Clerk File No. 310947

Clerk File No. 310947

Appointment and Oath of Office of John Diaz as Seattle Police Chief.

Related Legislation File: _____

Date Introduced and Referred:	To: (committee):
July 19, 2010	Public Safety and Education
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action: 8.9.10	Disposition:

July 15, 2010
Date Filed with City Clerk

Emilia M. Sanchez
By _____

The City of Seattle – Legislative Department

Clerk File sponsored by: _____

Committee Action:

Date	Recommendation	Vote
8/4/10	MSP to recommend confirmation	5-0-1 TB, SB, SC, [redacted] NL, BH (yes) MO (abstain)

This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote
8.9.10	Confirmed	8-0
		Excused: RC

CF No.310947

Title:Appointment and Oath of Office of John Diaz as Seattle Police Chief.

Date Filed with City Clerk:20100715

City of Seattle - State of Washington
Oath of Office

STATE OF WASHINGTON

COUNTY OF KING

I, John Diaz, confirm that I am the person appointed on June 28, 2010, to the position of Chief of Police for the City of Seattle, in the State of Washington, and that I possess all the qualifications prescribed for said position by the Charter of the City of Seattle; that I will support the Constitution of the United States and the Constitution of the State of Washington; and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as Chief of Police for the City of Seattle.

John Diaz

JOHN DIAZ

Subscribed and sworn to before me this 16th day of August, 2010.

Monica R. Simmons

Monica Martinez Simmons, City Clerk

Seattle City Council

August 9, 2010

John Diaz, Chief of Police
Seattle Police Department
P.O. Box 34986
Seattle, WA 98124-4986

RE: City Council Expectations for the Chief of Police

Dear Chief Diaz:

Over the past several months we have conducted a healthy dialogue about the current state of the Seattle Police Department, the traits required and demanded of contemporary police leaders, and the particular opportunities and challenges in working for peace and justice in Seattle communities. You have been a highly engaged partner in that discussion and the Council looks forward to working with you as Seattle's Chief of Police. To that end, the Council is following the recent pattern of defining short-term goals for new Department head appointees.

This letter is being sent to you and placed in Clerk File 310947, which contains the Mayor's request for your confirmation as Chief of the Seattle Police Department (SPD). It outlines the Council's expectations for your job performance.

Our current policy goals and priorities for the Chief of Police remain as stated in Resolution 31184, adopted by the Council in January 2010. The resolution stated our desire that the new Chief maintain and improve the foundations of the Seattle Police Department's performance, and described two general areas in which we expect improvements.

The Council's expectations are intended to enhance the accountability of the Chief of Police to Seattle residents, businesses and visitors via the Legislative branch. Council expectations are intended to add to the Mayor's expectations and to the Chief's responsibilities established in the City Charter and Seattle Municipal Code.

In addition to the goals and priorities detailed in Resolution 31184, many of which are outlined here, this letter describes four specific areas in which the Council would like to see concrete progress by December 2011.

Expectations for Chief of Police Performance

1. **Reducing Crime: Focused and Proactive Problem-Solving.** Council Resolution 31184 specifically cited a need for improvements in focused and proactive problem-solving policing in tandem with the application of evidence-based methods to increase public safety (Section 2). We expect you to provide leadership in collaborating with criminal justice and community partners in developing and implementing innovative and effective initiatives to reduce crime. The Department must organize and manage the use of its officers to maximum effect and focus on the most serious neighborhood crime problems. The Council expects you to lead the Department in employing evidence-based, best-practice strategies and tactics to solve recurring and new crime problems and to target and apprehend serious repeat offenders. Specifically, the Council would like to see declines in domestic violence, robbery, theft, aggravated assault and residential burglary rates. We expect you to formulate initiatives that will lead to reductions in street disorder, particularly problems related to illegal open-air drug markets that plague some Seattle neighborhoods. The Department's focus on the commercial sex trade should continue, especially targeting predators and those who traffic individuals for financial gain.

2. **De-escalation Practices: Leadership and Training.** We understand that the work of police officers often places them in high-risk situations in which conflict is inherent and which require them to make instant judgments. We expect Seattle police officers to be highly skilled and professional in performing their jobs. The Council expects that the Department will quickly develop and fully implement the most effective training available for minimizing and de-escalating conflict in encounters between officers and civilians. Those encounters related to misdemeanor and infraction enforcement have been the subject of repeated analysis and comment by the Office of Professional Accountability civilian auditors over the years. We also ask that you ensure that the ability to minimize and de-escalate conflict be an integral part of the Department's regular evaluation of all patrol officers' performance, including recognizing those who demonstrate excellence in managing conflict, as well as providing corrective guidance to those who could improve their skills.

3. **Setting the Bar High: Misconduct and Restorative Discipline.** We expect our police officers to always perform their duties in a professional, respectful and fair manner, treating all persons with dignity. We encourage expanded use of restorative discipline, such as mediation and training/education, for less serious violations of Department policies. Less serious violations include minor good-faith mistakes and those matters that would normally be resolved through reprimand and line supervisor interventions. We encourage you to aggressively investigate and appropriately punish misconduct of a more serious nature, including use of excessive force, dishonesty, violations of constitutional protections, ethical violations, and behavior that involves discriminatory intent.

4. **Building Public Confidence: Crime Information Reporting.** Council Resolution 31184 specifically cited an expectation for improvement in the area of reporting about crime, crime trends and specific crime problems. The Department's new "My Neighborhood Map" Web site is a step in the right direction in terms of sharing crime data with the public. Nevertheless, additional improvements are needed in the quality and timeliness of crime information that supports accountability—both of SPD and City government as a whole—to the public. We expect an assessment of the state of the art of information reporting systems adopted by other cities and a plan for Seattle. We expect the Department to develop and implement a dashboard report on crime for its precincts, with a citywide roll-up, to be used for regular reporting to the Council.

Expectations for Chief of Police Management

A. **Council Relations.** You are expected to maintain a constructive working relationship with Council, as demonstrated by:

   1. Prompt and complete responses to Council information inquiries.

   2. Proactive updates on policy development, operational concerns and financial matters of significance, so the Council is informed of major changes or controversies.

   3. Dependable implementation of formal policy direction provided by the Council.

   4. Assistance in the research and development of Council policy initiatives.

B. **Community Relations.** You are expected to maintain open and positive relations with the public and encourage community confidence in the Department, as demonstrated by efforts in:

   1. Conducting extensive outreach to members of diverse communities and other relevant stakeholders and regularly engaging with them as key public safety partners.

   2. Supporting Seattle's independent system of civilian oversight of police conduct and encouraging the community to rely on it.

C. **Staff Development.** You are expected to maintain a high caliber work force for the Department, as demonstrated by your efforts in:

   1. Recruiting the best and brightest to SPD ranks, and striving to develop an SPD work force that reflects Seattle's demographics and cultural values.

2. Fostering the highest standards of professionalism, developing and maintaining good morale among SPD employees, and ensuring a work environment that offers all staff advancement opportunities.

3. Conducting succession planning and attending to the professional development of SPD staff, including identifying, developing and nurturing SPD leaders.

Please provide the Council's Public Safety and Education Committee regular quarterly updates on your progress on these items, particularly items 1-4. These progress reports should be delivered in writing at the end of each quarter beginning with the fourth quarter of 2010.

Ensuring peace in our communities and excellence in policing must be the work of many hands. In this work you can expect the Council to support the work of innovation, accountability, and transparency, although we will have questions for you about strategies, tactics and follow-through. No doubt there will be demanding times ahead given the nature of the work required of Seattle police officers. You can expect the Council to remain engaged and forthright in its commitment to the goals we've outlined above and to your success.

Thank you for your many years of service to the people of Seattle. We congratulate you on your confirmation and look forward to hearing your plans for meeting these Council expectations. We look forward to working cooperatively with you as Chief of Police to ensure the safety and security of the people of Seattle.

Sincerely,

Richard Conlin, President
Seattle City Council

Tim Burgess, Chair
Public Safety and Education Committee

Cc: Mayor Michael McGinn
Seattle City Council Members

City of Seattle

Seattle Police Chief

Confirmation Packet
June 28, 2010

John A. Diaz

FILED
CITY OF SEATTLE
2010 JUL 15 AM 11: 56
CITY CLERK

Michael Patrick McGinn
Mayor of Seattle

FILED
CITY OF SEATTLE
2010 JUL 15 PM 12: 28
CITY CLERK

Hand Deliver

July 13, 2010

The Honorable Richard Conlin
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear President Conlin,

I am pleased to transmit to the City Council the following confirmation packet for my appointment of John A. Diaz as the Chief of the Seattle Police Department. The materials in this packet are divided into three sections:

A. John A. Diaz
This section contains Mr. Diaz's appointment and oath of office forms, and his résume.

B. Background Check
This section contains the Mayor's Office report on Mr. Diaz's background check.

C. Record of Competitive Exam
This section contains the records of the competitive examination used to select police chief finalists, as required by Article IV, Section 3 of the City Charter.

Interim Chief Diaz has an impressive record as an outstanding law enforcement professional. He began his career as a criminal investigator for the United States Army in 1977, became a sworn officer of the Seattle Police Department (SPD) in 1980 and has been with SPD for over 30 years. He is a graduate of the FBI National Academy and has held supervisory and command responsibilities in the Gang Unit, East Precinct and Homicide and Assault. He has been instrumental in nearly every major policy initiative put forth by the department in the last 10 years.

During his tenure as Interim Chief of Police, the Department has faced and overcome immense challenges. Under his leadership, SPD detectives solved the South Park homicide, the Leschi homicide, the Greenwood arsons, arrested suspects for the murder of Officer Timothy Brenton, the attempted murder of Officer Britt Sweeney and

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Seattle City Hall, 7th Floor
600 Fourth Avenue, PO Box 94749
Seattle, WA 98124-4749

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E-mail mike.mcginn@seattle.gov

the arson fire and explosions at the City's Charles Street garage. His detectives solved 20 out of 21 pattern robberies in 2009 and have increased coordination with the King County Prosecutor's Office so that repeat offenders will be dealt with severely. His department recently wrapped up a 6-month investigation as part of a renewed focus on protecting youth prostitute victims.

Interim Chief Diaz has recalibrated non-uniformed police officer deployment, such as SWAT and Anti-Crime Teams, who now deploy in uniform on Friday and Saturday nights to areas where people gather. His department is surveying every neighborhood in the city to determine what crime priorities they would like to see SPD address. Under his stewardship, SPD balanced its budget for five straight years and even returned some monies to the General Fund. We believe he is thoroughly qualified to serve as Police Chief.

If you have any questions about the attached materials or need additional information, please contact Carl Marquardt, Counsel to the Mayor, 684-0962.

Sincerely,

Michael McGinn
Mayor

Attachment: John A. Diaz confirmation documents

Copy: Honorable Members of the Seattle City Council

MM/lb

Section

A

FILED
CITY OF SEATTLE
JUL 15 PM 12: 28
CLERK

City of Seattle
Appointment

Notice of Appointment

Name: **John A. Diaz**	**X Executive** **☐ Legislative**
Position: Chief of Police	**Date of Appointment:** **June 28, 2010**
Authority (Ord., Res.):	**Term of Office:** **From:** Upon Confirmation **To: Mayor's discretion**
Comments:	
Authorizing Signature:	**Name and Title of Officer Making Appointments:** Michael McGinn, Mayor

Confirmed by the Following Vote at City Council

In Favor: 8	**Against:** 0	**Date:** 8.9.10
By: Council Clerk		

City of Seattle
Oath of Office

STATE OF WASHINGTON

County of King,

I, John Diaz, confirm that I am the person appointed on June 28, 2010 to the position of Chief of Police, City of Seattle, in the State of Washington, and that I possess all the qualifications prescribed for said position by the Charter of the City of Seattle; that I will support the Constitution of the United States and the Constitution of the State of Washington; and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as Chief of Police for the City of Seattle.

_____
(Signed)

Subscribed and sworn to before me
this _____ day of _____, 2010

_____
Monica Martinez Simmons, City Clerk

JOHN DIAZ
Interim Chief of Police
Seattle Police Department
610 5th Avenue
Seattle, WA 98104
john.diaz@seattle.gov

PROFESSIONAL EXPERIENCE

March 2009-Present ACTING CHIEF OF POLICE

As Chief of Police, I manage a department of over 1900 employees with a budget of 245 million dollars. The mission of our department is to prevent crime, enforce the law and support quality public safety, by delivering respectful, professional and dependable police services. During this last year, I oversaw a highly respected and talented police department solve some very difficult and tragic cases in record time. This is a department that was nationally accredited in 2003; and has been reaccredited every three years, with the latest award in March of 2010. This department is accountable and willing to try new initiatives, such as the Drug Market Initiative, foot-beat redeployments and a Neighborhood Viewpoint project, which redefines and strengthens how we will work with our community.

2006-2009 DEPUTY CHIEF OF OPERATIONS

Command of 3 Assistant Chiefs, 12 Captains, 37 Lieutenants, 122 Sergeants, approximately 1100 Officers and a department budget of 166 million dollars. During this time the oldest cold case on record at the Seattle Police Department (SPD) was solved and the crime rate dipped to it lowest level since 1970. I was on the Technology Steering Committee that oversaw the implementation of new records management systems, mobile data networks and communication system. I was the lead in the Joint Labor Management Committee with the Seattle Police Officers' Guild and represented the department as part of the labor negotiation team.

2001-2006 DEPUTY CHIEF OF ADMINISTRATION

Command of 1 Assistant Chief, 2 Captains, 4 Lieutenants, 9 Sergeants, 45 Officers, 13 Director/Managers and approximately 300 Civilians and a department budget of 12 million dollars. I was the lead on the Seattle Police Department's first National Accreditation Team. I overhauled the department's approach to budgeting and submitted five years of balanced budgets of 225 million dollars or more.

2000-2001 ASSISTANT CHIEF, Operations Bureau II

Command of 3 Captains, 9 Lieutenants, 36 Sergeants, 345 officers 24 Civilians and 114 Crossing Guards and a budget of 36 million dollars. This command included the South and East Precincts as well as the Traffic Unit.

1999-2001 CAPTAIN, Violent Crimes Section

Command of 3 Lieutenants, 9 Sergeants 42 Detectives and 5 Civilians and a budget of 4.6 million dollars. This command included the Homicide and Robbery, Gangs, Special Assault, Missing Persons, Cold Case, Bias Crimes, Arson/Bombs, Fugitive Warrants and Polygraph Units.

1995-1999 CAPTAIN, Commander of the East Precinct

Command of 5 Lieutenants, 13 Sergeants, 141 Officers and 3 Civilians and a budget of 13 million dollars. The East Precinct has one of the most diverse populations in the city. As the Precinct Commander I was the field commander for a myriad of demonstrations and large-scale planned events. I responded to numerous SWAT callouts where I was the Incident Commander. I established and fostered close working relationships both with the officers and the community, in order to have long-lasting solutions to the crime problems in the Precinct.

1993-1995 CAPTAIN, Commander of the Coordinated Criminal Investigations Section (Gang Unit)
Command of 1 Lieutenant, 4 Sergeants, 28 Detectives and 2 Civilians and a budget of 2.5 million dollars. My role was to oversee the investigation and interdiction of gang violence that was permeating the city at that time.

1992-1993 CAPTAIN, Commander of the Crimes Against Property Section
Command of 4 Lieutenants, 10 Sergeants, 59 Detectives and 11 Civilians and a budget of 7 million dollars. The role of the commander included overseeing the Burglary, Arson, Auto Theft, and Fraud Units.

1991-1992 OPERATIONS LIEUTENANT, East Precinct
The role of the Operations Lieutenant is to be second in command of the precinct. I had direct oversight of the Anti-Crime Teams, Community Police Teams and any special projects undertaken in the Precinct.

1990-1991 LIEUTENANT, Second Watch Commander, East Precinct
Led and managed a staff of 45 employees, including 4 Sergeants and 45 Patrol Officers.

1989-1990 SERGEANT, Community Police Team, East Precinct
Commander of the first Community Police Team for the East Precinct. The role included managing a squad whose mission was to identify and resolve long-term crime problems in the precinct.

1987-1989 SERGEANT, Third Watch, East Precinct
The role included supervising a squad of Patrol Officers working the night shift.

1985-1987 DETECTIVE-SERGEANT, Internal Investigation Section
The role was to investigate allegations of police misconduct.

1980-1985 PATROL OFFICER, Third Watch, South Precinct
As a new officer on the department, I was assigned to the night patrol in the South Precinct responding to calls for service. Other duties included plainclothes patrol in high-crime areas.

1977-1980 CRIMINAL INVESTIGATOR, United States Army
Assigned to the 296 Military Police Company at Fort Lewis, Washington. My primary responsibility was the criminal follow-up investigation of all crimes within the Army's jurisdiction.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Policing Racial Bias Project Conference, Stanford University (2004)
Senior Management Institute for Police, Harvard University (2001)
National Symposium on Racial Profiling, Northwestern University Center for Public Safety (2001)
Graduate Class 172, FBI National Academy (1993)
Training in Bomb Squad Management, Ft. Rucker, Alabama (1992)
Training in Homicide Investigation, Albany, New York (1992)
City of Seattle Advanced Management Certificate Program (1988)
Sergeants Combat Shooting, Seattle, Washington (1988)
Force and Weaponry, Seattle, Washington (1988)
Using Positive Discipline, Seattle, Washington (1988)
Advanced Arson Investigation, WSFTC (1982)
Arson Investigation, WSFTC (1980)
Certified Arson Investigator, State of Washington (1977)
Associate of Arts, Administration of Justice from Skyline College, San Francisco (1977)

SPECIAL ACTIVITIES, MEMBERSHIPS AND AWARDS

Review of the Demonstration and Training Technology of the Police Services of Northern Ireland (PSNI) (2006)
Leadership in Counter-Terrorism (LinCT) Syndicate Director– joint leadership program between the FBI, the Scottish Police College, and the Police Services of Northern Ireland (PSNI), Australia and Canada, Kennedy School of Government, Harvard University (2006)
Unsung Hero Award, Youth Law Center, San Francisco, California (2004)
Major Cities Chiefs Association
Washington Association of Sheriffs and Police Chiefs member
Secret Clearance, FBI

COMMUNITY INVOLVEMENT

Scoutreach Foundation Trustee, Boy Scouts of America
Salvation Army Advisory Board
Domestic Violence Prevention Council
Fight Crime, Invest in Kids
Center for Children & Youth Justice
Seattle University's Criminal Justice Advisory Board
University of Washington Forensics Advisory Board
Washington State Fusion Center Executive Committee Board
Seattle Police Foundation Executive Board
City of Seattle's Racial Profiling Task Force
Latino Advisory Council

PERSONAL CONTACT INFORMATION

Home Telephone	(425) 204-9436
Business Telephone	(206) 233-1087
Cell	(206) 375-6726

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Mayor McGinn has nominated John Diaz as Seattle Chief of Police

Mayor McGinn nominated John Diaz for the position on June 24, 2010. His nomination is subject to confirmation by the City Council.

Learn more by visiting the **Seattle Police Chief Search Web site**

Posted: June 24th, 2010 under Announcements.

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Free outdoor concerts rock City Hall
SeaHawks Employee Discount (now – Aug 2nd)
Tele-fraud calls being received on City cell phones

July 2010

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Mayor McGinn's Blog

SPD Blotter

The Scoop

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Brooks, Melia

From: Pickus, Aaron
Sent: Tuesday, June 29, 2010 3:54 PM
To: MO_All_Staff
Subject: Fwd: ADVISORY: Seattle City Council announces schedule for confirmation of John Diaz as Seattle Police Chief

Begin forwarded message:

From: "Coppersmith, Megan" <Megan.Coppersmith@seattle.gov>
Date: June 29, 2010 3:40:31 PM PDT
Cc: "Van Duzer, Nate" <Nate.VanDuzer@seattle.gov>
Subject: ADVISORY: Seattle City Council announces schedule for confirmation of John Diaz as Seattle Police Chief

Media Advisory

City of Seattle
Seattle City Council

Councilmember Tim Burgess

Contact:
Nate Van Duzer, Councilmember Burgess' Office, 206-684-8806
Megan Coppersmith, Council Communications, 206-615-0061

FOR IMMEDIATE RELEASE
June 29, 2010

Seattle City Council announces schedule for confirmation of John Diaz as Seattle Police Chief

SEATTLE – The following reflects the approximate timeline for the Public Safety and Education Committee, chaired by Seattle City Councilmember Tim Burgess, to consider the appointment of John Diaz as Chief of Police for the Seattle Police Department.

Wednesday, July 21, 9:30 a.m. in Council Chambers (600 Fourth Ave, Floor 2)
Public Safety and Education Committee meeting on appointment

Wednesday, July 28, 5:00 p.m. in Council Chambers
Public Safety and Education Committee Public Hearing on appointment

Wednesday, August 4, 9:30 a.m. in Council Chambers
Public Safety and Education Committee meeting and vote on confirmation

Monday, August 9, 2 p.m. in Council Chambers
Full Council Final Action on confirmation

Monday, August 16, 2 p.m. in Council Chambers
Alternate Date for Full Council Final Action on confirmation

Seattle City Council meetings are cablecast and Webcast live on Seattle Channel 21 and on the City Council's website. Copies of legislation, Council meeting calendar, and archives of news releases can be found on the City Council website. Follow the Council on Twitter and on Facebook.

###

Section

B

City of Seattle
Michael Patrick McGinn, Mayor
Personnel Department
Darwyn B. Anderson, Acting Personnel Director

MEMORANDUM

DATE: July 8, 2010

TO: Carl Marquardt – Legal Counsel – Mayor's Office

FROM: Pam Inch – Acting Director, Employment Services - Personnel

SUBJECT: Criminal History and Credit Review
Education Verification – John A. Diaz

The Personnel Department has completed the criminal history and background review for John A. Diaz. There were no findings that would impact the employment eligibility of Mr. Diaz.

The Department also reviewed Mr. Diaz's credit history and there were no findings that would impact the employment eligibility of Mr. Diaz.

The Department also verified that Mr. Diaz received an Associate of Arts degree in the Administration of Justice from Skyline College in San Francisco, CA. Mr. Diaz meets the educational requirement established by the search committee for the position of Chief of Police.

Cc: Personnel recruitment file

Seattle City Council

MEMORANDUM

Date: July 8, 2010 /July 19, 2010

To: Interim Chief John Diaz / Seattle City Council Public Safety and Education Committee

From: Seattle City Council Public Safety and Education Committee / Interim Chief John Diaz

Re: **Confirmation Hearing Questions / Responses to Confirmation Hearing Questions**

Members of the City Council have prepared a number of questions for you to respond to in writing prior to the July 21, 2010 Public Safety and Education Committee meeting at which your appointment as Chief of Police will first be discussed. The response should be sent electronically to Councilmember Burgess by close of business on July 16, 2010. We anticipate that most Councilmembers will attend the July 21 committee meeting and that your answers to these and other questions will be the focus of the discussion. We also expect that the public will be interested in your responses to these questions. Thank you for your response.

1. In general, what do you think have been the most significant advances in the last ten or twenty years in police strategies for reducing crime? What do you think will be the most significant advances in the next ten years?
   The policing profession has undergone sweeping changes in the past two decades and the Seattle Police Department has been among those on the leading edge of many of those changes. The changes that I would mention as having the greatest implications for reducing crime are the following:
   - Community oriented policing – the transformation that has moved public safety from the exclusive domain of police experts to a shared responsibility with residents and stakeholders;
   - COMSTAT – shorthand for the remarkable technological, communications, analytical and mapping developments that have assisted police agencies in making more effective deployment and intervention decisions;
   - Strategic/proactive policing – focusing on the most active and prolific offenders at the most sensitive junctures of their criminal careers. An important feature of this approach has been the willingness of police professionals to embrace and champion alternatives to criminal justice system processing for many offenders and ex-offenders.
   - CSI – another shorthand term for the dramatic advances in forensics and techniques for processing of crime scenes for evidence, which have permitted solutions to many crimes that would have gone unsolved and have exonerated persons wrongly accused.
   - Accountability – a broad area of change that includes not only the opening up of police organizations to external scrutiny, but also the adoption of internal and external measures of performance in police operations.

The areas where I expect and hope to see advances in the next decade are as follows:

- Reassurance policing – shorthand for the need to address not only reported crime but also fear of crime. Police organizations are only beginning to understand how and why these two objectives differ from each other and the implications of these differences.
- Community linkages – the effective 21st century police agency will need a robust capacity to link effectively to social service, education, public health, employment and financial systems as well as other parts of the justice system. Stunning examples of the importance of such linkages - not only to detect and prevent crime, but also to address its impacts - can be found in cases of financial and physical exploitation of vulnerable adults.
- Forensic science – technologies in this area promise more precision in suspect identification, yet raise a host of public policy issues concerning health screening, expectations of privacy, access to personal identifying information, etc.
- Communications and analytical technologies – advances in communications will provide the public with better access to law enforcement and will ensure greater safety for officers in the field as well as keeping them better informed. We can also expect more routine and effective use of artificial intelligence and data mining tools to improve and inform police operations. As these advances will surely continue, the financial capacity to take advantage of them is less certain. The rapidity of changes in these areas also suggest the need to develop new procurement strategies for acquisition and ongoing maintenance of information technology within the public sector generally, not just in the law enforcement arena.

2. You have spent 30 years as a Seattle police officer, including several years as a member of the senior command staff. Please detail your personal and professional experiences and qualifications that have prepared you to be Seattle's Chief of Police.

