was broadcast and Officer Mconnell, Lt Hatfield and I responded on bikes and were on scene in less than 1 minute. The call yielded a warrant arrest, numerous FI's and a VUCSA case.

Officer Morikawa