Among the key personal and professional experiences and qualifications that have prepared me to be Seattle's Chief of Police, I would highlight the following:

- As the child of immigrants, I was raised to love this country and to value the many opportunities available here. My parents modeled the ethic to work hard, emphasizing modesty in one's accomplishments while being forthright in accepting responsibility for mistakes. At the same time, my family experience made me keenly aware of situations and circumstances where our society falls short of its lofty ideals, where persons are not treated fairly by virtue of their skin color, gender, heritage, language skills or economic condition, and where only barriers confront those who seek opportunity. My career in law enforcement, and my pursuit of this position in particular, have been driven, in part, by my determination to use my influence to change institutional narratives that unfairly stigmatize and undermine those in greatest need of society's help and protection.
- As a military veteran, I learned quickly that devotion to duty and to mission trumps any personal agenda or aspirations. In my view the mission of law enforcement – the safety and protection of the community - is the noblest of any profession and deserving of the highest level of commitment and sacrifice.
- As a police officer in Seattle, I realized early in my career how important policing is for the most vulnerable in our society and how much of a difference individual officers can make in the lives of those they touch as well as in the quality of life in neighborhoods and the larger community. That is why I sought and took on increasing levels of responsibility in the Department; first, as a Patrol sergeant and then as the first Community Police Team sergeant in the Department; next, as an Operations Lieutenant; and finally, as a Captain, serving as commander of the Gang Unit as gang violence was taking root in the city, and then as commander of the East Precinct at a time when racial tensions were high.

- As a member of the Command Staff, I have commanded one of two Operations Bureaus and served as the Deputy Chief for Operations and for Administration for the entire Department. In these roles, I took on increasing responsibilities for policy development and implementation as well as for effective management of Department resources. Among the areas where I have focused attention in these assignments have been racial profiling, counter-terrorism, incident management and budget administration and control.
- As Interim Chief of Police for the last sixteen months, I have seen the Department through a rollercoaster of highs and lows: times of great sadness at the murder of one of our officers as well as times of elation at the skilled solution of serious crimes in our community; times of community embrace as well as of community criticism; times of unmatched pride in the creativity and accomplishments of our Department as well as times of meting out severe discipline for misconduct. Through it all, I believe I have provided steady and principled leadership to the men and women of the Seattle Police Department while charting a course for the organization that is resulting in consistent, professional and reliable public safety services for the city of Seattle.

Throughout my career, whenever the Seattle Police Department has been confronted with tough issues, I have been tapped repeatedly as a key point person to address them. I have taken on these assignments with skill and perseverance and, I might add, with considerable success. And, despite my many years in the Department, I have never lost my enthusiasm for the job, my abiding commitment to the Seattle community, nor my affection for the organization and for the men and women who are at its core. This is why I sought the position of Chief of Police and why I am eager to embrace its challenges and responsibilities.

3. You have served in an interim position since March 2009. If confirmed by the Council, do you expect to operate differently in your capacity as the permanent Chief of Police? Are there any policy or procedural matters you will change?
I am the same person now that I have been during my 30 year career in SPD, so the short answer is no: I will continue my commitment to integrity, accountability, service to our communities, fairness and effectiveness in the delivery of our public safety responsibilities.

When I assumed the role of interim chief, I was determined to move the organization forward. In my view, we had too many important initiatives in progress – Neighborhood Policing, Investigations Procedures, a host of technology projects, to name a few – to just mark time. I am proud to say that we have not lost momentum on any of these. On the contrary, we have achieved critical milestones in several areas and I am gratified by the results we are seeing – under 7 minute response time to Priority 1 calls as a consequence of our NPP staffing and deployment model and the roll-out of real-time crime incidents on My Neighborhood Maps - are just two of the achievements I would mention.

As permanent Chief it will be my responsibility to ensure that the policies and procedures contained in our department manual reflect the highest standards of professionalism, efficacy and accountability. Our participation in the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation process requires us to submit our policies and procedures to a rigorous peer review, which we have done now at three intervals. It is a demanding process that involves intensive external and self examination. The fact that we are one of a small number of large metropolitan police departments that have completed this process and received accreditation attests to its rigor and demands.

External peer review, however, is only one part of the quality assurance that must attach to our policies and procedures. Policing is essentially a compact between law enforcement and the

community being served; and the way public safety is achieved must be consistent with community values and expectations. Professional "best practices" will likely serve us well in many areas, but there will be other areas where such standards will not meet the expectations of those we serve. Our multi-level accountability structure, through the Office of Professional Accountability (OPA), OPA Auditor and OPA Review Board, is an important means of ensuring not only that our policies and procedures meet community standards, but also that what we say is in harmony with what we do.

Perhaps the most significant initiative we will shortly undertake is the Department's next five-year strategic plan. The current strategic plan – SPD 2010 – remains one of our seminal policy and planning guideposts. It is fitting that as you deliberate on confirming a new Chief of Police, we have the opportunity to join with our communities to engage collectively in determining the near-term, strategic course of the Seattle Police Department.

The hallmark of my tenure as interim Chief has been unity of mission. I will continue to work to ensure that every sworn and civilian SPD professional knows and embraces our mission areas: fighting crime, reducing fear (through reassurance policing) and building community. And for every professional within the Seattle Police Department, the principles of service, effectiveness, transparency, accountability, equality and social justice will be our common language and shared values.

4. What are your top priorities for the Seattle Police Department through the end of 2011 and what is your plan to maintain appropriate funding of those priorities?
   - As noted above, my priorities are clear and have been widely shared: fight crime, reduce fear (through reassurance policing), and build community. While the practical execution of these priorities is impacted by the Department budget, they are not totally contingent upon a precise funding level. Even in this difficult economic environment, we will answer calls for service, we will bring criminals to justice, and we will maintain our promise to address the public safety priorities of the citizens we serve.
   - The Department has long organized its budget to meet functional priorities, which are known to, and regularly reviewed by, the City Council. The most fundamental of these priorities is to answer 911 calls for service, in an even-handed and efficient manner, with 7 minutes emergency response time being the most basic benchmark. This is one of the cornerstones of the Neighborhood Policing Plan. Nothing short of economic collapse will jeopardize this most basic public safety priority. I am pleased to report that despite the fact that NPP has yet to be fully implemented, and even given the economic necessity to suspend the plan to hire ahead of vacancies in 2010, we are meeting our emergency response benchmark, and for the first six months of this year we have averaged six minute response to our highest priority calls. Even given the most dire budget scenarios, we will not retreat from this level of accomplishment, and we are developing contingency plans to maintain the progress we have made over the last several years.
   - We have had to engage in "worst case scenario" analyses for both the 2010 and the coming biennial budgets. All our efforts have been focused on ensuring that our basic and essential mission will not be compromised in the face of the current economy. What we may have to suffer, in spite of our tireless efforts to the contrary, is the loss of services which are not in direct support of our essential mission. We are doing everything we can, to include scouring grant opportunities, to avoid these scenarios. Because these deliberations are not final at this time, and involve good and valued people caught in the midst of an unprecedented set of economic realities, I will not disclose our contingency plans at this time, because they have not been vetted through the

Executive Office. Ultimately you will have the opportunity to review, agree/disagree, or recommend other alternatives.

- Our role as a city department is to propose and defend our budget, within the parameters dictated by real-world economic limitations. Our responsibility is to provide both the Mayor and Council with comprehensive, thoughtful, fact-based and objective analyses of our budget proposals and contingencies. And that is precisely what we are prepared to do.
- A lot of what we do does not require a line item in the City Budget: Reaching out to our neighborhoods, gathering the opinions and wisdom of leaders, community members and even – or especially – our critics, and engaging in joint strategic and tactical public safety planning with the people we serve, are not contingent upon a specific level of funding. These are basic to our operational identity.

5. Council Resolution 30996 provided for the issuance of an annual Department performance report to the Mayor and City Council. Based on the Department's 2009 Performance Report, which aspects of its performance would you seek to improve and how would you achieve these improvements?
I am pleased with much of our performance for 2009 and would seek improvement in our rate of clearance on major crimes in the 2010 report. We will achieve improvement as a result of the Investigations Procedures Project (profiled in more depth below in response to Question #6) that is thoroughly examining the investigations function within the Department.

6. The literature of policing and criminology is replete with examples of innovative policing strategies that have reduced crime, reduced community fear and improved public safety. These strategies include the Drug Market Initiative pioneered in Highpoint, North Carolina, Operation Ceasefire in Boston and other cities, illegal gun interdiction efforts, and efforts to target high frequency offenders. We applaud these types of creative, thinking-outside-the-box approaches. What steps will you take to make certain that our police department stays current with these and other best practices from other cities? Also, what in your view could we do to better coordinate at a regional level an effective response to major criminal enterprises? Please discuss the innovations and new strategies you will use in Seattle in the next 18 months to reduce crime and improve the effectiveness and efficiency of the Department. What would you do that we currently are not doing?
The Department is and will continue to be a critical participant in preventing crime, enforcing the law and delivering quality public safety service using both time-tested techniques as well as new and innovative strategies to identify those responsible for crime. Best available evidence suggests that myriad components of society must work together to prevent crime, assist those who want out of the crime life and hold the most serious offenders accountable.

   Through the Investigations Procedures Committee Project, the Department is currently conducting a thorough review of the entire investigative process – literally going over every step that an officer or detective performs to initiate, conduct and close or complete a case investigation. The goal is to standardize every portion of the process to ensure the most successful outcomes possible for any investigation. This review has also resulted in better tracking of all incidents, including developing measures for aging cases that are received, assigned, inactivated or cleared and referred for prosecution. The review will enable the Department to measure both actual workload as well as performance at each procedural step in the investigative process in ways that are fairly unique in our profession.

   The Department is always trying innovative approaches to crime and investigations. I would offer the following examples:

- The Department just completed a 12-month effort that focused regional resources on the 'gang' issue. The genesis for this effort originated with a single state grant awarded to 9 jurisdictions. The Seattle Police Department approached the grant with a regional, collaborative method, premised on the knowledge that gangs and individuals involved in violent gang behavior do not respect or care about city boundaries. Components of the Seattle regional effort included using overtime money from the grant to conduct joint/multi-agency patrols of areas or events that were likely to draw gang and youth-related violence in the region, not just the city; using grant money to save two detective positions and one gang officer position in Burien; and purchasing some equipment to increase efficiency of the investigations. The Gang Unit also worked closely with the Seattle Youth Violence Prevention Initiative to coordinate activities with street outreach workers and with School Emphasis Officers on gang prevention efforts. The program was successful enough that the State has asked that the City of Seattle re-apply and take the regional lead if a grant is awarded. Another facet of this effort involved creation of a simple, regional email for all of the regional gang detectives and related investigators to quickly share information. Gang Enforcement Tactical Enforcement Email, or GETEM for short, is used daily to ask questions about gang issues and prosecutions, and to alert regional agencies to potential problems.
- Another innovative program that also emphasizes a regional approach is focusing on rescuing prostituted youth involved in the sex trade and human trafficking. The Vice Unit, recognizing limited resources and the potential for declining prosecutions because of County budget issues, has directed its efforts toward the most predatory persons in the sex trade, the pimps. Some of the steps undertaken by the Unit include coordinating with local and federal prosecutors, meeting with regional and out-of-state police agencies conducting similar investigations, coordinating with the City of Seattle Office on Domestic Violence and Sexual Assault, assigning an assistant chief and a lieutenant to the working group and board of the recently-initiated recovery shelter for prostituted youth, and combining usually separate investigative units on a temporary basis for concerted investigations. The Vice Unit has been re-named the Vice/High Risk Victims Unit to emphasize this new focus. A recent six-month investigation just concluded has resulted in a number of pimps being identified and arrested for prostituting youth and young adults on 'The Track' in central Seattle.
- A third example of innovative and collaborative approaches to crime and alternatives to traditional criminal justice resolutions is the Law Enforcement Assisted Diversion, or L.E.A.D. This effort, led by the Defender Association who requested that the Department take part, is focused on the diversion of low level, subsistence level drug users at time of arrest, to counseling/support services instead of being jailed and prosecuted at a greater expense. The Department is working closely with multiple local partners to perfect the approach with the hope of obtaining federal grant money as well as funding from the Ford Foundation.
- Underway at present is an effort by the Department, in conjunction with City and County prosecutors, to develop a systematic way of identifying the most prolific criminals in the region. Sound research has shown that 10 % of the criminals are responsible for about 40 to 50% of all reported crime. These persons – sometimes referred to as 'career criminals' – commit various crimes in numerous categories and cross many jurisdictional boundaries when doing so. The goals of the program will be to identify the most prolific career criminals, inform all officers in the region who they are, and then ensure that these persons are flagged for priority prosecutions and sentencing. This approach was tried very successfully in limited scope during the last four years dealing with vehicle thefts, and the results were very impressive. A current initiative focusing on burglars is also bearing fruit.
- Another initiative that the Department will be focusing on in the next 18 months is developing an actuarially-based risk assessment tool for domestic violence offenders. There is promising

research suggesting that it is possible to identify those with a greater probability of re-engaging in violent behaviors. Ontario, Canada has developed a tool referred to as the Ontario Domestic Assault Assessment (ODARA) and they have seen success. The Assistant Chief of criminal investigations is working with the King County Prosecutor's office, the City Attorney's office, the Washington State Institute for Public Policy and others to develop a similar tool for use here.

The Department is always seeking information from other law enforcement agencies about approaches they use in their regions to address specific crime problems. Through the Major Cities Chiefs and similar organizations as well as the many professional groups that our commanders participate in, we learn about the efforts of others and are not too proud to borrow and elaborate on their ideas. We have also demonstrated our willingness to consider approaches that are departures from the traditional criminal justice system processes for many offenders. We will continue to be this kind of learning and collaborating organization.

7. You made statements during the Mayor's media conference announcing your appointment that the Seattle Police Department is one of the most innovative in the United States. You also said the Department is not particularly good at selling itself or promoting its accomplishments. Here's your chance to promote the Department's good work. What would you identify as the Department's most significant innovations in the past ten years? How have these innovations helped reduce crime or solve crimes committed in our city?

The Seattle Police Department has gone through some tremendous changes and innovations in the past decade. We continue to evolve as new technology and investigative techniques become available, with the goal of improving how we serve the community. We are constantly looking for innovative and new ideas that will assist us in our investigations. Here is just a sample of some of the innovations the Department has made in the last ten years:

- **Accreditation.** SPD has received national accreditation from Commission on the Accreditation of Law Enforcement Agencies (CALEA) in 2003 and went through the re-accreditation process in 2006 and 2009. We are one of only six major city departments to receive CALEA accreditation.
- **Technology.** Technology updates in the past 10 years include updated Mobile Data Computers, less lethal weapons options, in-car video cameras, red-light camera project, license plate recognition (LPR) program to identify stolen vehicles, and new records management and computer aided dispatch systems.
- **Less Lethal and Crisis Intervention.** The Department created a Less Lethal Options Program, training officers in best practices techniques, and increasing crisis intervention training to more than 40% of the patrol force.
- **Neighborhood Corrections Initiative.** A program pairing Washington State Department of Corrections (DOC) personnel with SPD officers stressing proactive outreach to persons under DOC supervision. This model is now being extended to the mental health arena under a pilot project that pairs mental health professionals with SPD officers.
- **Investigations.** SPD created new units such as Crime Scene Investigation, Major Crimes Task Force, Elder Abuse and Exploitation Investigations, and Internet Crimes Against Children.
- **Response to Catastrophic Events.** SPD has been selected to model responses to specific terrorist incidents and scenarios through the TOPOFF and similar exercises. The City's emergency management response planning and execution operate out of the Department.
- **Regional Leadership.** In addition to the regional approaches detailed above, the Pacific Northwest Fugitive Apprehension Task Force (in which SPD is a key player) is the most successful in the nation, responsible for thousands of arrests within the last decade.

- **Accountability and Transparency.** The Office of Professional Accountability (OPA) was created in 2001 and the accountability systems have evolved since that time. Monthly and annual reports of OPA activities are made available to the public online. In addition to that, more information about the Department, incident reports, and crime data are available online. Increasingly the Department is using its website and social media, such as Twitter and Facebook, to keep the public informed of its activities.
- **Research Collaborations.** The Department has also opened itself through research collaborations. For example, we have undertaken projects with the University of Washington Medical School for review of our use of force incidents, and with Seattle University to examine patterns of offenses and operational responses to street crime in the West Precinct.

The advent of emerging technologies coupled with the dedication and hard work of professional officers and investigators has led to many crimes being solved. Cold case homicide investigations, DNA hits, the mining of computer databases and the partnerships we have fostered with other agencies and research partners, have all benefited from, and contributed to, these outcomes.

8. There has been some criticism that the Seattle Police Department has not fully embraced available technology to assist in policing. The recent launch of the interactive online crime map has garnered a lot of positive interest and feedback from the community. What other technological advances would you like to invest in? For example, many police departments across the United States use technology as a crime reduction tool and to help officers solve crimes. These efforts are often called Intelligence or Information Led Policing (ILP). Seattle has fallen behind in this area, specifically with regard to real-time crime reporting and analysis, identification of crime patterns and trends, and targeting of frequent offenders. The Department has a task force that is addressing this issue. Please provide a summary of the ILP issue: how you see technology improving the department's crime reduction results; the specific challenges for implementing; the steps to be taken to fully apply technology to achieve the Department's objectives; any additional tools and resources needed to make progress in this area?

The Department of Justice defines Intelligence-led policing (ILP) as a collaborative, enterprise-wide approach based on improved intelligence operations, community-oriented policing, and problem solving. Fundamentally, information + analysis = intelligence. Analysis is thoughtful contemplation that leads to conclusions and appropriate recommendations. For police departments to respond quickly and safely to emergent situations and to take proactive action, they must be able to effectively access available data, analyze it, and deliver actionable intelligence to decisionmakers across the organization. ILP will be an important part of our "road ahead."

We would differ on the manner in which our efforts in this area are characterized. Rather than an area in which we have "fallen behind," we would respectfully assert that all large police organizations are, to some degree, grappling with the challenges of deploying limited police resources most effectively. The technological prerequisites for ILP are very expensive, highly complex, and take a good bit of time to effectively integrate into the procedures of the agency. Nonetheless, we have embarked on this road with the acquisition and implementation of a new Records Management System (RMS) and Computer Aided Dispatch System (CAD). These systems provide a very rich pool of information. However, as noted elsewhere in these responses, the learning curve entailed in training officers and other end users of these systems has been steeper than we would have liked.

We hope to solve this problem going forward by adopting a Business Intelligence model. Business Intelligence will ensure that police information from our primary operational systems (CAD and

RMS) is systematically integrated and made available to all authorized users. It will assist officers, detectives, supervisors and commanders in identifying crime trends, apprehending criminals, and deploying resources most efficiently in real time. An additional capability will facilitate the automated analysis, reporting, and sharing of aggregate crime statistics down to the neighborhood level. Ultimately, we hope to make the fruits of these tools fully accessible to the public, expanding on our recent initiatives with online crime maps.

We expect this technology to improve our crime reduction efforts going forward by virtue of the following:

- Real-time crime reporting and analysis
- Faster detection of patterns and trends
- Targeting of frequent offenders
- Better deployment of officers to hot spots
- Reduced time to solve crimes
- More efficient use of overtime
- Single version of the facts

As mentioned above, the challenges awaiting this endeavor are several. Principal among these are:

- Law enforcement data is complex and easily misinterpreted. There is a need for significant training within the department, the City of Seattle, and the general population. As well, the data will need to be transformed and presented in ways meaningful to a non-technical audience.
- Information has always been an important part of policing. It is a challenge to get useful information to the right people in real time.
- Improving the pace, quality, and focus of police response means providing interactive access to information on all platforms (desktops, mobile computers, and hand-held devices).

The Department, working through its Technology Steering Committee, has already programmed significant resources toward the solution of these challenges, and additional resources will undoubtedly be needed, whether from grant sources or the City's general fund. We look forward to working with the Mayor and Council on these issues, in the proper context of budget deliberations.

9. Are you satisfied with the format and content of current internal Department crime reporting? Do these reports provide senior staff and commanders information that allows them to respond effectively to developing crime patterns in the city? Will you commit to establish a standardized format for reporting out monthly statistics on Part 1 crimes both citywide and by precinct and make these reports available to Department staff, elected officials and the public?
Crime reporting by the Department has undergone significant changes in the past two years and more changes are still to come. At this point we are able to provide statistics on Part I crimes at the citywide, precinct, sector and beat levels on a monthly basis. These are posted on the Department website. The data are generally lagged a month, a consequence of the need to verify that each incident meets the criteria for classification in the Uniform Crime Reporting (UCR) system maintained by the FBI, to which we report.

In light of this unavoidable time lag for Part I crimes, the Department sought an alternative method of informing the public about crime incidents, closer to the time of their occurrence. This alternative was launched recently through the My Neighborhood Maps feature of the city website, linked to SPD. It

provides users with the ability to see reported crime incidents within 6-12 hours of their occurrence in most cases, and maps them according to the user's specifications. With this feature, the public can gain a "real time" sense of crimes that are occurring, whereas the Part I reporting structure provides a look at major crimes over a longer period of time.

By January of 2012 the Department is required to have transitioned from the UCR framework for crime reporting to the National Incident-Based Reporting System (NIBRS). The major difference between the two systems is that NIBRS records all crimes that may be involved in a single incident, whereas the UCR counts only the most serious crime that occurred. In that sense, NIBRS is thought to provide a truer picture of crime. NIBRS also has some different ways of classifying and reporting on criminal incidents. As part of this transition, the Department will report both UCR and NIBRS data for a year or two, but will then revert to the NIBRS format exclusively.

In light of the known transition to NIBRS, the Department has delayed finalizing the format and content of both internal and external crime reporting systems. The transition will be accompanied by a public education process to ensure that the new reporting structure can be understood.

10. Street crime and disorder creates fear, harms local retail businesses, causes residents to stay indoors or avoid certain neighborhoods, and contributes to an overall feeling of unease. Please state your assessment of the level of street crime and disorder, including crime related to drug trafficking, in Seattle and particularly in the West Precinct. List the specific strategies and tactics you will employ as Chief of Police to reduce these types of crime, especially in our neighborhood business districts and downtown.

My discussions with police chiefs from other metropolitan areas indicate that the problems with street crime and disorder and with open air drug activity that we face here in Seattle, are not unique. Unfortunately, none of these executives has developed any magic solution or perfect remedies for dealing with these issues. One non-law enforcement approach that we are taking and that others are watching with interest involves our research partnership with the Department of Criminal Justice at Seattle University.

In this project, we are sharing arrest, calls for service and crime incident data with University faculty members who are examining it from a variety of analytical perspectives. Through this project we expect to gain a clearer picture of persons being arrested in the downtown core, how and why they arrived there, and the frequency with which they have had police contact. The researchers are also trying to assess the effectiveness of various police actions/emphases that occurred during the period of their analyses. This project may also help us address some issues that are presently open to much conjecture and contention, for example: are offenders drawn to an area because criminal activity is concentrated there, or does criminal activity locate in order to target or take advantage of a concentration of offenders? Even partial answers to these and similar questions will advance our understanding of disorder problems and our capacity to address them.

With respect to the specific strategies and tactics the Department is using currently to address these types of crimes, we are pursuing efforts in three separate areas: Enforcement, Prevention/Presence and Community Involvement.

Enforcement It is often said that we cannot "arrest our way out" of many of the crime problems we face in our business districts, particularly within the West Precinct. That is absolutely true, but it is also true that law enforcement remains a very necessary part of any strategy to address these problems. In order to send a clear message about what will and what will not be tolerated, a strategic

enforcement plan must be put into place. Such a plan must be reasonable in its approach and focused on addressing certain types of offenses, rather than simply developing a "no tolerance" policy. Such enforcement would include, but not be limited to:

- Enforcement/targeting open air drug dealing, since such activity creates fear in many of our communities.
- Enforcement/targeting open air prostitution activity, with an emphasis on protecting and providing resources to young people who are trapped and victimized by adult pimps.
- Partnerships with area nightclub establishments to address criminal activity (especially crimes of violence) that compromises a vibrant and safe nightlife.
- Directed investigation and enforcement, through data-driven strategies, to specific kinds of crimes, e.g. street robberies, as they occur.
- Continued partnership with the Washington State Department of Corrections (DOC) through the Neighborhood Corrections Initiative (NCI) to focus on persons under DOC supervision.
- Strategic use of Department specialty positions, federal law enforcement partners and neighboring law enforcement agencies as situations warrant; for example, the use of Gang Unit detectives as an additional resource for occasions known to draw gang members.

Prevention/Presence. As stated above, we cannot arrest our way out of many of the street-related problems impacting our downtown and neighborhood business districts. A solid prevention/presence strategy is also very important both to prevent crime from occurring, and to reduce the fear of crime from those living, working and visiting these areas. Such a strategy includes highly visible, directed patrol and presence, utilizing the combined strengths of vehicle, foot and bicycle units. We are already employing this strategy but continue to look at models in use elsewhere to get more ideas on how best to deploy such resources. We also recognize the need to hone more sharply our use of the prevention/presence approach. In particular we are developing improvements and refinements in the following areas:

- Ensuring that officers engaged in emphasis patrol not only know and understand the problems they are expected to confront, but also are guided by clearly established tactics on how that will be done.
- Creating a mechanism, particularly within patrol, to monitor the time officers spend outside of their vehicles making contact with area businesses, schools and social service agencies.
- Ensuring that preventive patrols and enforcement activities are conducted in finite areas in which greater impact can be demonstrated. As a corollary to this, ensuring that as the problem moves, our emphases move with it as both data and anecdotal evidence suggest.
- Building better avenues of communication and information sharing between patrol and specialty units within the Department to address these problems.

Community Involvement. In addition to the Department's enforcement and prevention/presence efforts, the community must be involved from the beginning in order to address street disorder issues. Community involvement strategies include, but are not limited to:

- Enhancing existing partnerships and/or developing new ones with schools, social service and faith-based organizations, who work closely with those considered disenfranchised.
- Continuing education on crime prevention and resistance for the community, including how to protect their homes and businesses, how to stay organized and connected within their communities, and the importance of ensuring that police are notified to investigate nuisance, suspicious and criminal activity.

- Enlisting the support of the Department's demographic advisory councils, citywide crime prevention councils, and precinct advisory councils to build consensus for coordinated efforts to address street disorder problems that go beyond law enforcement responses.
- Soliciting the assistance from those most impacted in the community for their ideas and direct help in confronting the variety of public health and safety issues related to street disorder problems.

11. Seattle has a high per capita property crime rate (burglary, theft, auto theft) compared to other cities of our size. What steps will you take to reduce property crime?

Like most chronic crimes that occur throughout the city, it is a small group of people who commit the majority of property-related crimes. This is particularly true as it pertains to burglary and auto theft related incidents. A few years ago Seattle had the unfortunate distinction of having one of the highest incidences of auto theft in the country. Through a number of strategies, many of which will be outlined below, we were able to see a significant decrease in auto theft not only in Seattle, but throughout the region. Strategies to address property crime would include, but not be limited to:

- Directed investigation and enforcement, through data-driven strategies, to specific kinds of crimes and crime patterns, be they burglaries, auto thefts or car prowls.
- Strategic use of Department specialty positions, federal law enforcement partners and neighboring law enforcement agencies; for example, to address theft rings that operate across jurisdictional boundaries.
- Because narcotics has an often-related nexus to property crimes, take advantage of those opportunities when drug arrests are made to have detectives immediately interview suspects to determine what, if any, information they can provide as it relates to their own personal involvement or the involvement of others in criminal activity.
- Take aggressive enforcement actions, in cooperation with the prosecutor's office, to get the most prolific offenders off the street.
- Utilize creative operations; for example, undercover stings and other strategies, to take down organized criminal operations involved in property related crimes.
- Provide community members with crime prevention information so they will know how to protect their homes and businesses and themselves from victimization, including issuing bulletins based on observed crime patterns.
- Encourage community members to notify police about nuisance/suspicious situations, as these may be precursors to criminal activity.
- Work closely with the Department's demographic advisory councils, citywide crime prevention councils, and precinct advisory councils as key elements of these last two strategies.

12. The Seattle Police Department faces several years of stagnant or shrinking budgets. Given these constraints, what are your functional priorities for funding within the Department? How can the Department be creative with its budget and how can it be more efficient while not losing valued services?
    - In the interest of keeping this complex issue in perspective, it is important to remember that the Department has a $252 million general fund budget, which represents 27% of the entire general fund. With this level of support, the Department accomplishes a great deal in preventing crime, enforcing the law, and providing high-quality public safety services in a manner respectful of all with whom we deal on a daily basis, 24 hours a day, 365 days a year.
    - The two most ambitious and transformational projects in our recent history – the Neighborhood Policing Plan and the Investigations Procedures Project – are about achieving efficiencies. The

starting point of any efficient business model is to even out workload, identify redundancies, prioritize activities according to service objectives, and staff to the patterns of work that needs to be done. This is precisely what both NPP and the Investigations Project seek to do, and continue to achieve. Examples of improved deployment before and after NPP abound, and we have not yet explored the depths of what is possible in NPP. The Investigations Project is in its initial phases, but our analyses show that even at this early stage, substantial efficiencies are achievable. This is consistent with our goal of deploying our limited resources in the most efficient and effective manner possible.

- The replacement of our Records Management System (RMS) and Computer Aided Dispatch System (CAD) during the last two years has the promise of streamlining the data management functions of the Department, while at the same time significantly improving our ability to link information to target offenders and diagnose patterns of crime.
- The most important tenet of efficiency is to not waste anyone's time. This means ensuring that our sworn and civilian professionals are employed doing important business, addressing public safety challenges that matter to people, and fighting crime with the utmost efficacy. All our efforts over the last several years – from NPP, to the Neighborhood View Point, to the creation of CSI, to the recent launch of My Neighborhood Maps, to the Investigations Project, to the use of *Leads Online* and NWLInX to assist detectives, to implementation of Community Online Reporting (residents filing police reports using secure web service in some crimes, e.g. bicycle theft) - have represented our efforts to identify and solve the real public safety problems that matter most to our communities, while achieving the efficiency we all seek.

13. A strategic hiring plan for the Seattle Police Department was adopted by the City Council in 2007 so a Neighborhood Policing Plan (NPP) could be implemented. The hiring plan calls for a net increase of 21 patrol officers in each of five years - through 2012 - to bring the department up to minimum staffing levels. The hiring goal was met in 2008 and 2009, but will not be achieved in 2010 because Mayor McGinn has slowed officer hiring to maintenance levels only. Do you believe the hiring plan approved in 2007 is necessary and should it be continued through 2012?
    - There is widespread consensus that completion of the NPP hiring plan is necessary to achieve our public safety objectives. These officers are essential to our efforts to reduce crime and the fear associated with crime while enhancing public trust in our officers and the Department.
    - We recognize that the City's finances are currently under stress. The 2010 mid-year budget adjustments and, potentially, budget decisions for 2011 may delay our attainment of hiring targets. The NPP itself recognized the possibility of delays in hiring. "The initiative's goal is to achieve its hiring targets in five years, but we recognize that budget realities may force a delay in the plan. If economic growth slows . . ., then the timeline for implementing the hiring targets will be extended. The extension would be for as short a period as affordable, but would not extend the initiative beyond ten years." (NPP, page 23)
    - At this point in time, we have hired about 60 percent of the 105 net new patrol officers envisioned by the NPP. As examined in more detail below, NPP cannot be reduced to a mere numbers game, as the plan always contemplated the need for realignments based upon performance outcomes and economic realities. Consequently, it is not productive to view hiring tempo as an "either/or" phenomenon, nor to argue that NPP does not exist unless and until a specific hiring goal is reached. Obviously, we continue to support the hiring of more officers, but not at any cost. The best way to understand the current status of NPP staffing is through the concept of proportionality, in which we have essentially met certain key goals (e.g. response time, reduce cross-sector dispatch); we have made progress with respect to proactive time, though we have much left to do; and we are only half-way to meeting other goals, such as full implementation of the power shift.

- As changes in the hiring plan for NPP occur, we will remain vigilant to ensure that we are sustaining progress in meeting our response time and other deployment benchmarks. Long-term sustainment of the benefits of NPP remains our goal and if there is evidence that this may be in jeopardy, we will move to address it.

14. NPP has several key components, including realignment of precinct and patrol beat boundaries to better reflect work load demands and patterns; new shifts that allow for deployment of officers when and where most needed; a new "power shift" Wednesday through Sunday nights to bolster the number of patrol officers in the city's entertainment districts and hot-spots; provision of a minimum of ten patrol units (two per precinct) available 24/7 for emergency response and officer safety backup; and dedication of at least 30% of patrol officers' shift time to proactive policing. Please describe the implementation status of the Neighborhood Policing Plan and your perspective on moving forward with it. How much of the plan has been implemented? Do we need to have additional hires to fully implement and make sure we are patrolling the right areas at the right times? If we do not make additional hires, how will the Department provide focused coverage such as that provided under the recent Belltown public safety initiative without depleting patrol resources in other areas or precincts? Do you continue to support full implementation of the NPP? If yes, what steps will you take to make certain NPP is indeed fully implemented? Explain any revisions you favor that would allow NPP to go forward but with different assumptions about the key components.
    - SPD has made excellent progress implementing major elements of the NPP. There is an unfortunate false perception that NPP implementation is an all or nothing proposition where no progress can be observed until a "magic number" of patrol officers is attained. Major achievements to date include:
        1. the new system of patrol sectors and beats has created a significant improvement in balancing staffing to workload by time of day and day of week;
        2. emergency response times to 9-1-1 calls for service have consistently averaged under 7 minutes in each of the first six months of 2010 (averaging 6 minutes through June);
        3. cross-sector dispatch has decreased significantly, allowing officers to remain in their assigned areas and become more familiar with the community and its safety-related problems. This reinforces the underlying philosophical premise of the neighborhood policing concept and enhances community satisfaction with police services;
        4. patrol management reports are now being used by precinct commanders and supervisors to enhance the productivity of patrol officers; and
        5. recent initiation of Neighborhood View Point (NVP) community surveys will provide important information to inform proactive policing efforts as we proceed with implementation.
    - We remain fully supportive of the published NPP. Three major elements remain prior to full implementation of the plan:
        1. complete the hiring plan for 105 net new patrol officers;
        2. initiate new work schedules and shifts, addressing the problems during the late morning hours and from Wednesday through Saturday nights; and
        3. capture the full benefits of 30% proactive time, as described below in our response to question 15.
    - Per the possible delay in hiring additional NPP officers as a consequence of the economic slowdown, SPD has been working over the past several months to identify options to make the best use of new patrol officers hired to date and thereby lessen the impact of the slowdown on our ability to fully staff patrol. These options all have collective bargaining impacts, so they should not be discussed in this setting.

15. One NPP goal is to give substantial time for proactive work to 911 patrol officers. In your view, how important is it for 911 patrol officers to have time for proactive work, as opposed to creating time for proactive work by other units in the precincts (such as anti-crime teams, community police teams and bicycle and foot patrols) or by citywide specialized units (such as investigations and the gang unit)? What is the value of each? How would you ensure that 911 patrol officers make good use of the time they have available for purposeful proactive work and how would you define and measure effectiveness?
    - Having 30% of patrol officers' time available for supervised proactive work with members of the community is a critical component of the NPP, following from the first major goal set forth in SPD 2010, the Department's strategic plan – strengthen geographic integrity. Citizen confidence in their police will grow and both crime and fear of crime will decline as assigned patrol officers have the time to get out of their cars, really get to know the people of the community and their issues, and work together with them to resolve any outstanding safety concerns.
    - The NPP envisions proactive time as something more than "time not spent on calls for service." Instead "proactive time" under the NPP is time spent engaged in focused and purposeful activities with defined outcomes. The good news is that as our fielded strength has improved, the NPP model appears to be yielding enough officer time with the potential to be directed to proactive efforts. What remains is to determine how regularly that time can be made available and in what segments or blocks, and how those units of time can be matched with focused and purposeful proactive projects.
    - The Department is currently developing a consistent model for managing and evaluating supervised proactive work. Called Neighborhood View Point (NVP), a community assessment and engagement tool, this methodology will help us structure proactive efforts and evaluate their results. What we learn from the pilot now underway, which will be completed in the next few months, will provide a basis for developing the broader protocols and work routines to guide proactive efforts across the city, as well as for structuring the training component for officers and first-line supervisors in how to undertake, log and track proactive efforts. Effectiveness measures will include objective crime data and results from our community surveys.
    - As outlined in succeeding bullets, a variety of specialized officers also undertake proactive work. However, many of these specialized officers do not have a defined geographic or neighborhood locus and cannot very well substitute for the role of the generalist patrol officers in engaging with the community and its problems. One partial exception to this is the foot beat and bike officers assigned to the precincts. They have less mobility than officers in cars and typically are assigned to smaller geographic areas. This lends itself well to proactive mission work, with very positive effects. At the same time, given their reduced mobility, they are less adaptable and only assist with 9-1-1 calls to a limited degree.
    - Proactive work by other specialized units in the precinct, although it may augment the proactive work of the 9-1-1 responders, cannot replace it. In particular, Community Police Team (CPT) officers have a precinct-wide focus and can best provide mentoring, referrals, and advice to patrol officers as they develop proactive projects responsive to neighborhood concerns. Anti-Crime Team (ACT) officers typically serve the precinct commander by focusing on tough law enforcement problems, especially open-air drug markets or other emergent issues calling for a coordinated team response, such as the late-June emphasis in Belltown.
    - The work of specialized citywide proactive units that appear in particular neighborhoods periodically, such as the Gangs and Narcotics units, while helpful in addressing selected problems, will not have the same overall effect that regularly assigned generalist patrol officers can achieve by routine engagement with members of the community.

- In sum, the variety of generalist and specialized officers available for work on proactive needs gives the Department options for addressing chronic and/or emergent problems, such as those evident in the recent Belltown deployment, that bear critically on crime, fear of crime, and the community's confidence in the Department, its officers and leadership.

16. Some police departments employ civilians with backgrounds and education in statistics and analysis modeling to serve as crime analysts, freeing police officers to perform duties which require sworn officer authority. Do you support converting all or some crime analyst positions to civilian positions? Do you believe the Department has adequate staff positions in the area of crime analysis?
The question you ask is specifically related to ongoing budget planning. We are comprehensively evaluating the functional priorities for the police services that we provide in light of declining general fund resources. Several different scenarios are contemplated to meet goals set for our Department. The impacts of these scenarios would likely require negotiations with the affected collective bargaining group(s). As a result, I will be unable to discuss specific details of the budget process at this time.

17. Pedestrian and bicyclist safety has been a long-standing priority of the City Council. What policies, techniques or processes do you plan to carry out to improve pedestrian and bicyclist safety in our city?
Pedestrian and bicycle safety has been and will remain a priority for the Seattle Police Department. There are four major pieces that comprise our continuing emphasis in this area: public education, cooperation with other public agencies, community engagement, and police enforcement activities.

- Public education: in many ways this is the lynchpin of successful pedestrian and bicycle safety efforts. Working in partnership with the Pedestrian Master Plan team convened by the Seattle Department of Transportation (SDOT), SPD supported public education initiatives to reinforce the efforts of the School District and not-for-profits to get the word out on how to be a responsible pedestrian, cyclist, and/or driver sharing the public right of way. Also, and in addition to a long tradition of distributing brochures to communicate our safety messages through community groups, libraries, etc., we plan to make use of the SPD web site and social media to develop and consistently reinforce safety messages for pedestrians and bicyclists. Our enforcement efforts, such as the periodic sting operations that target drivers who fail to yield to pedestrians in marked crosswalks, also have an educational component exercised by inviting media coverage.

- Work with other public agencies: SPD is well aware that we cannot "do it all" when it comes to any safety emphasis; rather, we attempt to leverage the efforts of other public agencies who share our safety mission. In addition to the partnership work on the Pedestrian Master Plan, SPD regularly works with SDOT on the development of safety-enhancing improvements, such as the installation of crosswalks, signage, lights, etc., and the development of bicycle lanes and share rows. We also routinely partner with the Washington Traffic Safety Commission, successfully applying for funding to support police emphasis operations targeting speeders and those driving impaired, in areas shown to present hazards to pedestrians and bicyclists.

- Community engagement: SPD has consistently attempted to reach out to the community on pedestrian safety issues. We have worked with a variety of community organizations not only for their ideas and input, but also for their assistance in getting the message out to their constituents. Organizations like chambers of commerce, crime prevention councils, and other special interest groups are particularly helpful. We also have conducted focus groups on areas where we know we have problems, such as jaywalking. We continue to distill lessons from these groups, with the

intent of enhancing public understanding, police training and tactics for handling these situations. We acknowledge that we have more work to do here.

- Police enforcement: We recognize that our enforcement efforts targeting pedestrian and bicycle safety can only be successful to the degree that we have partnered with others to develop consensus that our efforts do, indeed, "make sense" as safety enhancements. In this area, we currently have two traffic squads assigned to West Precinct that regularly deploy to monitor and enforce violations against drivers, pedestrians, and bikes in downtown areas where there are heavy volumes of all three sharing rights of way. Also, based in part on citizen complaints, we annually conduct seven to ten "sting" operations targeting drivers who fail to yield to pedestrians. Our automated enforcement efforts, employing red light cameras and photo radar, are sited in areas, including school zones, where there are significant hazards to pedestrians.

18. Do labor contract provisions constrain you in taking steps to improve Department effectiveness and efficiency? For example, can you, under current contracts, shift more patrol officers (cars/walk/bike) to the 10 p.m. to 4 a.m. shift and if not, what are your options for adjusting schedules?
As with certain other questions in this memorandum, the issues here contemplate mandatory subjects of collective bargaining, and relate to ongoing budget planning. Collective bargaining obligations are matters prescribed in law, and the labor contracts we negotiate become ordinances. Hence, it is more fitting to characterize shift start and end times as being "governed by" legally binding labor contracts. We are comprehensively evaluating the functional priorities for the police services that we provide in light of declining general fund resources. Several different scenarios are contemplated to meet goals set for our Department. The impacts of these scenarios would likely require negotiations with the affected collective bargaining group(s). As a result, I will be unable to discuss specific details of the budget process at this time.

19. Do labor contract provisions inhibit your ability to be responsive to concerns of minority communities and others about how the Department can maintain and improve its systems of police accountability? What approaches will you take to ensure the operation of these systems is as effective as possible?
Labor contract provisions involve wages, benefits and working conditions, and do not inhibit our ability to respond to community concerns regarding our systems of police accountability. Contractual provisions may, however, limit the actions the Department can take with regard to specific suggestions for change, if they fall into areas that by law are negotiable with bargaining units.

In general, the Department has a long history of community engagement and of responding to the concerns of diverse groups throughout Seattle and this will continue to be a priority. As noted in the March 2009 Office of Professional Accountability Auditor's Report on SPD's Relationship with Diverse Communities, "The Department has devoted significant resources and innovation to improve its relationship with the larger community and to address public concerns about biased policing."

Among the specific initiatives the Department has undertaken in this area are the following:

- Policy development, including the issuance of an Unbiased Policing Policy, Inquiries into Immigration Status Policy and Citizen Observation of Officers Policy. A number of police agencies have encountered serious problems in some of these areas that, it is my belief, early policy development helped us avoid.
- Community assessments, including biennial community surveys on policing and regular 911 customer service surveys.

- Race and Social Justice Initiative efforts, including traffic stop analyses, in-car video, WMBE purchasing and contracting efforts, and Department wide training on *Perspectives on Profiling* and RSJI Change Team and others receiving training on *Race: The Power of An Illusion.*
- Community needs assessments, through Community Police Teams, Precinct and Demographic Advisory Councils, and Neighborhood Viewpoint Pilot Project.
- Community outreach, through Community and Youth Police Academies, Department advisory councils, and other community programs such as Night Out. The Office of Professional Accountability Review Board (OPARB) also conducts public outreach in coordination with the OPA and Auditor, bringing community concerns to the attention of the Department.

These are all worthwhile and earnest efforts, but I recognize that for many, they remain insufficient to address their concerns. My pledge is to continue to listen and to work steadfastly to lead the Department in new directions that can result in greater understanding and building of trust in the diverse communities we serve.

20. Recent analysis by the City Auditor and Department investigators shows that bias crimes (malicious harassment) continue to hit certain segments of our community hard and, indeed, some community advocates argue that Department bias crime statistics are incomplete and fail to account for all the incidents taking place. What specific actions have you taken, or will you take, to respond to bias crimes?

We agree that it is important to accurately capture not only data pertaining to bias crimes, but also data regarding bias incidents. We have taken steps to better capture both types of events, specifically:

- We added a mandatory field in the Records Management System, which requires the officer to check Yes or No as to whether the incident is an incident of bias. This enables the Department to do a quick run for bias incidents to begin the verification/analysis of incidents.
- In May 2009, a Department directive was issued so officers would begin to document bias incidents even when no crime occurred.
- A training video on the investigation and reporting of bias crimes and bias incidents is updated and published annually, the most recent release being within the last 60 days.

The Department has had a very thorough and formal response protocol to bias crimes since approximately 1990. The main requirements/elements of the policy (SPD Manual Section 15.120) are, as follows:

- The incident will be handled on a priority basis.
- A patrol supervisor must respond to the scene.
- A patrol commander will be notified and respond if necessary.
- Media Response Unit will be notified
- Investigation will focus on physical evidence, its documentation and collection
- Alert distribution of pertinent reports to:
  - A/C Patrol Ops
  - A/C Investigations
  - Violent Crimes Captain
  - Homicide Lieutenant
  - Media Response Unit
  - Bias Crime Coordinator
- A Bias Crimes Coordinator was established contemporaneously with this policy as noted in Subsection 1.110 of the relevant Manual section.

Do you have specific plans to communicate with and make use of community partners to address the problem of bias crimes?
Although we can make use of our ten demographic advisory councils to assist with outreach and educational efforts, we are excited about the potential of working with Seattle Office of Civil Rights (SOCR), Seattle Human Rights Commission (SHRC), and the Lesbian, Gay, Bi-sexual Transgendered Commission, with particular focus on the latter. The analysis we did in the recent "2009 Bias Crimes and Bias Incidents Synopsis" shows that sexual orientation is by far the most frequently targeted area for both reported incidents as well as crimes. That being the case, we feel that efforts related to education and prevention should begin with groups representing these persons.

Also, as part of the recent analysis, the Auditor offered a number of follow-up recommendations. Do you support the Auditor's recommendation that the Department create a city-wide bias crimes coordinator position and expand the Department's victim advocate's duties to include malicious harassment and will you include these changes in your 2011 budget submission?
We have had an SPD city-wide bias crimes coordinator for some time, but we would support the appointment of a non-SPD coordinator (presumably from SOCR or SHRC) to expand the city's efforts as it relates to outreach, education, and prevention. As the Auditor and Ken Molsberry point out, "SPD can only be part of the solution." This would also provide an alternative to filing a report with SPD.

We currently do not anticipate expanding victim advocate duties to include malicious harassment. Although we provide advocate services on a case-by-case basis, we are currently struggling to preserve the services we provide to victims/family members in Homicide, Robbery, Domestic Violence, Sexual Assault, and Child Abuse cases and do not anticipate adding a budgeted position for a Bias Crimes victim advocate.

During a Council committee briefing on the Auditor's recent work, it was indicated that the Department would follow up with quarterly reports on bias crimes. How does the Department plan to do this and what will the reports look like?
The Violent Crimes Section Commander has created a new report which provides an analysis of both geographical distribution as well as bias categories. A report covering 2009 has been completed and another covering the first six months of 2010 is nearly finished. We intend to share these reports with SOCR, SHRC, and others.

21. There have been numerous reports that the Department is considering elimination of its crime prevention specialists. What is your opinion on these positions? How might the work of crime prevention specialists and the function of crime prevention in general be modified or better coordinated among city departments? Regardless of any decision about the crime prevention specialists, what is your opinion about how the Department should work to prevent crime and reduce fear of crime and what strategies should the Department employ to do so?
I want to be clear that I value the work of each of our public safety sworn and civilian professionals, and I would rather not have to contemplate the reduction of a single staff position in this Department. Both our Crime Prevention Coordinators and Victim Advocates have made important contributions to our public safety mission and to the citizens we serve. I value their work, and I value them as people. We are facing an economic crisis of historic proportions, not of our making, but requiring us as stewards of public funds to exercise fiscal restraint and make difficult decisions. These decisions are integral to my role as Chief. As with previous questions of this kind, I must reiterate that the question you ask is specifically related to ongoing budget planning. We are comprehensively evaluating the functional priorities for the police services that we provide in light of declining general fund

resources. Several different scenarios are contemplated to meet goals set for our Department. The impacts of these scenarios would likely require negotiations with the affected collective bargaining group(s). As a result, I will be unable to discuss specific details of the budget process at this time. I cannot disclose our contingency plans at this time, because they have not been vetted through the Executive Office. Ultimately you will have the opportunity to review, agree/disagree, or recommend other alternatives.

22. There have also been reports that the Department is considering elimination of its victim advocates. What is your opinion about the value and role of victim advocates?
As with Question 21, I want to be clear that I value the work of each of our public safety sworn and civilian professionals, and I would rather not have to contemplate the reduction of a single staff position in this Department. Both our Crime Prevention Coordinators and Victim Advocates have made important contributions to our public safety mission and to the citizens we serve. I value their work, and I value them as people. We are facing an economic crisis of historic proportions, not of our making, but requiring us as stewards of public funds to exercise fiscal restraint and make difficult decisions. These decisions are integral to my role as Chief. As with previous questions of this kind, I must reiterate that the question you ask is specifically related to ongoing budget planning. We are comprehensively evaluating the functional priorities for the police services that we provide in light of declining general fund resources. Several different scenarios are contemplated to meet goals set for our Department. The impacts of these scenarios would likely require negotiations with the affected collective bargaining group(s). As a result, I will be unable to discuss specific details of the budget process at this time. I cannot disclose our contingency plans at this time, because they have not been vetted through the Executive Office. Ultimately you will have the opportunity to review, agree/disagree, or recommend other alternatives.

23. The City used to have a Community Service Officer (CSO) program that employed civilians to perform a variety of tasks that did not require sworn police officers. Would you favor restoration of this program?
Again, the question you ask is specifically related to ongoing budget planning. While this program was eliminated in previous budgets during economic shortfalls of lesser magnitude than the current crisis, we are comprehensively evaluating the functional priorities for the police services that we provide in light of declining general fund resources. Given current economic conditions, it is unlikely the Department would contemplate establishing new programs and/or restoring former ones. Several different scenarios are contemplated to meet goals set for our Department. The impacts of these scenarios would likely require negotiations with the affected collective bargaining group(s). As a result, I will be unable to discuss specific details of the budget process at this time. I will not disclose our contingency plans at this time, because they have not been vetted through the Executive Office. Ultimately you will have the opportunity to review, agree/disagree, or recommend other alternatives.

24. Appropriate intervention techniques and use of force continue to be debated. Police officers interact with people in varying states of crisis, including those who are homeless and/or suffering from mental health distress. Please describe specific actions you have taken, or will take, to support positive interactions and outcomes when police engage with homeless and/or mentally ill individuals. Is there more that the City and the Department can do, including greater collaboration with social service providers, to improve our handling of these situations?
The Department is in the forefront of law enforcement agencies in dealing with persons confronting a variety of crises. The Department's actions in this area include the following:

- Broad expansion of the number of Crisis Intervention Trained (CIT) officers in Patrol, now more than 40% of the patrol officers, as a component of the Department's Less Lethal Options Program.
- Previous and ongoing involvement with citywide initiatives concerning the homeless, including representation on the Committee to End Homelessness, founding of the Human Service Provider Forum, and support for community initiatives related to the homeless, including the 1811 Building.
- Collaboration with the Washington State Department of Corrections (DOC) on the Neighborhood Corrections Initiative (NCI) which deals almost exclusively with offenders who have substance abuse and/or chronic homelessness issues. The emphasis of the NCI teams is concern for overall well-being of DOC clients while ensuring consequences for non-compliant behaviors. The teams make welfare checks on DOC clients four times as often as they take enforcement actions.
- Enthusiastic support for extending the NCI model to deal with the mentally ill in a pilot program that pairs mental health professionals with patrol officers. This program aims to head off police confrontations with such persons by intervening before they experience crisis episodes. The pilot project for this effort will be located in the West Precinct and is planned to start this October.
- Better preparation of officers for dealing with persons who are homeless and/or in crisis by placing new officers in social service agencies during their field-training period. Doing this helps to break down stereotypes on both sides and build greater mutual understanding. This is a unique program among law enforcement agencies.
- Support for Drug Court and Mental Health Court as alternatives to criminal justice system processing of persons whose anti-social conduct is rooted in substance abuse or mental illness. The Department has embraced such programs whereas many in law enforcement are skeptical of them.
- Ongoing review of approaches used by other agencies. For example, the annual conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE) will be held the week of September 20th in Seattle. One of the sessions will cover the topic "Improving Police Response to the Mentally Ill – a Panel Discussion of Best Practices."

25. What are your hopes and expectations for having officers and command staff proactively work with neighborhood business districts, neighborhood block watches, and crime prevention groups? Will you also commit to train more police officers in effective community outreach?

The Seattle Police Department has always prided itself on its building of relationships with the city's diverse communities. Many of the programs in place that are intended to strengthen police – community partnerships, reduce crime and fear, as well as to build trust in their police department have gained national attention. That said, we can never allow ourselves to be satisfied with status quo. There are many strategies and programs already in place that we will proudly continue and at the same time utilize new and creative approaches. These strategies include, but are certainly not limited to:

- Continuation and enhancement of our demographic advisory councils. These councils, such as the African American Advisory Council, the Latino Advisory Council, the Arab Muslim Sikh Advisory Council, the Filipino Advisory Council, the Sexual Minorities Advisory Council, as well as the East African Advisory Council (and several other councils) have played significant roles in assisting us in creating good and solid working relationships with many representing those communities. These councils have also been instrumental in helping to shape our training and policies as it pertains to such things as use of force, crisis intervention training,

etc. Each member of our command staff is assigned as a council liaison along with one or two other Department representatives.

- One program we plan to continue is having new officers assigned to a social service organization within their precinct of assignment following graduation from the academy. This will afford the officers excellent opportunities to meet and get to know a variety of people who live and work within their area of assignment, as well as to learn what additional resources may be available to assist the officer in better helping those in need throughout the community.
- Begin a concerted and organized effort to have district officers proactively go out and meet key people from the community who operate social service organizations, schools and faith-based organizations. This expectation also applies to all supervisors and commanders, especially those working within patrol.
- The pilot project on Neighborhood View Point (NVP) is a key public engagement and community outreach tool that we hope to expand across all patrol sectors in the city. Through the NVP we hope to identify signal crimes and other neighborhood conditions that lead to community feelings of insecurity and concern.
- As many times a month as possible, I intend to hold our Monday morning command staff meetings in various restaurants throughout the city. Sworn command staff personnel will wear their uniforms. This will provide excellent opportunities for the public not only to see members of the command staff out in the community, but also to be able to take advantage of personal interaction.
- Work closely with ethnic-owned media by providing articles and interviews to radio and newspapers.
- Continuation and enhancement of the citywide crime prevention councils and precinct advisory councils. These groups are vital in providing us input, as well as providing wide dissemination of information to many throughout the various communities about crime trends, tips to stay safe, and ways to partner with their police department and others in their community to create a safer environment.
- Work with the communities to continue increasing the level of participation in the annual Night Out festivities that occur the first Tuesday of August. This program creates excellent opportunities for neighbors to meet and build relationships amongst one another. SPD works hard to visit as many neighborhoods as possible on that evening to not only meet and interact with neighbors, but to provide them with vital information on safety and crime, as well as providing them information on how to participate in public-safety-related activities with the many organizations and councils listed above.
- Currently we have five officers who are assigned to a variety of schools in the East, South and Southwest Precincts. Though this program has been very successful, there are many schools that are not able to benefit from this kind of proactive attention. We intend to develop strategies that will utilize patrol and CPT officers to be assigned schools and visit those schools as workload permits.
- Establish effective relationships with a number of organizations committed to Race and Social Justice. We are working at building relationships with organizations such as Youth Undoing Institutional Racism and our SPD-sponsored demographic advisory councils, and meeting regularly with key leaders from a variety of religious and ethnic communities as an important part of ensuring that we not only hear and work closely with them to address their issues and concerns, but also provide them with excellent opportunities to learn about how their police department operates and to keep them abreast of any incidents of crisis that may be directly impacting their communities. It is vitally important that we not wait until a crisis occurs to

attempt the building of relationships. It is important to have those relationships built long before.

- Continue to offer the SPD-sponsored Community Police Academy. The Academy is a ten-week program designed to educate the public in the operations of the Seattle Police Department, while also giving the Department a chance to obtain valuable feedback from the community. The purpose of the Community Police Academy is to increase understanding between the Seattle Police Department and the community members of Seattle through education and interaction. Community participants will become familiar with various facets of the Seattle Police Department and gain insight into law enforcement's role in the criminal justice system and the daily work of police employees. With increased understanding, Seattle's community and police can work together and achieve realistic solutions to neighborhood problems relating to crime, fear of crime, and neighborhood decay. It is hoped that increasing community awareness will challenge some of the myths and images of law enforcement and provide a realistic view of police procedures. We are also designing a one-day academy for those whose schedules make it difficult to attend the ten-week program.
- The annual picnics held at each of the five precincts provide excellent opportunities for the community to be our guest and meet our officers and civilian employees who provide outstanding service to their communities. The picnics, sponsored by the Seattle Police Foundation, allow members of the community to tour the precinct, see demonstrations from many of our specialty units that are on hand, as well as providing food and activities for children.
- Work to build open and solid communication with those individuals and organizations that are often considered critics of the Department. Organizations like the ACLU, NAACP, Urban League, etc., are and can be excellent resources for helping us to see and understand different perspectives. As stated before, rather than wait for some kind of crisis or controversy to occur, it is important to establish open and honest dialogue regarding mutual issues of concern. It is our goal that these organizations feel comfortable and trust that they can approach us with issues and concerns and know that such interaction will not only be productive, but respectful.

26. Occasions of police misconduct often lead to demands for reform in the police accountability system. What would signal to you that the police accountability system – the professional standards of conduct and the means of enforcing them – needs reform?

The 2008 report of Mayor Nickels' Police Accountability Review Panel noted, "The majority of [SPD] officers work day in and day out, forging bonds with residents and successfully improving communities in which they serve. Most are rarely subject to any form of disciplinary complaint." Nonetheless, because of the power held by police officers and the need for community trust to ensure effective law enforcement, SPD actively works to identify, investigate and discipline misconduct. Mayor Nickels' Police Accountability Review Panel as well as the Seattle City Council Police Accountability Panel reviewed and affirmed the strength of Seattle's three-prong oversight structure. The key elements of this structure include:

- Office of Professional Accountability, along with the OPA Auditor and OPA Review Board, provide checks and balances to ensure a thorough, fair and expeditious investigation process for complaints of misconduct and make recommendations for improvements in SPD policy and training to promote police professionalism.
- Police Accountability Review Panel (PARP) made recommendations to enhance accountability and transparency in policing and civilian oversight that were implemented.
- The current system requires that if the Chief of Police does not follow the OPA Director's recommendation on the disposition of a misconduct complaint, he must make a written statement of his reasons, to be submitted to the Mayor and City Council.

- The Department's Early Intervention System identifies employees demonstrating symptoms of stress or need for training so these issues can be addressed. This system is separate from the discipline system.

In September 2010, the National Association of Civilian Oversight of Law Enforcement (NACOLE) will hold its annual conference in Seattle. The conference will provide an opportunity to showcase Seattle's unique oversight system and to compare and contrast other models. The theme of the conference is "Promoting Excellence," in both law enforcement and civilian oversight.

27. Given the recent incidents of alleged misconduct by police officers, what steps will you take to reinforce Seattle Police Department policy to ensure appropriate police behavior and to rebuild community relations? In addition, please respond specifically to the following questions:
In the wake of these incidents, I have communicated with SPD employees in writing and through roll call videos. The purpose of these communications was to underscore the Department's policies concerning, and commitment to, unbiased policing. I have also directed the Advanced Training Unit to determine how best to incorporate "lessons learned" from these recent incidents into our Perspectives on Profiling training for all employees.

a) There is a lack of trust in the integrity of the Department among some in our city, particularly in our communities of color. What steps will you take to build better relations and partnerships with community organizations?

I have already begun and will continue to meet personally with the leadership of each community organization. My purposes are; first, to open lines of communication where they have shut down or to improve those that now exist; and then, to prioritize areas of concern and identify concrete steps to address them. My interactions thus far confirm that we share much common ground, but that there will remain areas where we may continue to agree to disagree. The latter should not impede our efforts to communicate directly, regularly and respectfully, however. Nor should they deter us from making progress in areas where there is high consensus as well as in areas that remain contentious.

Effective policing is based largely upon a compliance model, but public compliance is predicated on a mutual belief in the efficacy, fairness and legitimacy of enforcement actions. In communities that feel disenfranchised and where police actions are regarded as unfair and illegitimate, compliance will be difficult, if not impossible, to achieve. I will be at the table working tirelessly to address concerns and build trust, and I am grateful to those community and political leaders, community members, members of labor, educational, social service and other organizations who have agreed to be there as well.

b) How can the Department be more proactive than reactive concerning police accountability? What can you tell us about current Department training on de-escalation skills?

Opening and maintaining lines of communication is a first step in being proactive. The second step is being clear about what our practices are and will be whenever incidents of concern to the community arise. With respect to de-escalation, the Department began focusing on such techniques in new officer and in-service training related to use of force two years ago. We are currently reviewing de-escalation practices in use in other agencies to determine training and other practices that might be adapted for use here. Also, our use of force training is scenario-based and emphasizes effective decision-making and tactics that have the effect of reducing the potential for force to be applied. While our use of force rate relative to public contacts is less than one half of one percent, and one-fifth that of national estimates of force use in police/public contacts, we recognize that use of force remains one of the most controversial areas of policing. We are currently preparing a report to the public that covers use of force trends in the Department in the last four years and can serve as a basis for community dialogue on this issue.

c) There is a growing body of research about brain development that helps us understand why adolescent judgment is sometimes problematic. Also, some officers are naturally gifted in working with teenagers. How can we capitalize on this knowledge and skill-set to better train our officers to deal with kids?

The Department's extensive outreach with youth is in recognition of their impulsive actions and reactions that can bring them into contact with police. Some of our more notable efforts in this area include the following:

- Establishment of a Youth Advisory Council, akin to other geographic and demographic advisory groups, that advises the Department on issues of concern to this age group.
- Basics of Respect brochure, translated into eight languages besides English, is a guide for youth on police practices and on their rights and responsibilities when dealing with police.
- Youth outreach officers regularly engage youth in donut dialogues and recreational opportunities designed to provide positive interactions with police. Other programming is targeted specifically for youth in danger of dropping out of school.
- The Department has provided two Youth Police Academies (modeled after the Community Police Academy) with mostly minority youth in attendance and has developed forums with and for youth having to do with knowing your rights and gang resistance.
- The West Side Story project was another opportunity to engage youth in a non-enforcement and non-confrontational setting. This project allowed youth to interpret the consequences of gang behaviors through the characters in the Bernstein musical.
- The Department has sought and received support from the Seattle Police Foundation for a summer youth employment program for the last two years. This program has placed a limited number of youth in each precinct where they complete tasks associated with summer outreach activities and also receive an orientation to various Department operations, such as SWAT and Harbor patrol. Participating youth receive a stipend when they complete the program.
- Through the School Emphasis Officer program, officers are assigned to individual schools where they get to know the students and provide opportunities for youth to contact them with issues they are confronting.

d) Will you review the existing Seattle Police Department Procedures Manual and issue a report on whether its protocols are being followed with regard to police stops and use of force?

My undertaking a review and report on the SPD Procedures Manual (apart from the quality assurance work addressed in Question #3 above) would not be nearly as effective in determining adherence to the Manual's expectations as are other, external checks on how officers function. Among these are the following:

- The biennial community surveys in which respondents are asked about being stopped by police on foot or in vehicles. The results of these surveys reflect that a high percentage of the public indicate that when they were stopped, SPD officers were respectful, explained their reasons for making stops and detained them for a reasonable amount of time.
- A special study of persons receiving traffic and jaywalking citations done by the Department showed a high level of dissatisfaction among jaywalkers. Subsequent focus groups made it clear that new approaches were needed in this area, and that these appropriately (and primarily) needed to involve other city departments and local institutions, including schools.
- Regular surveys of 911 callers concerning the courtesy, professionalism and customer service provided by patrol officers. The results of these surveys indicate that SPD officers are providing high quality services that are helpful and reassuring to those they contact.

- Reviews of use of force by SPD officers reveal levels of force use and complaints of force use that are well below national benchmarks. The report noted above at b) will provide the public with additional information on officer actions in this area.
- We are convening a panel of national and regional experts on use of force to review our force training curriculum and protocols.

e) How will you ensure that the Department's culture does not tolerate ethnic slurs directed at suspects or those being detained or arrested?
The Department clearly states that our mission is to prevent crime, enforce the law, and support quality public safety by delivering respectful, professional and dependable police services. Ethnic slurs have no place in this mission and are prohibited by Department policy. The results of community surveys show that officers in general receive high marks for their courtesy and professionalism. This underscores an organizational culture that does not tolerate ethnic slurs. As noted above, I have already publicly stated my expectations of our officers in this area and I will continue to assure that my expectations are met.

28. How can the Department attract more women and people of color to its ranks at all levels? What are the barriers to recruitment and retention? Are there steps you will take to increase the number of local residents, particularly from our ethnic minority communities, hired by the Department? Might you consider initiating a cadet program to engage in such recruitment to police officer ranks?
The Police Department's goal is for its workforce to resemble the demographic diversity of the population it serves. As it has done for years, the Police Department continues to strive to recruit, retain, and promote ethnic minorities and women. For both civilian and sworn positions, the Department recruits nationwide and locally. Recruitment efforts focus significantly on those segments of the local population that are underrepresented in the makeup of the Department's workforce.

In about 2003 the Department established a sworn sergeant position whose primary responsibility is the recruitment and retention of candidates for sworn positions. A significant part of the responsibilities of this position is to increase the number of female and ethnic minority applicants for police officer positions. To this end, the Department is actively involved with local universities, community colleges, and high schools through job fairs and other activities, thereby contacting segments of the area population that are underrepresented in the city workforce. Competitive applicants from these segments of the local population are strongly encouraged to apply and to persevere in what is an often-lengthy hiring process. Indicative of the success of our efforts is the recently released promotional register for sergeant, on which nearly 25% of the top candidates are female.

We plan to continue aggressively working to identify good police officer candidates locally, and nationally, and to encourage all of those competitive candidates, particularly women and minorities, to pursue a career with the Seattle Police Department.

The Department also is one of the few police departments in major cities that has established a part-time police officer program. This program has been successful in retaining experienced officers during those times when demands from other aspects of their personal lives, such as need to care for young children or aging parents, prevent them from working full time.

While the Department does not have a "cadet" program per se, for years the Department has had a Police Explorer Program that exposes local youth to the opportunities offered by a career in law enforcement. In addition, the Seattle Police Foundation finances a number of internships for local

youths to work with various parts of the Police Department during the summer and to see first-hand the job of a police officer.

29. How will you deal with the media and media requests for information? Do you plan on changing your current policies and practices? Will you be more open when it comes to sharing information with members of the media?
The Department has a Media Relations Unit that is available 24 hours a day, 7 days a week. The Public Information Officers staffing the Unit maintain excellent relationships with the media in the Seattle market. The Unit also provides content and updates the Department's Blotter and Twitter account, which provide summaries of police activities to members of the media and public.

    Recently, the Department has made available online certain police reports. My Neighborhood Maps is now providing information about crime within the city in near real time. This tool, like the Blotter/Twitter approach noted above, has been received positively by the media and the public.

    As Chief, I pledge to be as open and transparent as I can in providing information, so long as in doing so, ongoing investigations are not compromised. The public, via the media, deserves to know what is going on it its police department. There is outstanding work being done by the members of this Department and I would like the community to know about it. I will be better at that.

30. Are there areas where you feel the Department has been hampered by a "lack of will" or a lack of political or community support to enforce the law? How can the City Council and the people of Seattle best support you and the Seattle Police Department in meeting your most critical goals?
The Department has never wavered in its willingness to undertake its mission on behalf of the people of Seattle. This was amply demonstrated last fall in the wake of Officer Tim Brenton's murder when – though in mourning and choked with sadness – the Department's men and women showed their devotion to duty in their effective responses to calls for service and their dogged pursuit of suspects in high-profile investigations. At the same time, the community came together in support of the Department and the outpouring of sympathy and concern we received bolstered and sustained us.

    As we move forward, our best support comes from a concerned and engaged community, willing to work together to address public safety needs. This is particularly important in areas where law change may lag changes in public sentiment, where there is a need to balance the interests of multiple groups of stakeholders, and where there exists a lack of consensus on how best to proceed. Examples of such areas that have been of recent and recurring concern in Seattle include street disorder and civility complaints in business districts, jaywalking, and open air drug and vice activity.

    Each of these areas is characterized by widely divergent views about the necessity for, and nature of, an appropriate law enforcement response, by strongly opposing interests seeking police action or restraint, and by widespread dissatisfaction with any chosen course of action. Though fraught with ambiguity, conflict and frustration for all concerned, each of these areas regularly become the "police beat," more by default than by design, as individual officers responding to individual incidents are drawn into the fray. Understanding the complexity of the issues in each of these areas counsels the need for the greatest amount of forbearance, not only for the varying points of view involved, but also for the inevitable result that our best efforts will be too much for some and too little for others. Unfortunately, forbearance is regularly in short supply, as representatives of divergent interests comfortably proceed to their respective corners.

Law enforcement is the most visible entity of local government, accessible 24x7, when other, more appropriate services may not be. But law enforcement is also limited in its range of response options, and therefore, its proper place in addressing such areas is as much a matter of social policy as police art and science. The Department cannot and should not be in this alone. This is where political and community leadership needs to step forward and decide how, where and when law enforcement can play a role; and how, when and where others need to take the lead.

For our part, we will continue to be a Department that is committed to problem-solving, open to innovation, willing to partner and collaborate, and determined to keep Seattle a safe and vibrant city for all who live, work, and visit here.

31. As Seattle's Chief of Police, what do you want your lasting legacy to be?
I have committed my entire adult life to one of the highest callings in our society - protecting the community. I see three objectives as essential to protecting the community: to fight crime, reduce fear (by building reassurance) and build community. These objectives are interwoven in the sense that by fighting crime for all of our residents, the Department will have an impact on reducing the fear of crime. Reducing fear of crime through reassurance policing is important because fear can be a greater stressor and inhibitor of community involvement than a high level of crime; and without community involvement, crimes are not reported and the fear of crime increases. Being successful in these three objectives to improve the safety of our community is one of the legacies I hope to leave behind.

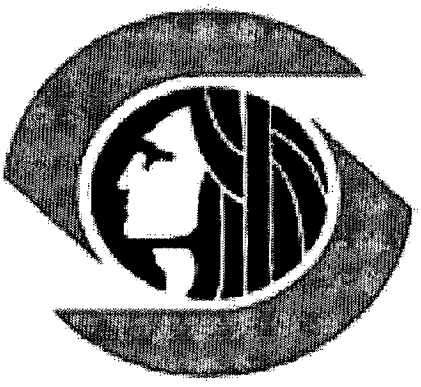
A second area where I hope to leave a legacy is in the area of race and social justice. The opportunities and promise available in our country are the envy of the world. However, the issue of race continues to plague us. In virtually any institution in our nation, there are significant racial disparities, whether in academic achievement, health indicators, economics or involvement in the criminal justice system. Racism is such an intractable issue that one of its by-products is to inject a level of ambiguity into every situation. Police officers do not have the luxury of staying at a comfortable distance from racial issues. Rather, they confront daily persons whose lives and prospects have been shaped by race, whether as victims, offenders or community members. I want to have a legacy of being part of a police organization and a city that took on the challenge of race and moved to a position such that each day, we built greater peace and a stronger community together.

Third, I would hope to be remembered for having served this city with integrity. Finally, as Chief of Police I feel that my role is to provide leadership as well as stewardship for the outstanding organization that is the Seattle Police Department. Rather than a personal legacy, I would prefer an organizational legacy to be of a Department in which future Chiefs of Police are selected from within the ranks. This will be as a consequence of being an organization with a reputation for creating highly capable leaders and where every officer aspires to be Chief of Police one day.

Section

C

2010 Seattle Chief of Police Search Competitive Examination Records



City of Seattle

City of Seattle

Michael Patrick McGinn, Mayor

Personnel Department
Darwyn B. Anderson, Acting Personnel Director

2010 Seattle Chief of Police Search Competitive Examination Records

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Rick Gregory
Jim Pugel
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Judy Bradshaw
Rick Braziel
Adam Burden, II
Ronald Davis
John Diaz
Rick Gregory
Clark S. Kimerer
Anne Kirkpatrick
Jim Pugel
John Romero
Lisa Womack

Cover Letters/Resumes/Personal Statements

Anne Kirkpatrick
Clark Kimerer
Jim Pugel
John Diaz
John Romero
Lisa Womack
Rick Braziel
Rick Gregory

CHIEF OF POLICE SEARCH COMMITTEE MEETING #1

Wednesday, January 13, 2010; 2:00 PM

Lower Level Training Room, Police Headquarters, 610 Fifth Avenue

AGENDA

2:00	Introductions – Kate Joncas *See "2010 Chief of Police Search Committee Membership"*
2:10	Welcoming remarks from Mayor Mike McGinn
2:25	Agree on meeting guidelines – Charles Rolland *See "Proposed Meeting and Participation Guidelines"*
2:35	Law Department review of City Charter requirements for police chief search, public meetings and public disclosure – Assistant City Attorney Gary Smith *See "Competitive Examination Process" and "Executive Search Public Records and Public Disclosure"*
3:05	Discussion of confidentiality agreement – Charles Rolland *See "Search Committee Confidentiality Agreement"*
3:15	Meeting logistics – times, minutes, meals and transportation – Doug Carey and Pam Inch
3:20	Break
3:30	Review executive search firm proposals and select preferred firm – Kate Joncas *See memo, "Recommendations Executive Search Firms – Police Chief" to Kate Joncas and Charles Rolland from Pam Inch*
4:00	Review and finalize the search committee's timeline – Doug Carey *See "Chief of Police Search Timeline"*
4:20	Provide feedback on the SPD topics to be presented at January 20 meeting – Charles Rolland *See "Seattle Police Department Briefing – January 20, 2010"*
4:30	Discuss community outreach process – Kate Joncas

Seattle Police Chief Search Committee

Proposed Meeting and Participation Guidelines

Drafted 12-18-09

Purpose: The tenets are guidelines for how committee meetings are conducted and how individual committee members participate.

General

- Members of the Search Committee are expected to participate in two significant ways: First, to attend the Committee meetings and volunteer for a subcommittee if needed. Second, to communicate with their extensive community networks to get input on criteria for selecting the next Chief as directed by the Search Committee.
- Committee members may aid in recruitment by encouraging the application of qualified candidates but no promise of sponsorship or advocacy may be made to any candidate or group of candidates by any committee member
- Committee members are expected to be objective in evaluating information and candidate qualifications and responses, however, personal knowledge relating to individual candidates may be shared with the committee
- All inquiries from the press related to the proceedings of the committee must be referred to the committee co-chairs, Kate Joncas and Charles Rolland

Meetings

- The goal of the committee is to make decisions by consensus – if consensus is not possible then decisions will be made by a majority vote of members present at the meeting
- Committee meetings will start on time and end on time.
- Committee members and guests shall turn off or place their cell phones on "vibrate" during meetings. Individuals who must respond to a call shall excuse themselves from the meeting.
- Assume positive intent of others.
- Create an environment in which it is healthy to disagree, challenge opinions you don't agree with without attacking the individual who expresses them.
- Be engaged and present-- stay focused.
- Hold yourself and others accountable for decisions once they are made.
- Focus on interests, not positions.
- All members are expected to identify and solve problems.
- All committee members are encouraged to actively participate in discussions at the meetings.

Competitive Examination Process

Article VI of the City of Seattle Charter

Sec. 2
The Chief of Police shall be appointed by the Mayor, subject to confirmation by a majority vote of all members of the City Council. He shall be selected by the Mayor from among the three highest ranking candidates in a competitive examination to be conducted under the direction of the Mayor.

Sec. 3
The competitive examinations shall adequately test the qualifications of all candidates for Chief of Police, and all records of such examinations shall be filed with the City Council by the Mayor together with his appointment of the Chief of Police. Such records shall be open to public inspection for at least seven days prior to the City Council taking action on said appointment.

Examination Process Used in 2000 Search

General Standards

- Application is open and widely advertised so that qualified individuals know of the open position and the required experience expectations and are able to apply.
- Expectations/standards are defined ahead of time and clearly understood by all members of the Committee so that the same standards apply to all applicants.
- Requirements and expectations are demonstrably job related and questions are pertinent to important aspects of the work.
- The same procedural conditions, the same questions, and the same standards are used for each candidate.
- Expectations/standards are not geared for or against specific individuals such as: internal applicants, women, people of color, veterans.
- We consistently allow each individual candidate to demonstrate their knowledge, skills, and abilities to the best of their ability.
- Records of the examination process are made available to the City Council and the public.

Candidate Profile Development

- Input from community forums, website, and stakeholder interviews
- Organizational information about the City and the Police Department
- Draft profile prepared by executive search firm
- Committee approves final profile
- Profile forms the basis for identifying the critical job elements that will be used to guide the evaluation of the applicants

Qualifications Evaluation

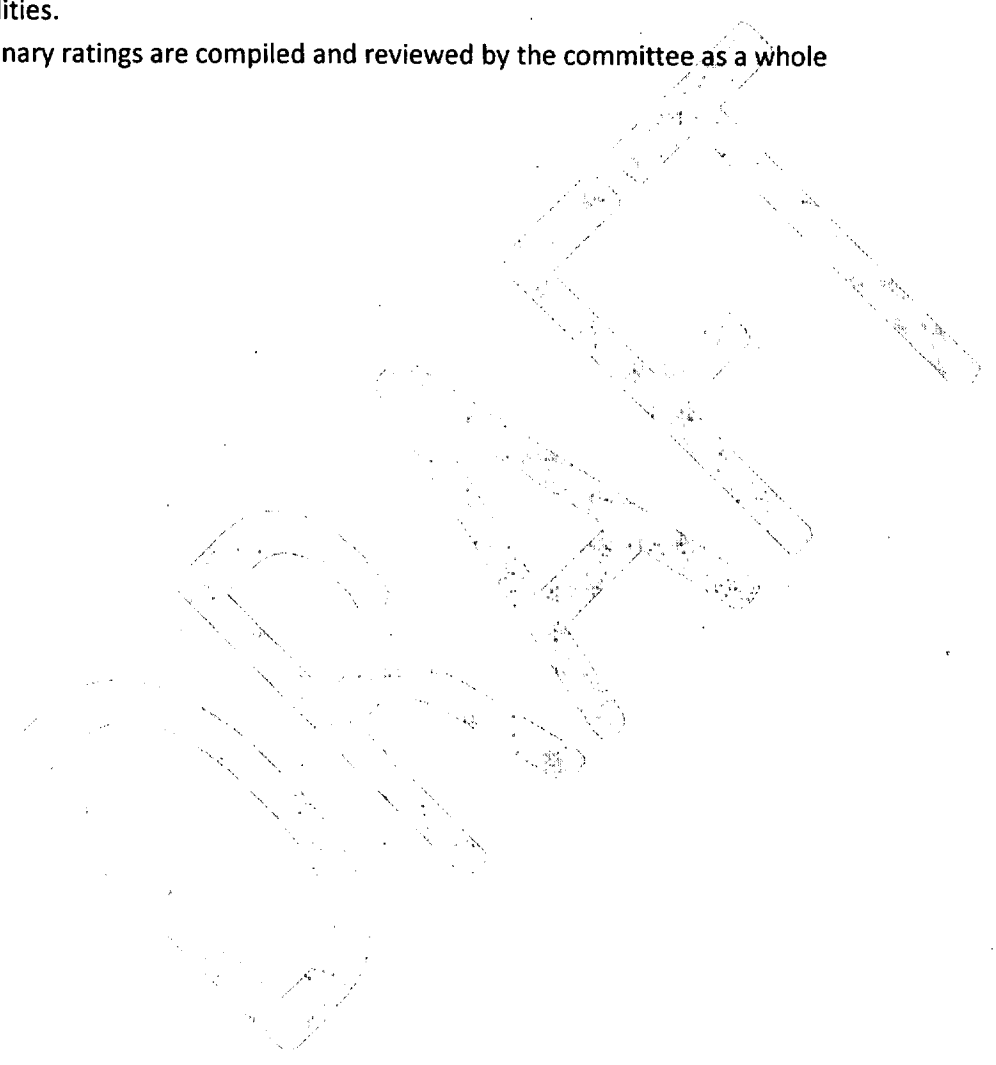
- Search firm screens out non-competitive applicants
- Search firm conducts background research on qualified applicants
- Search firm identifies candidates who best meet the profile expectations

DRAFT

- Committee reviews resumes and background information of those best matching the profile
- Committee chooses a field of best qualified applicants to interview

Assessment Interviews

- Committee develops questions based upon critical job elements and profile expectations
- Candidates respond to a standard set of committee questions to demonstrate their knowledge, skills and personal characteristics.
- Committee may ask follow up questions to clarify candidate responses
- Each committee member evaluates each candidate in each area and on overall knowledge, experience and capabilities.
- Preliminary ratings are compiled and reviewed by the committee as a whole



CHIEF OF POLICE SEARCH

SEARCH COMMITTEE CONFIDENTIALITY AGREEMENT

As a member of the Chief of Police Search Committee, I understand the following protocols are necessary for the effective deliberations of the Committee or to respect the privacy rights of applicants:

- All materials about applicant resumes and assessment criteria must be treated confidentially and cannot be reproduced or shared beyond the committee except as required by law, and as materials are publicly available.
- All inquiries from the press must be referred to Search Committee Co-Chairs Kate Joncas or Charles Rolland, for response if the inquiries relate to the proceedings of the committee or the application/identity of any candidate or category of candidates.
- Committee members may aid in the recruitment by encouraging the application of qualified candidates but no promise of sponsorship or advocacy may be made to any candidate or group of candidates by any committee member.
- Committee members are expected to be objective in evaluating information and candidate qualifications and responses, however, personal knowledge relating to individual candidates may be shared with the committee.

I understand and agree to the procedures listed above and attest that I have no conflict of interest by participating on this Search Committee and have no commitment to any particular candidate.

_____	_____
Print Name	Signature
_____	_____
Affiliation	Date

CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
.nuary 13 2:00pm SPD HQ	• Introductions • Welcoming remarks from Mayor McGinn • Agree on ground rules • Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure • Agree on confidentiality • Review and finalize the timeline • Discuss community outreach process • Review executive search firm proposals and select preferred firm.		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		Community outreach
January 20 6 – 9 PM SPD HQ	• Introduce recruiting firm • Briefings from SPD – *topics TBD* • Discuss community outreach process • Review and approve job announcement		
		• Selected stakeholder interviews • Begin recruitment process	
February 10 6 – 9 PM Location TBD	• Take public input on the assessment criteria • Begin developing competitive selection process and assessment criteria		
bruary 17 o – 9 PM Location TBD	• Take public input on the assessment criteria • Review assessment criteria		
March 10 6 – 9 PM BKL	• Finalize assessment criteria • Review and approve candidate interview questions		
		Candidate selection begins	
City Charter's Competitive Examination Process Begins			
April 21 6 – 9 PM BKL *Executive session*		*Present list of best qualified candidates to Committee (about 10-15)*	
April 28 6 – 9 PM BKL *Executive session*	• *Select semifinal candidates (about 5-7)* Vote to be conducted in open meeting. • Review interview process and provide needed training to Committee members		
May 8 Time TBD Day-long Location TBD Executive session	*Candidate Interviews*		
May 19 – 9 PM BKL	*Discuss and select who should be the three finalists.* Vote to be conducted in open meeting.		

Revised January 12, 2010

Executive session			
Date	**Committee**	**City Personnel Dept**	**Community**
			Finalists presented to community by a process determined by the Mayor
June 2 9:30 AM City Council chambers	3 finalists presented to City Council's Public Safety and Education Committee		
On a date to be determined, but soon after June 2, the Mayor will announce his selection.			

SEATTLE POLICE DEPARTMENT BRIEFING – January 20, 2010

The Department

1. Department budget
2. Department organization
3. Employees
4. Police training academy
5. Sworn officer deployment
6. Geographic beat structure
7. Calls for service
8. Accountability structure
9. Crime trends

Department Initiatives

10. Neighborhood Policing Project
11. Staffing in comparable cities
12. Commission on Accreditation of Law Enforcement Agencies (CALEA)
13. Community engagement
14. Advisory groups
15. Victim support team
16. Seattle Police Foundation
17. Drug Market Initiative
18. Seattle Youth Violence Prevention Initiative
19. 2009 accomplishments

2010 CHIEF OF POLICE SEARCH COMMITTEE MEMBERSHIP

Name	Affiliation
Ali, Liz	Mothers Outreach Movement
Armstrong, James	Loren Miller Bar Association, Armstrong Law Offices
Boruchowitz, Robert	Seattle University School of Law
Bueche, Tina	Pioneer Square & Office of Professional Accountability Review Board
Carroll (ret.), Judge Terrance	Seattle University School of Law
Chernin, Louise	Greater Seattle Business Association
Freiboth, Dave	King County Labor Council
Godefroy, Kay	Seattle Neighborhood Group
Harrell, Bruce A.	Seattle City Council Member
Jayapal, Pramila	OneAmerica
Joncas, Kate, Co-chair	Downtown Seattle Association
Kone´, Ahoue	Seattle Immigration and Family Law Group
Levinson (ret.), Judge Anne	Former Seattle Deputy Mayor
Maestas, Roberto	El Centro de la Raza
Malone, Michael	Hunters Capital
O'Neill, Sgt. Rich	Seattle Police Officers Guild
Potter, Cindy	Greenwood Aurora Involved Neighbors
Rolland, Charles, Co-chair	Community and Parents for Public Schools of Seattle
Sano, Lt. Eric	Seattle Police Management Association
Satterberg, Dan	King County Prosecutor
Stone, Mary Ellen	King County Sexual Assault Resource Center
Taylor, Kathleen	American Civil Liberties Union of Washington
To, Tony	Homesight
Walden, Rev. Harriett	Mothers for Police Accountability
Walden, Jenna	Othello Neighborhood Association
Williams, Rev. Aaron	Mt. Zion Baptist Church

Contacts with Mayor Mike McGinn's Office

Birkholz, Liz	Mayor's Office
Matassa, Mark	Mayor's Office

Staff

Carey, Doug	City Budget Office
Doss, Greg	City Budget Office
Inch, Pam	City of Seattle Personnel Department

Executive Search Public Records and Public Disclosure

January 13, 2010

Each executive search process is documented to establish how the search committee's decisions and recommendations were made. The Search Committee Chairs and the Personnel Department will have primary responsibility for noting essential decisions and collecting documentation during the hiring process. However, each member of the search committee is also accountable for the notes they take, the emails they send, or any other documents they create during the search that are related to the committee's work.

Under Public Disclosure laws most aspects of the search committee meetings and correspondence can be requested by the press and interested community members. Please make sure that the notes you take and emails you send are appropriate and essential.

What to retain:

- Agendas
- Major decisions specific to the process
- Selection Criteria and assessment of candidates
- Any email, notes or materials utilized to make decisions about the selection process or candidates
- Recommendations

Be mindful in your communication and note taking.

During the executive search process committee members will be given a notebook and information packets. Please consider making important/essential notes during a committee meeting on a single piece of paper - not in the notebook or information packet. If you make any notation within a notebook or informational materials the entire notebook and/or packet must be retained. Notes that you take as a personal reminder or those of an administrative nature do not need to be retained. It is recommended that you retain notes related to committee work in the folder provided. During the search process the Personnel Department may ask for your notebook and notes in response to a public disclosure request.

As a matter of practice, include the archive e-mailbox (policechief.archive@seattle.gov) as a recipient to all e-mail correspondence regarding the work of the search committee. Please refrain from using the "reply all" function or any email communications that involve a majority of committee members. At the conclusion of the committee's work, submit any e-mail correspondence specific to committee decisions that **did not** include the archive e-mailbox to a Committee Chair.

At the conclusion of the search committee's work you will be asked to return your notebook and provide your notes related to committee work. Documents related to executive searches are retained by the City for six years.

Please help us better manage public records by refraining from writing on informational material and consolidating your notes.

If you have questions regarding your responsibilities regarding public disclosure, please contact the committee chair. For questions regarding records retention, please contact Jennifer Winkler, City Records Manager at 684-8154 or Jennifer.Winkler@Seattle.gov.

CHIEF OF POLICE SEARCH COMMITTEE MEETING #2

Wednesday, January 20, 2010; 5:30 PM

Lower Level Training Room, Police Headquarters, 610 Fifth Avenue

AGENDA

5:30	Introductions - All
5:40	Report out on recruiting firm – Kate Joncas
5:50	Seattle Police Department briefings – Assistant Chief Dick Reed, Field Support Bureau and Kathryn Olson, Office of Professional Accountability Director
7:05	Break
7:15	Community outreach – Charles Rolland and Kate Joncas

Seattle Police - Chief Selection Committee
Guide to Materials

1. Department Overview

- Overview and Quick Facts
- 2010 Budget Overview

2. Department Structure

- Excerpts from SPD Manual on Authority, Jurisdiction and Organization of Department and Chief
- Current Pictorial Organization Chart

3. Department Staffing and Deployment

- Neighborhood Policing Plan Overview and Beat Structure
- Officer Recruiting and Training
- Workforce Diversity
- Staffing Comparisons with Other Jurisdictions

4. Community Outreach and Engagement

5. Civilian Oversight and Accountability

6. Emergency Management Operations

7. Recent Crime Trends in Seattle

8. Ongoing Programs

- Current Initiatives Overview
- SPD Participation in the Youth Violence Initiative
- Drug Market Initiative
- Interagency Partnerships

9. Challenges for the Next Chief

10. Seattle Police Foundation

Seattle Police - Chief Selection Committee
Guide to Materials

1. Department Overview

SEATTLE POLICE DEPARTMENT
Department Overview

www.seattle.gov/police

Our Mission

Prevent Crime, Enforce the Law & Support Quality Public Safety by Delivering Respectful, Professional, & Dependable Police Services.

Our Vision and Values

Best Practices in Policing

Use best practices, including officer safety and performance-based accountability, to provide progressive and responsive police services to crime victims, witnesses, and all members of the community.

Ethics & Integrity

Foster an organizational culture that values integrity, accountability, ethical decision-making and respect for civil and constitutional rights.

Community Partnership

Strengthen links with all community members and associations through open communications, mutual responsibility, and a commitment to customer service.

Identify, Prioritize & Solve Problems

Identify and prioritize crime prevention and law enforcement challenges using a flexible problem-solving approach that achieves results.

Management, Organizational Efficiency & Effectiveness

Structure the organization to support the SPD mission, and field a well-trained sworn and civilian workforce which uses technology, training, equipment and research strategically and effectively.

SEATTLE POLICE DEPARTMENT
610 5th AVENUE P.O. Box 34986 | Seattle, WA 98124-4986

Department Basics

Annual Budget:
$242,813,874 (2010 adopted)

Number of Employees:
1,922 Total

- 1,330 officers
- 548 civilians
- There are also 44 student officer positions

Emergency Call Response in 2009:
93% of 9-1-1 calls picked up in 10 seconds or less. Units arrive within 6.5 minutes to Priority 1 Calls.

2009 Crime Statistics

- Major crime was up in Seattle 8%, in 2009, compared with 2008.
- The crime rate in Seattle in 2009 was 65.1 crimes per 1000, higher than in 2007 and 2008, but 20% lower than in the previous five years.
- Violent Crimes were up 12%. Property Crimes were up 7% compared with 2008.
- Seattle remains one of the safest, large cities in the nation, having the 7th lowest rate of violent crime among the 25 largest cities and the 6th lowest rate of violent crime among the 23 cities of comparable size.

Neighborhood-Based Policing

The Seattle Police Department places neighborhood-based emergency response and order maintenance services at its organizational core. Under this model, the Precincts and their commanders are given the authority and responsibility to manage public safety issues in their jurisdiction. Neighborhood-based officers serve as the primary crime-prevention and law enforcement resources for the areas they serve. Other services based at the precinct level include: Anti-Crime (ACT) and Community Police Teams (CPT), property crime and youth crime investigations, blockwatch organization, crime prevention through environmental design, tips on other crime prevention strategies, and landlord-tenant training and dispute resolution.. Emergency preparedness programs are also offered at the neighborhood level.

Specialized services are located centrally in the Seattle Police Department. These include Harbor Patrol, SWAT, Traffic Enforcement, Mounted Patrol and most follow-up investigation units.

CALEA Accreditation

The Commission on Accreditation for Law Enforcement Agencies (CALEA) was established in 1979 as an independent accrediting authority for Law Enforcement Agencies. Its accreditation program requires agencies to comply with the highest standards in four areas: policy and procedures, administration, operation and support services.

The Seattle Police Department voluntarily applied for accreditation with CALEA in June of 2001 and has since complied with over 400 standards to meet the best professional requirements and practices for law enforcement agencies nationwide. The Department was first accredited in 2003, re-accredited in 2006, and is currently going through a 2nd re-accrediation process in 2009-1010.

SEATTLE POLICE DEPARTMENT www.seattle.gov/police

2010 Budget Overview

What is the total SPD budget for 2010? Where does the money come from?

The Seattle Police Department's (SPD) budget for 2010 is approximately $243M (million). The budget is supported by the City's General Subfund, which receives revenues principally from a variety of local taxes and fees paid by service users. The department's base budget accounts for just over one-quarter of the City's General Subfund revenues. SPD also receives some funding from local, state, federal, and corporate grants and contracts.

How does SPD use its money?

Over eighty-five percent of the adopted budget is for salaries and benefits. More than fourteen and a half percent goes for "other charges" that pay for vehicles and space costs, technology and telephone costs. One half of one percent goes to capital items.

How many sworn personnel does this budget support? What are their assignments?

SPD currently has 1,330 sworn authorized positions in its 2010 Adopted Budget. Among available personnel, sixty-six percent are assigned to Patrol, responding to 911 calls, working to prevent crime, enforce the law, and educate members of the community about police services. Approximately, 16 percent of sworn positions are assigned to Criminal Investigations, investigating serious crime, and identifying and apprehending suspects. About 18 percent of sworn officers provide specialized services, such as harbor patrol, K-9 and mounted units, tactical response to priority crime problems, criminal intelligence, and homeland security.

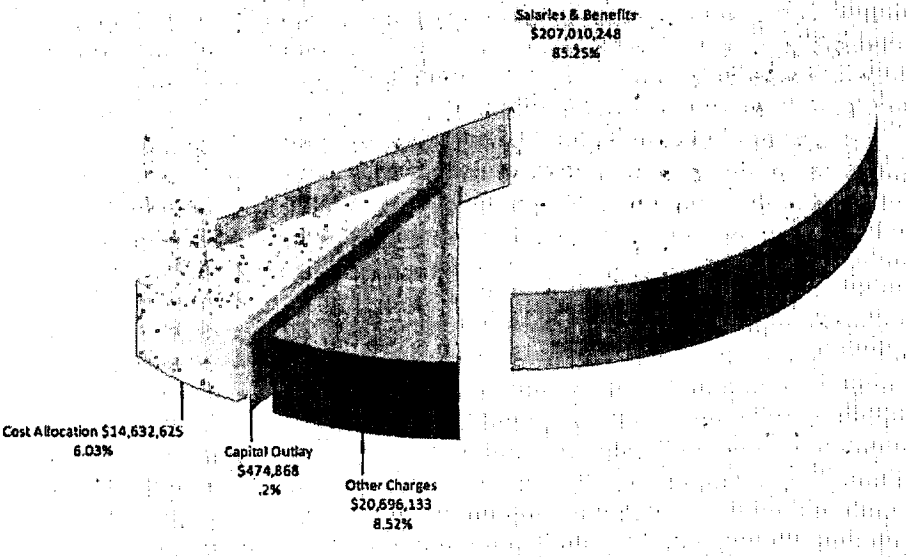
What other positions does the SPD budget support?

SPD has approximately 548 FTE civilian employees. They have many roles throughout the department, including administrative responsibilities, parking enforcement, crime prevention, 911 dispatch, information technology support, and professional and management positions. Without civilian staff, sworn personnel would need to perform these functions and, therefore, would not be available to patrol city streets and protect members of the community.

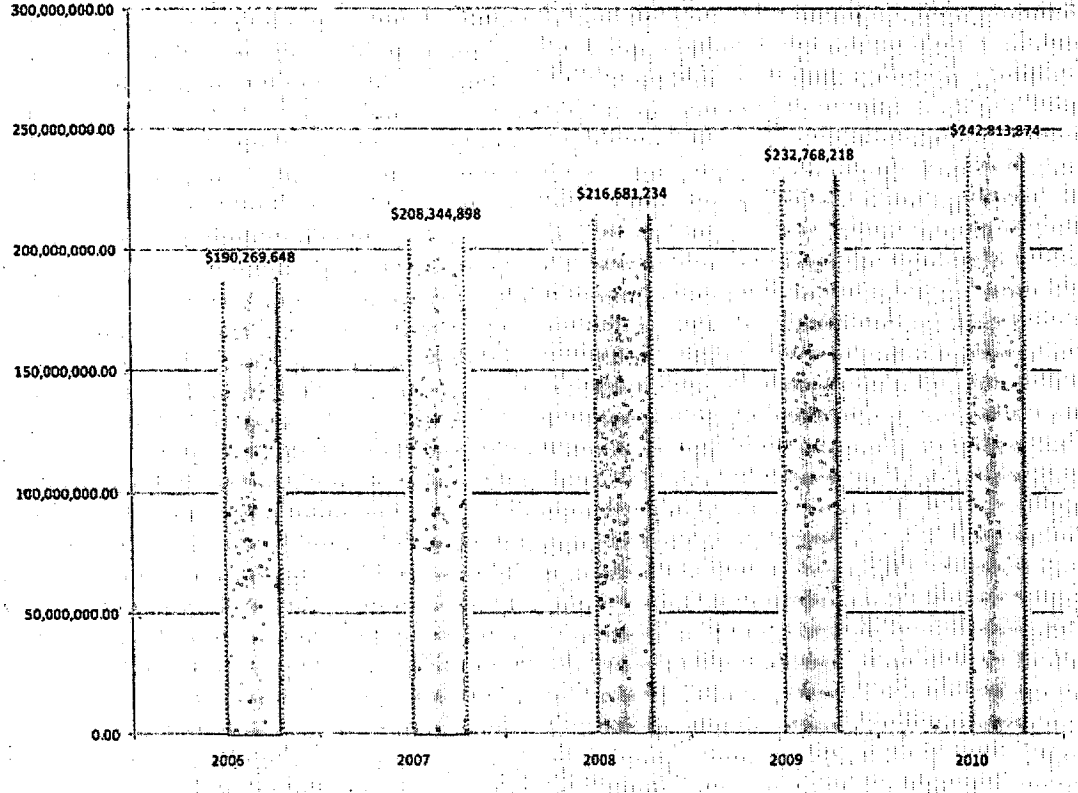
How is SPD's overtime used?

SPD has a fixed overtime budget paid for out of the City's general fund. SPD uses overtime to provide security to many local events such as parades, sporting contests, conferences, dignitary visits, and demonstrations. Other uses of police overtime include court appearances, emphasis patrols, crime investigations and traffic control during special events and major city construction projects.

Distribution of SPD 2010 Adopted Budget



SPD Adopted Budget 2006-2010



Seattle Police - Chief Selection Committee
Guide to Materials

2. Department Structure

Seattle Police Department
Policies and Procedures

Section	1.010

Title:	Chapter:
1 - Department Structure and Function	010 – Authority & Jurisdiction

REFERENCES

CALEA standards 1.2.1, 34.1.2

I. Municipalities

A. The Washington State Constitution provides for the incorporation of municipalities. Cities having a population of ten thousand or more inhabitants are designated as First Class Cities (RCW 35.22.010)and shall be governed and organized according to the law in accordance with the State Constitution (Article 11, Section 10, Amendment 40B.The form of the organization and the manner and mode in which cities of the first class shall exercise the powers, functions and duties conferred upon them by law, with respect to their own government, shall be as provided in the charters thereof (RCW 35.22.020).

II. Mayor, Powers and Duties

A. The Mayor shall see that the laws of the City are enforced, and shall direct and control all subordinate officers of the City, except in so far as such enforcement, direction and control is by this charter reposed in some other officer or board, and shall maintain peace and order in the City.

B. The mayor shall be the judge in any emergency, and may assume command of all or any part of the police force of the City. Before assuming such control, the mayor shall issue a proclamation to that effect, and it shall be the duty of the Chief of Police to execute orders promulgated by the mayor during such emergency.

C. The mayor shall perform such other duties and exercise such other authority as may be prescribed by law (City Charter, Article V, Section 2).

III. . Chief of Police and Police Officers, Powers and Duties

A. The Chief of Police shall manage the Police Department, and shall prescribe rules and regulations, consistent with law, for its government and control; provided, that the Chief of Police shall be responsible to the Mayor for the administration of the Police Department and the enforcement of law (City Charter, Article VI, Section 4).

B. The Chief of Police shall be the chief peace officer of the City. All process issued by the police judge of the City shall be directed to the Chief of Police for service, and may be served and returned by the Chief or any peace officer. The Chief of Police shall maintain the peace and quiet of the City. The Chief shall have like powers and responsibilities as the Sheriff of King County in similar cases, and shall perform such other duties as may be imposed by ordinance (City Charter, Article VI, Section 5, First).

C. The Chief of Police or any police officer may make arrests for any crime or violation of the laws of the State, or any ordinance of the City committed within the City. The Chief of Police shall keep a correct record of all arrests, showing the time and cause of complaint upon which each arrest was made, with a list and description of all property and money taken from each person (City Charter, Article VI, Section 5, Second).

D. The Chief of Police shall be responsible for all property and money taken from any person. The Chief shall be liable therefore on the official bond, and any person may recover for loss of any such property or money in an action brought for that purpose (City Charter, Article VI, Section 5, Third).

E. The Chief of Police and duly authorized deputies and assistants acting on the Chief's behalf shall function as the Port Warden of the City and assume control and jurisdiction over all waters within the City limits, and shall maintain safety and enforce the ordinances and regulations of the Harbor Code as described in Chapters 16.04 and 16.12, of the Seattle Municipal Code.

IV. Police Department Organization

A. The Police Department shall consist of a Chief of Police and as many subordinate officers and employees as may by ordinance be prescribed. There shall be maintained adequate police protection in each district of the City (City Charter, Article VI, Section 1).

V. Appointment to Office

A. The Chief of Police shall be appointed by the Mayor, subject to confirmation of all members of the City Council (City Charter, Article VI, Section 2).

B. All subordinate police officers shall be appointed by the Chief of Police under Civil Service Rules and Regulations (City Charter, Article VI, Section 2).

Seattle Police Department
Policies and Procedures

Section 1.030

Title: 1 - Department Structure and Function

Chapter: 030 – Chain of Command

REFERENCES

CALEA standards 11.3.1, 11.3.2, 33.5.2.

I. Supervision in Field Situations

A. In all field situations where more than two (2) officers are present, the senior officer of the first unit at the scene shall be in charge.

B. The senior officer of the first unit at the scene shall remain in charge until officially relieved.

C. The mere presence of a ranking or senior officer or supervisor at a scene shall not indicate their assumption of command. Such persons shall remain in an advisory or evaluation capacity unless command is specifically assumed.

D. If the situation warrants, a sergeant should be called to the scene. Upon arrival, the sergeant should officially assume command.

E. In common field situations, which are to be handled by a squad or less, command normally need not go higher than a sergeant. The sergeant may at any time request the assistance of a ranking officer.

F. When a senior officer is at a scene and begins to issue orders directing the activities of employees assigned to the scene, that senior officer shall be deemed to have assumed command.

G. Persons in command, in all situations and of all ranks, are guided by the policy of this Department as stated in DP&P 5.001-Standards & Duties.

II. Supervision Philosophy

A. Proper supervision is essential to maintain a professional level of competence in law enforcement operations; a fundamental component of proper supervision is the "chain of command". At its most basic level, the chain of command requires that each employee reports, and is accountable, to only one direct supervisor.

B. Supervision in its broadest sense consists of three main tasks: organize, delegate, and oversee.

1. To "organize" means planning the work of the Department and of the personnel in an orderly manner.

2. To "delegate" means giving someone else the responsibility and authority to do something. The supervisor confers upon a subordinate officer the same authority and responsibility that the supervisor possesses to accomplish the specific task. The supervisor remains responsible for the completion of the delegated task.

3. To "oversee" means that the supervisor ensures that the work that has been organized and delegated is satisfactorily completed.

C. A sergeant is the first level of supervision and their primary responsibility is to guide, direct, and motivate subordinate employees. Supervisors are expected to be familiar with the

mechanics of the learning process and use them for training employees.

D. Supervisory and commanding officers of all ranks have the responsibility not only to train subordinates to perform assigned duties, but to familiarize these subordinates with their supervisory jobs, in order to prepare them for additional responsibilities should the need arise.

E. A commanding officer has responsibility and accountability for every aspect of their command. Supervisors have the authority to coordinate and direct assigned personnel and other allocated resources in achieving organizational objectives. In doing so, a supervisor must perform the full range of administrative functions relying upon policy, direction, training, and personal initiative as a guide for themselves and their command in achieving the highest level of performance possible.

F. All supervisors and commanders are fully responsible and accountable for the acts or omissions of their subordinates. Any failure on the part of a subordinate may be assumed to be a failure in supervision or command.

III. Communication and Confidentiality

A. Personnel Information

1. All employees must have a telephone in their residence. A cell phone is acceptable in lieu of a landline. Employees shall ensure that their current residential address and telephone number is furnished to their Bureau Commander and to the Personnel Section. Post office boxes are not acceptable.

REFERENCES

CALEA standards 11.3.1, 12.1.2, 16.2.1, 16.2.3, 16.3.1, 33.4.1, 34.1.1, 42.2.7, 46.1.1.

SMC 4.04.120

I. Functional Structure

A. The Seattle Police Department is organized along departmental and functional lines, combining the advantages of direct lines of authority with assistance from various specialized units.

1. Chief of Police: Overall commander of the Department.
2. Deputy Chief: The command of the Department is organized under two Deputy Chief positions subordinate to the Chief of Police.
   a. Deputy Chief of Operations.
   b. Deputy Chief of Administration.
3. Bureau: The Department is divided into four bureaus commanded by an Assistant Chief, subordinate to a Deputy Chief.
   a. Criminal Investigations Bureau
   b. Special Operations Bureau
   c. Patrol Operations Bureau
   d. Field Support Bureau
4. Section: A primary subdivision of a Bureau with department-wide responsibility for providing a specific specialized function.
5. Unit: A subdivision of a Section, usually small in size, with personnel assigned to perform a specialized activity; or, one or two employees performing assigned work.
6. Squad: A subdivision of a Unit.
7. Detail: A subdivision of a Squad.
8. Precinct: The primary geographic subdivision of the Patrol Operations Bureau.
9. Sector: The primary geographic subdivision of a Precinct, supervised by a sergeant.
10. Beat: The primary geographic subdivision of a Sector.
11. Post: A fixed geographic location usually assigned to an individual officer.
12. Watch or Shift: One of several tours of duty
13. Task Force: An ad hoc work group, normally established by a Bureau commander to respond to a specific incident or series of related incidents. Task Force assignments are temporary and specialized. The establishing Bureau commander shall set a reporting schedule for the Task Force commander and shall periodically assess the ongoing need for the Task Force.

II. Command of Police Department

A. The Chief of Police shall exercise command over all personnel within the Department.

B. In the absence of the Chief of Police, or in the event the Chief is incapacitated, the order of succession to the command of the Seattle Police Department shall be as follows:

1. Deputy Chief of Operations
2. Deputy Chief of Administration (Chief of Staff)
3. Assistant Chief, Patrol Operations Bureau
4. Assistant Chief, Investigations Bureau
5. Assistant Chief, Field Support Bureau
6. Assistant Chief, Special Operations Bureau

III. Ranks of Authority

A. The following ranks of authority (in descending order) shall establish the chain of command within the Seattle Police Department.

1. Chief of Police
2. Deputy Chief
3. Assistant Chief of Police (Bureau Command)
4. Captain (Precinct or Section Command)
5. Lieutenant (Section, Watch, or Unit Command)
6. Sergeant (Unit or Squad Command)
7. Police Officer

IV. Appointments

A. Except for the Chief of Police (appointed by the Mayor), Deputy Chief(s) and Assistant Chief(s) (appointed by the Chief of Police), all other sworn appointments are made by the Chief of Police on a permanent basis from a certified Civil Service list.

B. Police Recruits, Police Reserves, and Other Commissions

1. Police Recruits: The duties of such position shall be to attend the Washington State Criminal Justice Training Commission accredited Police Academy until graduation and to perform other duties as assigned by the Chief of Police. The duties of a police recruit shall not include law enforcement duties, nor shall any employee holding such position be considered a law enforcement officer for purpose of any State law relating to police pensions. The Chief of Police may appoint and swear police recruits as police officers upon their graduation from the State accredited Academy.

2. Police Reserves: Police Reserves are volunteer personnel selected from the community who serve without pay. They are under the Command of the Seattle Center Unit and are responsible for aiding and supplementing the Department in matters of routine police duty and assisting in the event of emergencies.

3. Retired Police Officer Commissions: The Chief of Police, at his discretion, may grant an extended authority Retired Police Officer Commission to any Seattle Police Officer who is retired in good standing for service and not for disability. Said authority may not be used in any employment or profession except uniformed security employment. (See also DP&P 2.030-Resignations and Separations.)

4. Special Police Commissions: Special Police Commissions may be approved by the Assistant Chief of the Field Support Bureau as a representative of the Chief of Police. The Employment Services Section is responsible for processing all applications. The duties of Commissioned Special Police will conform to City Ordinance. Special Police Commissions are valid only during the performance of duties for which the commission was issued.

5. Honorary Police Commissions: Honorary Police Commissions may be issued by the Chief of Police to:

   a. Civilian Employees - Legal Advisor, etc.

   b. Professional Consultants - Chaplain Corps, etc.

   c. Any other individual whose activities warrant formal Departmental recognition or identification.

   Honorary Police Commission holders shall have no authority or responsibility to enforce laws and ordinances, beyond that of any other citizen, as provided for by law.

Seattle Police Department
Policies and Procedures

Section 1.100

Title: 1 - Department Structure and Function

Chapter: 100 - Organization and Function: Chief of Police

REFERENCES

CALEA standards 11.1.1, 11.4.3, 15.1.1, 16.4.1, 17.2.1, 17.5.1, 17.5.2, 33.6.2, 43.1.1, 45.1.1, 45.1.2, 46.1.1, 51.1.1, 55.2.4, 61.1.10, 61.1.13, 74.3.1, 83.2.2, 84.1.2, 42.1.6

RCW 9A.16.020, 9A.16.020

SMC 3.28.530

POLICY

This policy describes the Seattle Police Department's organizational structure and functions.

I. Office of the Chief of Police

A. The Chief of Police shall manage the Department and shall prescribe rules and regulations, consistent with law, for its government and control; provided, that the Chief of Police shall be responsible to the Mayor for the administration of the Department and the enforcement of law.

1. Legal Affairs Unit: The Legal Affairs Unit will provide legal advice to the Department.

2. Office of Professional Accountability (OPA): The OPA will be responsible for advising the Chief, the Mayor of Seattle, and the City Council on all matters involving the Department's internal investigatory and disciplinary functions.

   a. Equal Employment Opportunity Investigations Unit (EEO): The EEO will investigate any complaint of discriminatory misconduct from Seattle Police Department employees as they pertain to workplace harassment.

   b. Investigations Section: The Investigations Section will promote ethical conduct by Department personnel through the investigation of complaints of misconduct.

3. Administration Unit: The Administration Unit will assist the Chief of Police in managing the Department.

4. Mayor's Security Detail: The Mayor's Security Detail provides physical security for the Mayor in the performance of the Mayor's duties.

5. Community Outreach Liaison: The Community Outreach Liaison provides open communication between the Department and the community.

B. The Deputy Chief of Operations and the Deputy Chief of Administration shall assist the Chief in the day to day management of the Department.

II. Organization Change

A. An organization change is defined as any administrative change that affects the organization of a Bureau, Section, or Unit.

B. Any organizational change within the various Bureaus, Sections, and Units (including Unit Numbers), requires prior notification and request for approval through a unit's chain of command to the Finance, Strategic Policy, and Planning Section, which will coordinate final approv-

al with the Command Staff and through the Audit, Accreditation and Policy Section and Personnel Section. All requested changes will be made in one of the two following ways:

1. Through the biennial or mid-biennial budget process for the following fiscal year, in which case units will submit proposed changes as part of the SPD budget development / review process. Such requests are to be made to the Finance, Strategic Policy, and Planning Section through a unit's chain of command.

2. For current year organizational changes, units will complete a Request For Organizational Change (form 18.1) and submit it through their chain of command to the Finance, Strategic Policy, and Planning Section. Specific requirements for organizational changes at mid-year are outlined on the form and will be followed.

C. Organizational changes made must be consistent with policies established by the Chief, Command Staff, the Office of Management and Planning, and the City Council.

SEATTLE POLICE DEPARTMENT
CURRENT DEPARTMENT ORGANIZATION
December 18, 2009

CHIEF OF POLICE
Interim Chief
John Diaz

OFFICE OF PROFESSIONAL ACCOUNTABILITY (OPA)
Director Kathryn Olson

- INTERNAL INVESTIGATIONS
  Lt. Kuehn/Lt. Hicks

EMERGENCY MANAGEMENT
Director Barb Graff

CHIEF OF STAFF
Deputy Chief
Clark Kimerer

- BUDGET and POLICY
  Mngr. Marian Merkel
- STRATEGIC PLANNING
- POLICE WEBSITE
- AUDIT, ACCREDITATION & POLICY
  Capt. Fred Hill
- NEIGHBORHOOD POLICING PLAN

CHIEF OF OPERATIONS
Acting Deputy Chief
Nick Metz

COMMUNITY RELATIONS
Director John Hayes

- MEDIA RESPONSE
- OUTREACH/COMMUNICATIONS

POLICE SUPPORT BUREAU
A/C Chris Fogg

- TRAINING
  Capt. Neil Low
- INFORMATION TECHNOLOGY
  Mngr. Mark Knutson
- COMMUNICATIONS/9-1-1
  Director Greg Schmidt
- HUMAN RESOURCES
  Director Mark McCarty

CHIEF ADMINISTRATIVE OFFICER
Victoria Anderson

- GRANTS
  Mngr. Dave Chavez
- RECORDS FILES
  Mngr. Cheryl Lair
- DATA CENTER
  Mngr. Cindy Norred
- PUBLIC REQUESTS
  Mngr. Sheila Friend-Gray
- FISCAL
  Mngr. Colette Alberts
- FLEET CONTROL
  Analyst Bob Miller
- QUARTERMASTER
  Supervisor Vern McCrae

OPS BUREAU
A/C Mike Sanford

- PEER SUPPORT

- NORTH PRECINCT
  Capt. Robin Clark

- WEST PRECINCT
  Capt. Steve Brown

- EAST PRECINCT
  Capt. Jim Dermody

- SOUTH PRECINCT
  Capt. Dave Emerick

- SOUTHWEST PRECINCT
  Capt. Joe Kessler

INVESTIGATIONS BUREAU
A/C Jim Pugel

- FORENSIC SUPPORT SRVCS
  Lt. Mark Mount
- VIOLENT CRIMES
  Capt. Mike Washburn
- SPECIAL VICTIMS UNIT
  Capt. Ron Mochizuki
- NARCOTICS
  Capt. Les Liggins
- ICAC
  Capt. Greg Ayco
- SPECIAL INVESTIGATIONS
  Capt. Dan Oliver
- SPECIAL ASSIGNMENTS
  Lt. Gregg Caylor

SPECIAL OPERATIONS BUREAU
Acting A/C Paul McDonagh

- FUSION CENTER PLANNING
- CRISIS INTERVENTION
- CRIMINAL INTELLIGENCE
  Lt. Eric Barden
- HOMELAND SECURITY
  Capt. Richard Belshay
- METRO SPECIAL RESPONSE
  Capt. Ron Wilson
- TRAFFIC
  Capt. Mike Fann

For Internal Use - No Public Dissemination

Seattle Police - Chief Selection Committee
Guide to Materials

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SEATTLE POLICE DEPARTMENT www.seattle.gov/police

Neighborhood Policing Plan 2008-2012

The Neighborhood Policing Plan (NPP), announced in March 2007, is the first major change in the way police officers are deployed in Seattle in more than 30 years. The first step in implementing the NPP occurred in January 2008, when the Seattle Police Department (SPD) converted to a new system of patrol sectors, beats and call signs that changed how dispatchers guide deployment of the 9-1-1 resources of the five precincts that make up the operational backbone of the Department.

The NPP was designed to address two fundamental issues. First is the widespread consensus that the SPD patrol function is understaffed. While the staffing of patrol in raw numbers changed little from the early 1970s to the middle of the present decade, the city had added more than 60,000 residents and undergone a remarkable expansion of economic and recreational activity. To address this concern, the NPP called for hiring to achieve a net gain of 105 new officers over the five-year period, 2008-2012 (or 154 officers going back to 2005, when the Department was authorized to hire new officers in advance of the formal plan). Since January 1, 2008, the count of SPD patrol officers whose primary duty is responding to calls for service and engaging proactive work has increased from 490 to an estimated 545 at the end of the year. We are ahead of schedule due to strong recruitment results and below average separations of trained officers during the economic recession.

The second issue addressed by the NPP is the marked imbalance between the distribution of officers and the calls for service workload, both geographically and by time of day and day of week. Within one precinct, for example, the situation had reached the point that one patrol beat had four times the number of calls dispatched when compared with the least busy patrol beat. Also, between the hours of 8 AM and noon, and on Friday and Saturday nights, patrol officers often needed to work shorthanded.

The adoption of the new system of patrol sectors and beats was the first measure intended to balance workload and staffing. At the same time, the patrol force transitioned to an "in-squad relief" plan to ensure adequate coverage on a 24/7 basis. The final move to enhance the fit between workload and staffing will be a new 4/10 patrol work schedule (10 hour days, four days per week) that is now expected to go into place during the second half of 2010. This new schedule will feature five separate patrol work shifts, including a "power shift" to augment staffing during the Friday and Saturday night workload peaks.

NPP Operating Principles

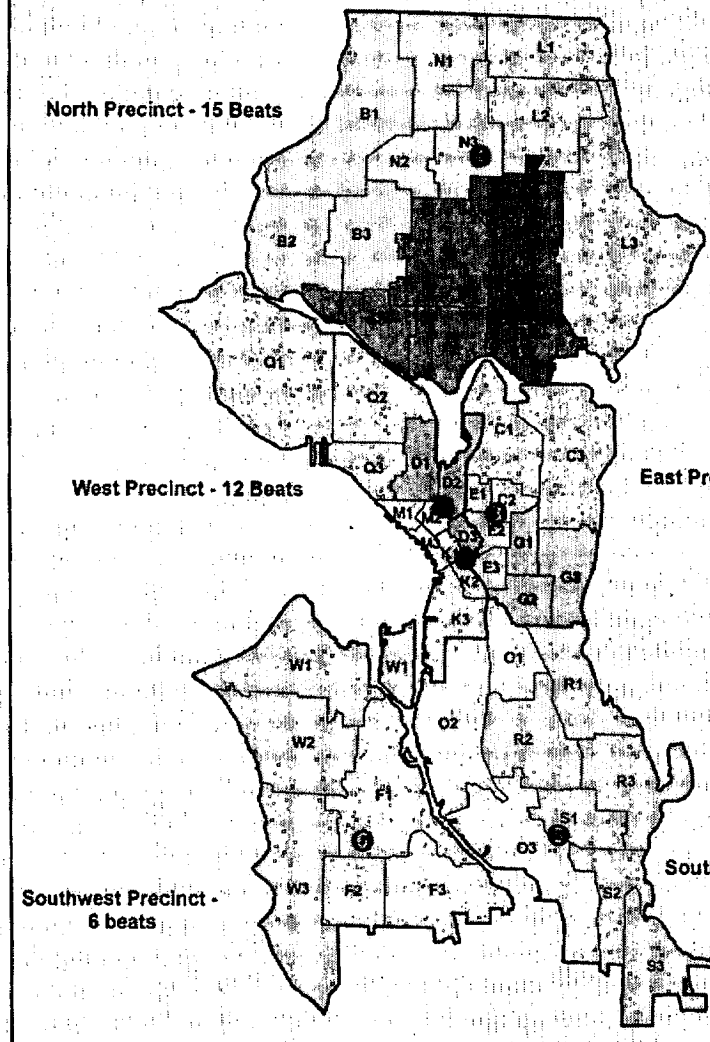
- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the neighborhoods they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to 9-1-1 calls and proactive work – should be equitable, consistent, and dependable, in all parts of the city, at all times of day, and on all days of the week;
- Proactive work performed while officers are not responding to 9-1-1 calls will be used in a way that is targeted, measured and enhances the Department's ability to achieve specific public safety outcomes identified by its command staff and the public it serves;
- Patrol deployment should provide for a baseline number of patrol cars, both for officer safety and for proactive work; and
- Any patrol deployment model must be highly competitive in providing incentives for attracting and retaining top-quality police recruits.

In its work on developing a new deployment model for patrol officers, the Department has been guided by quantitative goals as well as by its knowledge of the history and traditions of SPD patrol and the need to develop a program that will help with recruitment and retention of officers. The metrics are important to help keep the project on track while maintaining accountability for results. The three quantitative NPP goals are:

- Emergency response times to the highest priority calls is within seven minutes or less.
- Share of officers' time available for proactive work, in aggregate, is at least 30%.
- For emergency backup, at least 10 units are free citywide, on a 24/7 basis.

Work undertaken prior to the initiation of NPP was informed by a small number of operating principles, which are highlighted in the shadow box on the previous page. Underlying these principles is the core commitment to enhance public safety services provided to the community, starting with crime fighting, and continuing with proactive policing in which officers work closely with community members to prevent crimes where possible.

Department Sectors & Facility Locations



❶Police Headquarters, 610 5th Avenue

❷West Precinct, 810 Virginia Street

❸East Precinct, 1519 12th Avenue

❹North Precinct, 10049 College Way N

❺South Precinct, 3001 S Myrtle

❻Southwest Precinct, 2300 SW Webster

SEATTLE POLICE DEPARTMENT www.seattle.gov/police

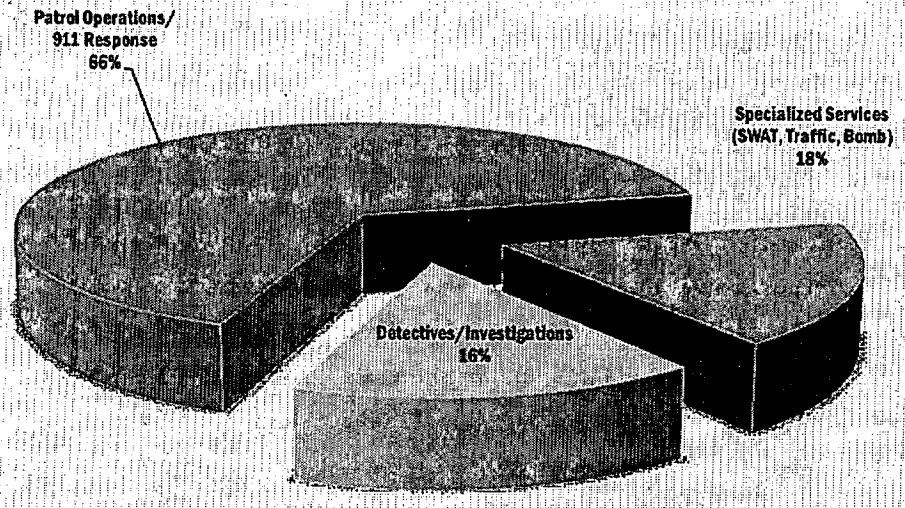
Officer Recruiting and Training

Recruiting Progress

SPD is actively recruiting new officers. As an integral part of the Neighborhood Policing Plan (NPP), the Department plans to hire 105 new patrol officers during the five year period, 2008-2012. This number will represent real growth of the patrol force, beyond separations due to retirement, resignations and other personnel losses.

In 2009, the Department hired 42 police officers and plans to hire 45 new officers in 2010. The combination of a strong recruitment program, the ability to hire trained officers from other departments (lateral hires), and below average separations of officers due to the recession, has put SPD ahead of schedule in meeting our hiring goals, and we are fielding highly qualified candidates.

How Sworn Officers are Deployed



Officer Training Process

Police recruits receive about 10 months of classroom and field-based training before they operate independently. They first attend the State of Washington Basic Law Enforcement Academy (BLEA), a 4.5-month program where they receive instruction in such areas as criminal law and procedure, criminal investigation, crisis intervention, communication skills, cultural awareness, defensive tactics, emergency vehicle operation, use of firearms, patrol procedures and traffic enforcement.

SPD recruits who successfully complete the BLEA become Student Officers and receive six weeks of post-BLEA training with the Advanced Training Unit of the Department. Post-BLEA training covers laws particular to the City of Seattle, Department policies and procedures and orientation to programs and services specific to the Department.

Upon completion of post-BLEA training, officers are paired with an experienced Field Training Officer (FTO) for a four-month period. The FTO provides a final evaluation of their readiness to be officers. Officers who satisfactorily complete Field Training are in a probationary status out to the one-year mark from the act of swearing in. Lateral hires can be on the street as trained SPD officers in about 3 months. All officers receive thirty-two hours of mandatory in-service training each year. In addition, officers may receive specialized training in such areas as crisis intervention, less lethal force options and in handling chemical and biological threats.

Specialized Training Sample: Crisis Intervention Training (CIT)

An example of the specialized training provided by the Department is crisis intervention training, described below.

Specialized Crisis Intervention Training (CIT)

To become CIT-certified, officers must have successfully completed a 40-hour training course. The 40-hour course is taught by a number of mental health professionals and covers the following topics:

- Overview of Mental Disorders,
- Geriatric Mental Disorders,
- Children's Crisis Outreach Response system,
- Mental Health Court,
- The Law and Mental Illness,
- Chronic Public Inebriates,
- Crisis Cycle,
- Mental Illness - In our own Voices (Mental Illness from the client's perspective)
- Intervention in High Risk Situations – Suicide Intervention,
- Communicating with Mentally Ill Individuals,
- Hospital Emergency Room services,
- HOST Program

In addition to classroom instruction, individuals must also complete a variety of "mock scenes" designed to integrate their knowledge and skills. At the end of the 40 hours officers must be familiar with the CIT concepts, training and the objectives associated with each of the above mentioned topics, and be able to demonstrate specific skills shown to be successful when dealing with individuals who are mentally ill, emotionally distraught or in crisis.

To remain certified, CIT officers must continue to receive ongoing in-service training provided by the Department.

For Officers who have not taken the 40-hour CIT course, an 8-hour CIT training session is provided. The purpose of the shorter CIT training is to provide a practical, hands-on curriculum that prepares officers to:

- Recognize types of mental illness and emotional disturbances
- Communicate with people suffering from mental illness
- Calm angry individuals, mentally ill or not, and
- Verbally de-escalate and control individuals on the edge of violence.

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Workforce Diversity

Racial/Ethnic and Gender Diversity

Command Staff

- Of the eleven members of the Department's Command Staff, six (54.5%) are women and/or racial/ethnic minorities.

Gender Diversity

- Among Sworn Personnel at all ranks, 14.06% are women, slightly above the national average of 12.8%.
- Among Sworn Personnel at the ranks of sergeant, officer or detective, 14.48% are women. (The national average is 12.8%)
- Among Civilian Personnel, 65.55% are women.
- Within the Total SPD Workforce, 28.13% are women.

Racial and Ethnic Diversity

The table below summarizes the racial/ethnic diversity of the SPD Workforce in various employment categories, comparing these with the diversity of the City's population.

Diversity of SPD Workforce, by Category, Compared with City Population Diversity

Race/ethnic category	Sworn Personnel All Ranks	Sworn Personnel Sgts/Officers/ Detectives	Civilian Personnel	Total Workforce Sworn & Civilian	City of Seattle Population Diversity
White	76%	76%	69%	74%	70%
African American	9%	9%	10%	9%	9%
Hispanic	5%	5%	3%	4%	5%
Asian/Pac Islander	8%	8%	16%	14%	14%
American Indian	2%	2%	2%	2%	1%

Multi-Lingual Skills among SPD Employees

The chart at right represents the numbers of employees professing "some degree of fluency" with particular foreign languages, based upon voluntary entries made on their initial employment forms. It should be noted that this is not the same as being qualified or certified to provide translation or interpretation services.

Language	# of Employees professing some fluency
Spanish	75
German	21
French	18
Tagalog	16
Japanese	7
Chinese/Cantonese	5
Italian	5
All other languages	22

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Police Staffing Comparisons

POLICE STAFFING IN CITIES OF COMPARABLE SIZE, N=24

(arranged in descending population order, source 2008 FBI Uniform Crime Report)

City	Pop Est	No. of Sworn	No. of Civilians	Total Employees	Sworn rate per 1000	Sworn ranking per 1000	Total employee rate per 1000	Total employee ranking per 1000
San Jose	945,197	1383	371	1754	1.46	24th	1.86	24th
Honolulu	906,349	2125	495	2620	2.35	10th	2.89	12th
Detroit	905,783	3,032	369	3,401	3.35	4th	3.75	5th
Indianapolis	808,329	1590	258	1848	1.97	16th	2.29	22nd
Jacksonville	806,080	1693	1307	3000	2.10	14th	3.72	7th
San Francisco	798,144	2391	382	2773	3.00	8th	3.72	8th
Charlotte-Mechlen	758,769	1637	485	2122	2.16	12th	2.80	14th
Austin	753,535	1466	568	2034	1.94	19th	2.70	16th
Fort Worth	701,345	1486	413	1899	2.12	13th	2.71	15th
Memphis	672,046	2098	425	2523	3.12	6th	3.75	6th
Baltimore	634,549	2998	680	3678	4.72	2nd	5.79	2nd
Louisville Metro	629,679	1207	246	1453	1.92	20th	2.31	21st
El Paso	612,374	1129	326	1455	1.84	22nd	2.38	19th
Boston	604,465	2213	649	2862	3.66	3rd	4.74	3rd
Nashville	602,181	1230	325	1555	2.04	15th	2.58	18th
Milwaukee	602,131	2016	694	2710	3.35	5th	4.50	4th
Seattle	598,077	1318	507	1825	2.20	11th	3.05	10th
Denver	592,881	1541	250	1791	2.60	9th	3.02	11th
Wash, DC	591,883	4030	607	4637	6.81	1st	7.83	1st
Portland	553,023	989	270	1259	1.79	23rd	2.28	23rd
Oklahoma City	552,452	1043	258	1301	1.89	21st	2.36	20th
Atlanta	533,016	1619	344	1963	3.04	7th	3.68	9th
Tucson	528,917	1037	369	1406	1.96	17th	2.66	17th
Albuquerque	527,464	1029	459	1488	1.95	18th	2.82	13th

POLICE STAFFING IN 25 LARGEST CITIES

(arranged in descending population order; source 2008 FBI Uniform Crime Report)

City	Pop Est	No. of Sworn	No. of Civilians	Total Employees	Sworn rate per 1000	Sworn ranking per 1000	Total employee rate per 1000	Total employee ranking per 1000
New York	8,345,075	35761	13903	49664	4.28	4th	5.95	1st
Los Angeles	3,850,920	9743	3265	13008	2.53	12th	3.38	11th
Chicago	2,829,304	13359	948	14307	4.72	1st	5.06	4th
Houston	2,238,895	5048	1702	6750	2.25	14th	3.01	15th
Phoenix	1,585,838	3351	1069	4420	2.11	17th	2.79	17th
Philadelphia	1,441,117	6764	859	7623	4.69	3rd	5.29	3rd
San Antonio	1,351,244	2155	664	2819	1.60	23rd	2.09	24th
Dallas	1,276,214	3393	803	4196	2.66	10th	3.29	12th
San Diego	1,271,655	1987	788	2775	1.56	24th	2.18	23rd
San Jose	945,197	1383	371	1754	1.46	25th	1.86	25th
Honolulu	906,349	2125	495	2620	2.35	13th	2.89	16th
Detroit	905,783	3032	369	3401	3.35	6th	3.75	8th
Indianapolis	808,329	1590	258	1848	1.97	20th	2.29	22nd
Jacksonville	806,080	1693	1307	3000	2.10	18th	3.72	10th
San Francisco	798,144	2391	382	2773	3.00	9th	3.76	7th
Austin	753,535	1466	568	2034	1.94	21st	2.70	19th
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Baltimore	634,549	2998	680	3678	4.72	2nd	5.79	2nd
El Paso	612,374	1129	326	1455	1.84	22nd	2.38	21st
Boston	604,465	2213	649	2862	3.66	5th	4.74	5th
Nashville	602,181	1230	325	1555	2.04	19th	2.58	20th
Milwaukee	602,131	2016	694	2710	3.35	7th	4.50	6th
Seattle	598,077	1318	507	1825	2.20	15th	3.05	13th
Denver	592,881	1541	250	1791	2.60	11th	3.02	14th

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4. Community Outreach & Engagement

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Community Outreach and Engagement

A History of Engagement

Seattle residents and business owners are generally an active, engaged community who are willing to get involved. The community has a low tolerance for crime and reports it at a rate much higher than the national average. The Seattle Police Department has a long recognized that police action is often only a small part of the solution to many problems. A long history of close partnerships with the community has shown major results in addressing crime as well as quality of life and disorder issues.

Community Outreach Efforts

Partnering and dialogue with the community SPD serves is a core part of the of the Seattle Police Department policing philosophy. Often this often done informally; through a beat officer working with local residents, involvement in business associations and action councils, participation in community events such as neighborhood cleanups, and community health and safety fairs. However, the Department also has the following organized community engagement efforts:

Precinct Advisory Councils

The Seattle Police Department formed the Precinct Advisory Councils in the late 1980s. The goal of these councils are to have groups of geographically based neighbors invested in partnering directly with local police resources to work on crime problems within their own communities.

Demographic Advisory Councils

In the mid 1990s, Seattle Police observed that the established community groups were not reflective of the diverse communities living in the city, and believed it was critical to create an avenue for the Department to reach out and develop relationships with minority communities, as well as a way for their voices to be heard. The goal of creating diverse advisory councils was first implemented as part of the Citizen Advisory Council Model in 1995 and seven advisory councils were formed. In 2002, the Department was awarded the Minority Community Engagement Initiative (MCEI) grant by the U.S. Department of Justice Community Oriented Policing Services to continue its work. After the grant ended in 2004, the Demographic Advisory Councils, City Wide Advisory Council and the Community Police Academy were combined into an expanded Community Outreach Program. The Department now has the following demographically diverse advisory councils:

- African American
- East African
- Korean
- Southeast Asian
- Filipino, Latino
- Native American
- Muslim
- Sikh & Arab
- LGBTQ communities

In addition, the **City Wide Advisory Council (CWAC)** is made up of representatives from each of these advisory councils.

Community Police Academy

The Community Police Academy is a ten-week program designed to educate the public in the operations of the Seattle Police Department, while also giving the Department a chance to obtain valuable feedback from the community. The purpose of the Community Police Academy is to increase understanding between the Seattle Police Department and the community members of Seattle through education and interaction.

Crime Prevention/Anti-Crime Efforts

Beginning in the 1970's with one of the country's first Block Watch programs, SPD continues to have a thriving Block Watch community and a high annual attendance at the National Night Out Against Crime event. The Department also has Crime Prevention Coordinators at the precincts that engage with community residents one-on-one and in community meetings to share prevention methods and response to neighborhood crime trends.

Social Media - use of Blogging and Twitter

In 2009, the City approved a Social Media Use Policy. The Seattle Police Media Response Unit was one of the first units to use the approved technology, creating the SPD Blotter which is updated throughout the day with crime events around the city. The Blotter is by far one of the most popular feeds on the City Link system, and has become a major resource for community blogs and regional media as well as a highly efficient way to distribute information. The Media Response Unit also uses Twitter to reference crime stories and give up to date information about larger

scale events. The Department has been pleased with the results of the blog and Twitter and has been looking into other ways to use these and other new social media tools in other areas of the Department.

Youth Outreach Efforts

The Department has numerous and creative efforts to engage with youth. Efforts range from dealing with at-risk and juvenile offenders, to prevention efforts and educational opportunities that get Police Officers and youth comfortable interacting with each other in respectful ways. These programs often change to meet the specific and targeted needs of a certain community, crime issue or trend. Some examples of the programs SPD engages in or has in the past are as follows:

School Emphasis Officers - The school emphasis officers program has four officers assigned to work within four Middle Schools and a fifth officer is assigned to Garfield High School. The four middle schools are Denny Middle, Aki Kurose, Mercer Middle, and Washington Middle School. More about the school resource officers and other department efforts to support the Seattle Youth Violence Prevention Initiative is available in a supplementary document.

Life Choices & the Law Summits - This was a conference to provide kids with as much information about choices, role reversals and decision-making on law enforcement situations and scenarios such as marijuana, party scenes and traffic stops, including presentation on anti-gang and drug programs. The summits were a partnership effort with the East African Community, Denny Middle School, Rainier Beach High School and the African American Academy.

Donut Dialogues - This was a partnership that was initiated by the Seattle Police Department and Peace for the Streets by Kids from the Streets to bring police officers, business and community members, and homeless street kids together in an honest dialogue.

West Side Story Project - Using the West Side Story as the point of reference, over 300 youth attended summits on gang violence, participated in gang prevention workshops, and had the opportunity to tour back stage to meet the cast members and watch the professional performance at the 5th Avenue Theater. This has now been picked up at a DOJ COPS grant to make the project available to Law Enforcement agencies around the country.

Athletic Activities - Officer liaisons have been involved in over 20 sporting events, interacting with over 1,620 children and youth of diverse backgrounds. One notable event was Officer Adrian Diaz working with South Park Residents on a community boxing ring to bring a structured environment for youth, to specifically address a rash of juvenile violence.

Picnics at the Precincts

The Picnic at the Precinct events began in 2004 and have grown to include all five precincts hosting their own picnic on an annual basis. These events are financially sponsored by the Seattle Police Foundation and provide a unique opportunity for Precinct Officers to engage with local community residents in an atmosphere of fun and celebration with police staff serving free food to citizens, local entertainment acts and children's activities. Precinct tours and hands-on interaction with mounted patrol, SWAT and other specialty units provides an important community education component as well.

Victim Support Team (VST)

Seattle Police Department's Domestic Violence Victim Support Team (VST) program is a unique partnership between community members and police to address and prevent domestic violence. The program is designed to address the gap in services to domestic violence victims that exists between the time patrol officers respond to a 9-1-1 call and take a report, to the time advocates, detectives, and prosecutors make contact with the victim for follow up. It does this utilizing community volunteers to come in after the scene is secured and safe to provide direct care to domestic violence victims. These volunteers receive many hours of training, and work the peak shifts that Domestic Violence occurs to walk victims through the often confusing information about their options, shelter and legal resources, and follow-up care. This program gives victims an advocate in their corner, while also freeing up police resources to respond to crime.

The Victim Support Team also has a number of community partners which includes Solid Ground, JustServe AmeriCorps, Verizon Wireless Hopeline Project, Seattle's Emergency Feeding Program, Injury Free Coalition Children's Hospital, Seattle Fire Department, New Beginnings, and the Seattle Police Foundation.

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5. Civilian Oversight and Accountability

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Civilian Oversight & Accountability

Police accountability and transparency require a variety of mechanisms to promote public confidence and trust, including the involvement of civilians. Seattle has a unique three-pronged civilian oversight structure that has been in place for nearly a decade, comprised of the **Office of Professional Accountability (OPA)**, the **OPA Auditor**, and the **OPA Review Board**.

Office of Professional Accountability

OPA is the office within SPD that receives and investigates complaints of police misconduct. Complaints can involve a range of allegations, from officer rudeness to abuse of discretion, unnecessary use of force or biased policing. The OPA Director, Kathryn Olson, is a civilian appointed by the Mayor and confirmed by City Council in 2007. The Director reports to the Chief of Police and sits on the Executive Command Staff. She oversees the OPA Investigations Section (OPA-IS), a staff of sworn police personnel who handle complaint intake and investigation, and who make initial finding recommendations to the Director. She then makes her own recommendations on disposition to the Chief, who has final authority on all matters of discipline. The Director certifies the ultimate outcome and is required to report to the Mayor and City Council about any disagreements she and the Chief have regarding sustained cases. In addition to complaint case management, OPA reviews SPD policies and procedures to help ensure the Department is following best practices. The Captain responsible for overseeing SPD Ethics reports to the OPA Director, allowing for a comprehensive approach to issues of police professionalism. The Captain also monitors policy and training suggestions made by OPA to ensure follow up and coordination with other SPD units. OPA regularly reports on complaint activity and issues concerning the professional standards of the Department. Recent publications have described efforts to reduce investigation timelines, the use of training and counseling for minor misconduct infractions, and OPA investigations involving a new contract provision regarding dishonesty.

OPA Auditor

The OPA Auditor is an independent contractor outside the Department who reviews the work of OPA. The current Auditor, Ret. Judge Michael Spearman, was appointed by the Mayor and confirmed by City Council in June 2009. The OPA Director and Auditor together assess every complaint during the triage stage to ensure it is properly classified and refer some for mediation. The Auditor also reviews completed OPA cases prior to the Director's final certification, and can require further investigation if necessary. In addition to regular reports to the Mayor and City Council regarding OPA complaint processing, the Auditor conducts enhanced review of issues impacting police accountability. For example, the prior Auditor reported on the Department's relationship with Seattle's diverse communities. The OPA and OPARB work with the Auditor on these special topic reports.

OPA Review Board

The OPA Review Board was expanded in 2008 to include seven volunteer citizens appointed by City Council. Current OPARB members are: Patrick Sainsbury (Chair), Tina Bueche (Vice Chair), George Davenport, Sharon Dear, Steven Freng, Martha Norberg, and David Wilma. OPARB solicits community input about police practices and the OPA complaint process, can review closed OPA investigations, and is required to help facilitate a public hearing prior to the start of contract negotiations with the Seattle Police Officers Guild to identify issues regarding the OPA system. OPARB also coordinates outreach with OPA and the Auditor, and issues regular reports on its activities and concerns.

National Association for Civilian Oversight of Law Enforcement (NACOLE)

OPA, the Auditor and OPARB are affiliated with the National Association for Civilian Oversight of Law Enforcement (NACOLE), a non-profit organization working to improve police practices in the United States and internationally. With support from the Mayor's Office, City Council, and organizations throughout Puget Sound and the State, Seattle was selected to host the next annual NACOLE Conference, scheduled for September 2010. OPA Director Olson is on NACOLE's Board of Directors and Chair of the 2010 Conference Planning Committee.

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6. Emergency Management Operations

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Office of Emergency Management

The Office of Emergency Management (12 FTEs) is organizationally housed in the Police Department and is responsible for the city-wide emergency management program. It oversees the development and exercise of response plans, seeks and administers post-disaster cost recovery grants and pre-disaster mitigation grants and maintains operational readiness of the Emergency Operations Center and people who staff it from all City departments and many external agencies such as Public Health, Seattle Steam, Red Cross, University of Washington, etc. OEM prepares the community for disaster through public education, capability-building with non-profits and vulnerable population outreach, business continuity planning and partnership building. The dedication of staff to the function of emergency management and the maintenance of the City's Seattle Disaster Readiness and Response Plan keep the City in compliance with RCW 38.52 and WAC 118. The regular update of the City's Hazard Mitigation Plan keeps the City eligible for millions of dollars in federal hazard mitigation grants as does the City's compliance with the National Incident Management System. Members of the Office of Emergency Management take one week rotations as Staff Duty Officer providing 24/7 coordination assistance for City departments and other agencies.

Emergency Management Organization

The city-wide Disaster Management Committee is responsible for planning, training and exercising in preparation for planned events and emergencies. This group includes representatives of private sector, schools, hospitals, Public Health, Coast Guard and other agencies. The idea is to engender a sense of trust and teamwork prior to emergencies to improve performance and results during Emergency Operations Center activations.

A sub-group of the Committee meets on a weekly basis at the Emergency Operations Center. As representatives of the key operational departments, they keep focus on current issues, plans familiarization and following up on lessons from exercises and actual events.

The Mayor chairs an Emergency Executive Board comprised of select Department Heads and key senior staff to address policies (as opposed to operations) before, during and after emergencies. This also helps maintain an executive focus on continuous emergency response improvements. The Mayor designates one of their staff members to keep Council apprised of emergency operations. The Mayor's Communications Director coordinates the team of multi-departmental public information staff during EOC activations – known as the Joint Information Center.

The Police Chief serves on the Mayor's Emergency Executive Board as a senior policy advisor to the Mayor. The Board meets quarterly to train, review plans and policies, and affirm the direction of the emergency management program. The Board is convened during Emergency Operations Center activations as required by the Mayor or EOC Director.

The Police Chief is accountable for the responsibilities assigned to the Police Department as a part of the Seattle Disaster Readiness and Response Plan and keeping the Department trained, equipped and rehearsed to deal with emergency conditions.

The Police Chief is the direct supervisor of the Director of the Office of Emergency Management and helps set the direction and strategic vision of the overall program.

Emergency Operations Center

The Emergency Operations Center is located four blocks south of City Hall and is used for preparedness training and meetings on a daily basis. The EOC has been activated more than 40 times since the inception of the program in 1992; more than 20 of those in the last four years. The EOC is where members of the Disaster Management Committee, multi-department Public Information Officer team,

and the Mayor's Emergency Executive Board gather to coordinate information, policies, resources and plans of action necessary for disaster response, warning, damage assessment, relief efforts, public information, etc.

Imminent Issues

OEM is continuing to coordinate with Public Health on the rate of H1N1 spread, distribution of vaccine and any measures necessary to accommodate medical surge capability.

The City has experienced four Presidentially declared storms in the last four years, three of them setting all-time records in one category or another. Storm season begins in the fall and lasts into early spring. With the weakened condition of the Howard Hansen Dam, there is increased risk of flooding to neighboring cities and unincorporated King County; and OEM stands ready to assist with personnel and resources.

On October 15, OEM led a winter storm tabletop exercise with key City departments and outside agencies – most importantly King County Metro. The discussion ranged from pre-storm preparations through a scenario involving rain turning to a snow accumulation of 4-6 inches. SDOT and Metro presented their storm response procedures. It was clear from the discussion that items from last year's after-action report are being implemented by the relevant departments. A number of storm issues will continue to be addressed in the weekly meetings of the DMC sub-group.

Emergency Sheltering of Homeless and Vulnerable Populations

The Human Services Department contracts for the provision of emergency sheltering during inclement weather (for instance the use of City Hall and the Frye Hotel). Seattle Police Department provides the adjunct complimentary service of patrol officers watching for homeless individuals, informing them of the emergency shelter opportunity and in many cases providing transportation to the shelters.

The Office of Emergency Management works closely with Public Health Seattle and King County on addressing in a comprehensive way the emergency needs of vulnerable populations. We agreed on 16 standard categories of need: from physical limitations to economic, social or cultural conditions. A Steering Committee strategizes on the collective use of multiple grant streams to strengthen the systems that provide critical services to these clients. For instance, making sure continuity of operations plans are in place for food banks, mental health counseling and job referral agencies, surge capacity for case management services, etc.

A vital element of the City's overall emergency management organization is Emergency Support Function (ESF) – 6, in charge of Mass Care, Housing and Human Services. Led by the Human Services Department and facilitated by OEM, this multi-discipline group of dozens of agencies plan and practice for emergency response and recovery monthly in the City's Emergency Operations Center. During EOC activations, ESF-6 members work to identify the prominent human needs in the community and do their best to meet those needs with disaster relief services – many times provided by partner agencies such as Red Cross, Salvation Army, Church of the Brethren, Catholic Community Services, etc. Seattle Police Department played a pivotal role in the snow storms last December assessing the situation at the Greyhound bus station where stranded passengers needed transport to emergency shelters until the bus line could once again operate.

Seattle Police - Chief Selection Committee

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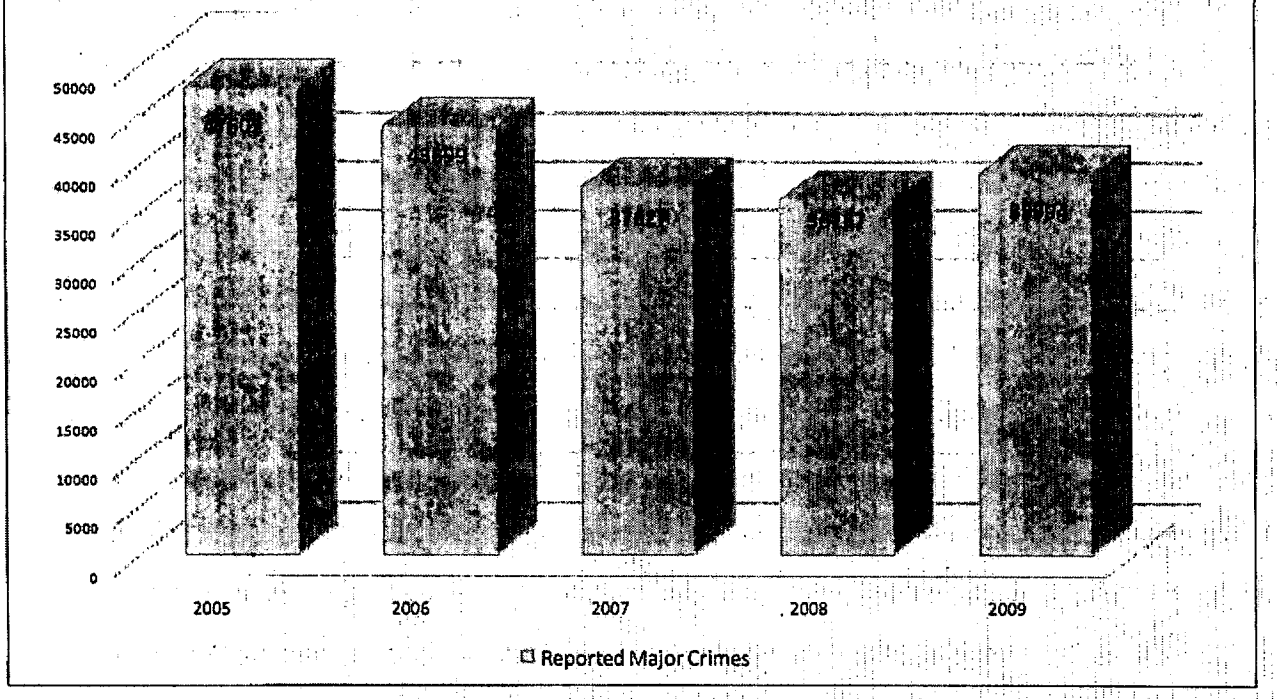
7. Recent Crime Trends in Seattle

CRIME TRENDS IN SEATTLE

ANNUAL CRIME TRENDS - 2009 AND PREVIOUS YEARS

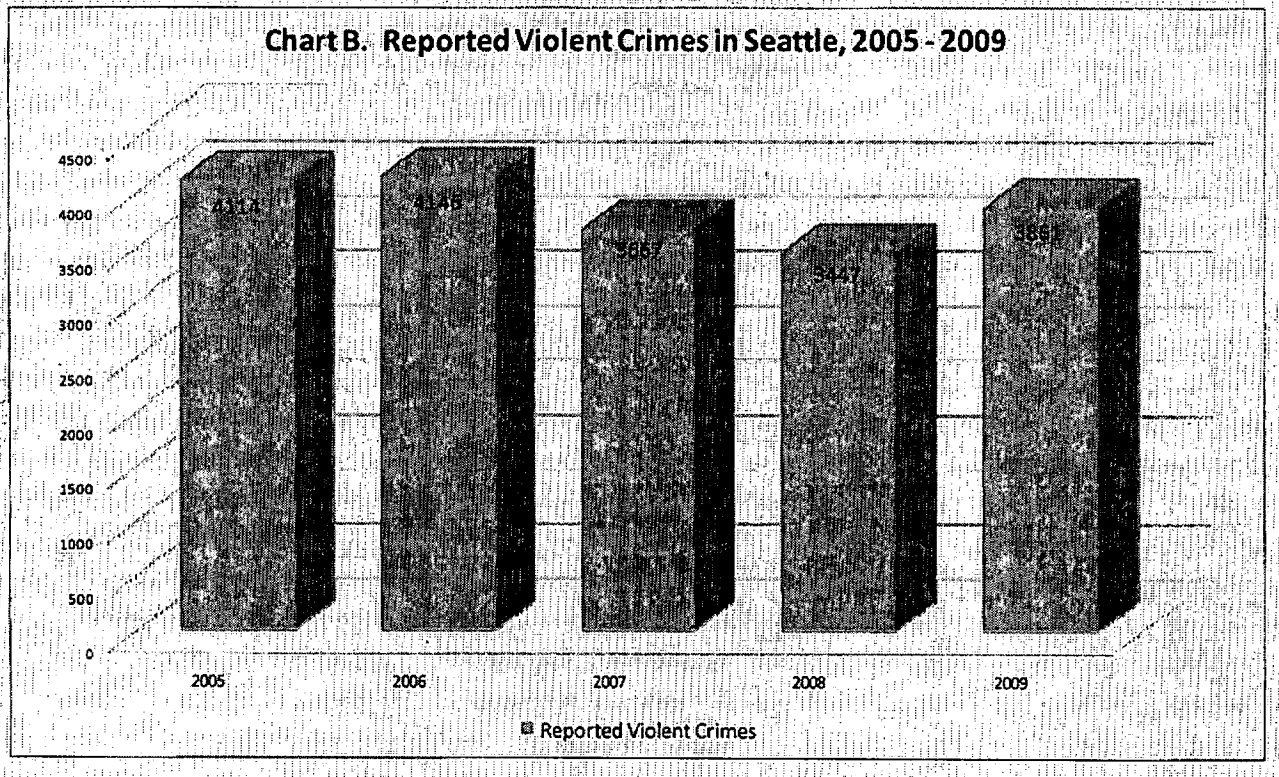
- In Chart A below are shown reported Major Crimes in Seattle from January through December, for the last five years. Major Crimes include murder, rape, robbery, and aggravated assault, which make up the Violent Crime category; and burglary, larceny/theft and vehicle theft, which comprise the Property Crime category.

Table A. Reported Major Crimes in Seattle, 2005 - 2009



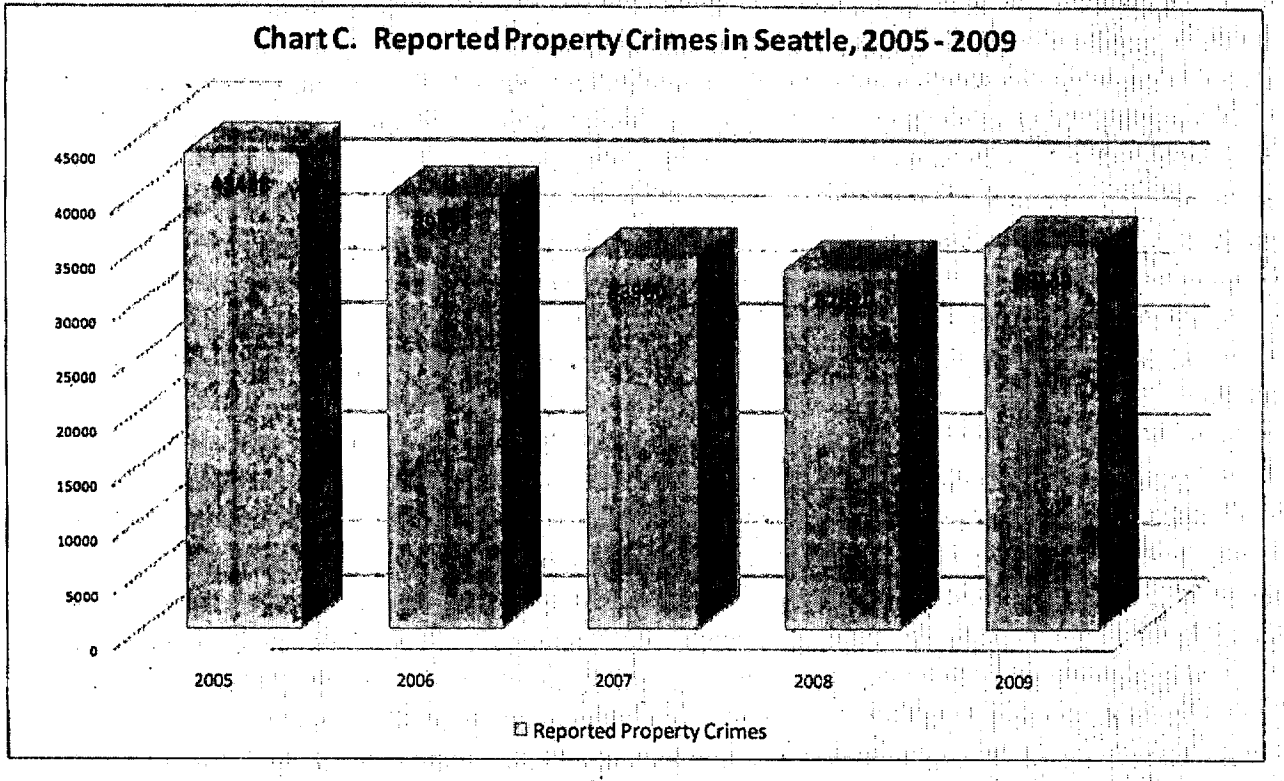
- As can be seen in the chart, after four years of decline, Major Crimes are up in Seattle in 2009 when compared with 2007 and 2008, but are below the annual totals for the two previous years.
- Seattle recorded historic lows in Reported Major Crimes in both 2007 and 2008. Adjusted for population, the crime rate in each of these years was as low as in 1967.
- Seattle ranks 10th lowest among 23 cities of comparable size in the rate of Major Crimes, adjusted for population.
- Month-to-month data for individual major crimes are found in Table 1 on page 4.
- While the Major Crimes total for 2009 was up from 2008, it is below the average number of Major Crimes for the ten-year period of 2000-2009. See Table 2 on page 5.

- Below in Chart B are shown the numbers of reported Violent Crimes (murders, rapes, robberies and aggravated assaults) in Seattle for the five-year period since 2005.



- Violent Crimes showed an increase in 2009, when compared with 2007 and 2008, but a decrease when compared with 2005 and 2006.
- Among Violent Crimes, the increases in 2009 have come in robberies and aggravated assaults.
- Seattle is one of the safest big cities from a violent crime perspective, ranking 6th from the bottom among 23 cities of comparable size in violent crime rates adjusted for population.

- Chart C below shows the numbers of reported Property Crimes (burglaries, larceny/thefts and vehicle thefts) in Seattle, starting in 2005 through 2009.



- As can be seen in the chart, after four years of decline, Property Crimes were up in 2009 when compared with 2008 and 2007, and below the levels in 2005 and 2006.

- Among Property Crimes, the largest increase has been in larceny/thefts, which include such crimes as car prowls, shoplifts, bicycle thefts and purse snatches. Burglaries are up slightly compared to 2008, and vehicle thefts are down by double-digits.

- Seattle ranks at the midpoint among cities of similar size in the rate of Property Crimes, adjusted for population.

Table 1. Major Crimes in Seattle by Month, 2009 compared with 2008

Major Crimes	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD in 2009	YTD in 2008	% chg fr 2008
Homicide	2	3	0	1	1	1	4	3	0	1	3	3	22	29	-24%
Rape	10	9	7	7	6	16	9	7	12	8	2	9	102	126	-19%
Robbery	158	133	138	150	168	161	141	118	165	155	149	156	1792	1612	11%
Aggrav Assault	158	133	132	153	203	177	217	166	197	147	142	120	1945	1680	16%
Total Violent	328	278	277	311	378	355	371	294	374	311	296	288	3861	3447	12%
Burglary	568	442	534	545	469	521	599	632	628	551	606	673	6768	6503	4%
Larceny	2161	1730	2000	1922	2039	2031	2101	2221	2275	2300	2114	2178	25072	22642	11%
Vehicle Theft	256	247	205	181	230	244	274	299	322	316	340	379	3293	3675	-10%
Total Property	2985	2419	2739	2648	2738	2796	2974	3152	3225	3167	3060	3230	35133	32820	7%
Total Major Crimes	3313	2697	3016	2959	3116	3151	3345	3446	3599	3478	3356	3518	38994	36267	8%

Table 2. Major Crimes Reported Annually in Seattle
2000 - Current

Major Crimes	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	10-year average	2009 Δ from average
Murder	36	25	26	32	24	25	30	24	29	22	27	-19%
Rape	181	164	152	174	145	139	127	90	126	102	140	-27%
Robbery	1653	1594	1576	1509	1588	1606	1667	1522	1612	1792	1612	11%
Agg Assault	2463	2367	2338	2229	2041	2344	2322	2031	1680	1945	2176	-11%
Total Violent Crimes	4333	4150	4092	3944	3798	4114	4146	3667	3447	3861	3955	-2%
Burglary	6157	6684	7290	8536	7734	6756	7504	5986	6503	6768	6992	-3%
Larceny	26424	26502	26742	28718	25810	27174	23911	22192	22642	25072	25519	-2%
Auto Theft	8386	8755	8308	9052	9253	9558	8138	5782	3675	3293	7420	-56%
Total Property Crimes	40967	41941	42340	46306	42797	43488	39553	33960	32820	35133	39931	-12%
Total Major Crimes	**45300**	**46091**	**46432**	**50250**	**46595**	**47602**	**43699**	**37627**	**36267**	**38994**	**43886**	**-11%**

- As can be seen from the Table, the totals in each major crime category in 2009 were below the ten-year average for all crimes except Robbery.
- Overall, the total Reported Major Crimes in Seattle in 2009 were 11% below the average for the ten-year period of 2000-2009.

Seattle Police - Chief Selection Committee
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8. Ongoing Programs

SEATTLE POLICE DEPARTMENT www.seattle.gov/police

Current Initiatives

Fighting Crime

With public safety its fundamental mission, SPD is sharpening its focus on crime and better honing its responses to crime incidents. There are several reasons for this. First, after two years in which the City has enjoyed forty-year lows in major crimes, the latest statistics indicate that crime is going up. Logic and common sense suggest that the time to stem the tide of such a trend is in the beginning, so the time is now.

Second, this increase in crime is happening at a time when people are feeling especially vulnerable. The overall condition of the economy is such that people worry week to week about losing their jobs and their homes. Crime incidents that further erode their sense of safety become magnified in importance. The Department's surveys of 9-1-1 callers clearly indicate that Seattle residents are reassured by the services SPD provides and have their sense of safety restored by the Department's response. Because the public's level of insecurity is presently so heightened, however, so too must be SPD's level of response and the degree of reassurance provided.

Enhanced Crime Analysis

In order to sharpen the focus on crime, SPD is drawing from all available data, the most critical information, and then acting upon it strategically. This is the kind of approach taken over the past several years in vehicle theft, where, upon determining that a relatively small number of thieves were responsible for a large proportion of crimes, SPD began targeting the Top Ten and strategically went about their apprehension. The King County Prosecutor has recently announced a similar approach to burglary, which SPD welcomes.

Monthly CrimeStat meetings help SPD to focus on crime data and to draw lessons from it. The new Records System provides a broader array of capabilities in data analysis than were previously available. These capabilities are sure to serve the Department well as analysts become more familiar with and more confident in their use. SPD is determined to become more proficient in analyzing crime trends and the factors driving these trends in order to devise response strategies that use available resources efficiently and effectively. It will also be important to view and use internal resources more holistically so that Patrol and Investigations personnel are identifying and addressing the same priorities and collaborating at optimal levels.

Neighborhood-Level Assessments

Even a cursory look at crime trends indicates that crime patterns differ from neighborhood to neighborhood across the city. In 2008, for example, three precincts showed marked crime decreases, while two precincts experienced crime increases. And within precincts, the differences among sectors and beats can often be greater than differences between precincts. With this level of variation in crime incidents, it is clear that one size does not fit all. Moreover, an approach calculated to respond to overall crime trends will be less successful in addressing the array of multi-varied crime problems that exist in individual neighborhoods.

For this reason, SPD is intensifying its sector and neighborhood focus on crime problems through what is being called "street-level COMSTAT". This involves a structured approach to developing community intelligence and enlisting community assistance in targeting specific types of crime. The idea behind this effort is to develop and take advantage of an awareness of crime at the street level that can help us better interdict and suppress it. Special emphasis is being placed on "signal crimes" that are of greatest concern and significance within neighborhoods.

Violent Crime Focus

Violent crime remains SPD's highest priority. It will receive special focus since the Department is a major participant in the Seattle Youth Violence Prevention Initiative. This broad-based effort combines enforcement as well as social, educational, employment and human service approaches in targeting the most violence-prone and at-risk youth in our community. The idea is to give these youth a way out of the gang lifestyle, but if they do not take advantage of the opportunities provided, to hold them strictly accountable. The goals of the Initiative are ambitious, but the effort has received wide support within city government, among all of the participating systems and institutions and in the community at large.

Continue Implementation of NPP

The Neighborhood Policing Project (NPP) is fundamental to building SPD's capacity to sharpen its focus on crime. NPP not only aids in making the best deployment decisions, but also provides the framework for the street level COMSTAT at the sector and neighborhood levels. At the same time, NPP ensures that workload among the precincts is equitably distributed and supports officer safety.

As the Department gets closer to the staffing levels needed for full implementation of NPP, it will move away from a primary focus on deployment protocols and shift its attention to creating and implementing systems for optimal use of proactive time. The community intelligence developed at the sector and neighborhood levels will drive this effort and form the basis for the use of proactive time.

Continue Hiring & Deploying New Officers

Despite the tough economy and the strains on the city budget, both the Mayor and City Council have reaffirmed their commitment to hiring the new officers needed for full implementation of NPP. In 2008 SPD exceeded its hiring goal of 92 new officers by hiring 111 and ended the year at the highest level of sworn positions in Department history. For 2009 SPD expects to hire as many new officers as finances will allow, with the total of new hires over the two-year period approaching 160.

Complete Investigations Procedures Project

Through the NPP, considerable effort and energy have been focused on Patrol, the most visible of SPD's sworn resources. It is time now to turn attention to Investigations to examine SPD's business practices and to determine how and where changes are needed. The Investigations Procedures Project is looking at investigations from the moment a call is made to 9-1-1 until a case is cleared. The goals of the project are to ensure consistency in investigation practices across crime categories and to make most effective use of investigative resources.

In examining the investigations function, SPD is committed to ensuring that investigations practices support its crime control priorities and that sworn resources are considered and used holistically. This means that special attention will be given to ways in which Patrol can support preliminary investigations and the degree to which Investigations can inform and shape tactical operations. The project is strongly aligned with SPD's focus on crime fighting, and in particular, on the street level COMSTAT and community intelligence efforts described above.

Complete Technology Infrastructure Improvements

A lot has been happening technologically in the Department. In the space of a few years, SPD has installed new video, communications and computer equipment in Patrol cars, a new records system and a new CAD. Citywide updates to desktop computers and a transition from Groupwise to Outlook email system occurred in late 2009.

Upcoming improvements on methods for sharing crime statistics and public records and taking citizen crime reports online are all currently in the works. In 2008, the Department also began using social media to find better ways to quickly communicate timely information with the public.

As painful as the learning curves for these new systems and applications are, it is absolutely essential that the planned improvements to our technology infrastructure be completed in order to take advantage of the benefits these systems can provide.

Continue Development of Automated Traffic Enforcement

In 2005, the State Legislature authorized jurisdictions in the state to develop automated traffic enforcement programs intended to reduce the frequency of red light running, speeding in school zones, and related accidents. Since that time, SPD has put into place a network of 30 fixed-installation traffic safety cameras at 21 busy arterial intersections. Since the start of operations in mid-2006, more than 89,000 citations for red light violations have been issued while red light running has decreased by half at covered intersections.

In the fall of 2008, SPD also began operation of a mobile photo radar van to deter speeding in school zones. After favorable results during the first year, speed van operations continue at school zones during the 2009-2010 school year.

Speed van operations will soon begin outside of school zones on selected arterial routes under a special pilot program authorized by the State Legislature during the 2009 session and overseen by the Washington Traffic Safety Commission. This one year pilot will conclude with an evaluation report to the Legislature in 2011.

TOPIC SUMMARY
SPD Participation in Seattle Youth Violence Prevention Initiative

The Seattle Police Department has seven specific roles in the Seattle Youth Violence Prevention Initiative that have been implemented:

- School Emphasis Officers
- Street Outreach/Critical Incident Response
- Seattle's Gun Project
- Gang Unit Increase (One Afternoon Squad/ Two Evening Squads)
- Emergency Gang Response Management System
- Regional Gang Task Force
- Building collaboration among criminal justice agencies and community based organizations
- Youth Centers

School Emphasis Officers

The school emphasis officers program has four officers assigned to work within four Middle Schools and a fifth officer is assigned to Garfield High School. The four middle schools are Denny Middle, Aki Kurose, Mercer Middle, and Washington Middle School. The officers are Erin Rodriguez, Kevin Stuckey, Sam Braboy, and Nick Carter. The program has two pilot projects, one officer previously assigned to the school emphasis officer program will work with Juvenile Drug Court on interventions with juvenile offenders. Another officer will be assigned to elementary schools doing prevention work with the youth in Rainier Valley.

Street Outreach/Critical Incident Response

SYPVI Street Outreach is modeled after the Columbia Shaw Collaborative program in Washington DC. The Central Area Network (Urban League of Metropolitan Seattle) manages the Street Outreach program under Director Jamila Taylor. Street Outreach workers are required to complete a total of six phases of training and three specific trainings to be authorized to conduct street outreach. The modules of training include, Orientation, Ethics, Best Practices in Outreach, Interviewing, Conflict Resolution, De-escalation training, Legal Policy & Protocols, Resource and Personal Development . The protocol has been implemented. We have successfully been in contact with Street Outreach and other members of the community when a shooting with an injury has occurred.

Seattle Gun Project

Similar to Boston's Ceasefire program, Seattle has implemented similar strategies in conducting effective enforcement/investigations of gun related incidents. SPD has a partnership with ATF, and the WSP Crime Lab. ATF owns the IBIS equipment and the NIBIN Network. WSP Crime Lab provides the facility and scientific expertise, which facilitates the use of IBIS/NIBIN. SPD provides technicians to operate the IBIS/NIBIN equipment making entries and comparisons of shell casings under the scientific guidance of the Crime lab.

King County Police Chief's Association has agreed (December 2008) to mirror SPD in the handling and processing of recovered firearms and shell casings.

Specific Data that we collect as a matter of policy:

- All firearms are traced using the ATF eTrace system ATF terms this capturing the data on the *outside* of the firearm.
- All eligible firearms are test fired and the shell casings entered in IBIS. ATF terms this capturing the data *inside* the firearm
- All eligible recovered (recovered from scenes, non-police generated) shell casings are entered into IBIS/NIBIN. Comparisons are made between the entered shell casings linking related incidents.

Both recovered firearms and shell casings are swabbed for DNA. These swabs are then available to the case detectives for submission to the Crime Lab

Gang Unit Increase (One Afternoon Squad/Two Evening Squads)

In the last year, SPD has increased the gang unit by almost double. An afternoon squad was implemented in April of 2009 along with the addition of a Gang Sergeant for one of the two evening squads.

Regional Gang Task Force

Regional Gang Task Force is a coordinated operational response currently being used in Seattle is to target gang-related crime by disrupting and dismantling gangs and their coordinated criminal efforts. In order to suppress the criminal enterprises of active gangs, span local boundaries, the SPD has convened bi-weekly meetings of a Special Gang Enforcement Workgroup, a multi-jurisdictional workgroup that includes local, state, and federal partners, including SPD, US Attorney's Office, King County Prosecuting Attorney's Office, Federal Bureau of Investigation, Department of Corrections, King County Sheriff's Office, Des Moines PD, Tukwila PD, Kent PD, Renton PD, SeaTac PD, and Federal Way PD. This valuable program has seen coordination from police agencies across three separate counties from Tacoma PD to Lynnwood PD. The workgroup meets bi-weekly to discuss current and active cases that span multiple jurisdictions and require a coordinated approach, and to share relevant information on active gang members.

Collaboration

Building collaboration among criminal justice agencies and community based organizations is a two fold approach: 1) creating an open communication between the police department, King County Juvenile Probation and Detention and Parole. This project helps bring clarity to existing investigations involving known gang members and youth engaged in violence. 2) Creating a model based on the adult DOC/NCI program geared towards juvenile offenders. This will allow the police department and juvenile probation to refer at risk youth into the SYVPI Networks. Due to safety concerns and a recent shooting at the YSC, SPD and the Youth Service Center have been meeting on how to improve safety during court hours. With the Youth Service Center being in a known gang area, rival gangs must enter this area for court which can cause a disturbance. We are working closely with the court system to identify potential disturbances and send SPD personnel or Street Outreach workers to reduce possible violence.

Youth Centers

The Youth Centers is a program instituted by the Seattle Parks and Recreation giving youth a safe place to be when other places are closed. The Youth Centers will have officers working closely with the youth interacting in scheduled activities.

TOPIC SUMMARY
The Seattle Drug Market Initiative

The Seattle Drug Market Initiative is a community, law enforcement and prosecution partnership designed to reduce or eliminate street level drug dealing in our residential neighborhoods – one neighborhood at a time. By reducing/eliminating an open-air drug market, the crimes and violence associated with drug dealing are reduced and the neighborhood safety and quality of life are improved.

The initiative is based on an innovative approach developed in High Point, North Carolina. Following the successes in High Point, the Department of Justice has provided training to nearly twenty jurisdictions nationwide to tailor the approach to individual markets in each city, including Seattle.

Why a New Approach?

It is time to try something different. Years of law enforcement crack-downs, drug sweeps, and arrests have not significantly reduced the drug dealing on streets in our neighborhoods. Chronic street level drug dealing seriously harms neighborhoods and residents and undermines community confidence in the police.

What are the Components of the Initiative?

Overt open air illegal drug markets are identified through citizen complaints, police calls for service, police follow-ups, and crime data. Undercover police operations make multiple "controlled" buys from low risk sellers, with the goal of breaking up the market. Higher risk drug sellers, those who are major dealers, have firearms violations, or have violent criminal histories, are prosecuted traditionally through a coordinated effort between city, county, and federal prosecutors. Lower risk drug sellers are "called in" to a personalized meeting, confronted with their criminal behavior, and are given a chance to avoid prosecution by ceasing their drug dealing activity. Low risk drug sellers are offered community support and community based social services help to assist them in redirecting their lives. Those individuals who refuse to stop their drug dealing and other criminal activity are prosecuted to the fullest extent of the law. The community and law enforcement partnership work together to prevent the return of the market and work to improve conditions in the neighborhood.

How Does This Differ from Traditional Police/Prosecutor Undercover Narcotics Operations?

The Drug Market Initiative differs from traditional police/prosecution undercover narcotics operations in several important ways, in that:

	Under Regular Prosecution	Under Drug Market Initiative
Low Risk Drug Dealers	▪ Prosecuted traditionally based on a single criminal event ▪ If convicted, sentenced to prison or ordered into services/ treatment, jailed if fail to comply ▪ Community is rarely involved in prosecution effort and often does not know the end result of their calling police about drug dealing ▪ Prosecution generally not directly focused on eliminating drug market	▪ Confronted with their dealing before arrest and prosecution ▪ Offered mentoring,services and treatment without prosecution. No requirement to accept help, but are required to stop drug dealing or face prosecution ▪ Community engaged in, involved with, and advised of law enforcement effort ▪ Community and law enforcement work in partnership to eliminate the drug market
High Risk Drug Dealers	▪ Prosecuted traditionally, usually as a individual case	▪ Prosecuted on multiple cases through a coordinated city, state, and federal law enforcement effort

What is the Community's Role in the Initiative?

The community plays an important role in the initiative by:

- Being watchful of and immediately reporting subsequent narcotics selling activity to the police.
- Reasserting community control over their neighborhood and reinforcing the message that drug dealing will not be tolerated.
- Providing mentoring and other support to low risk sellers who are prepared to cease such activity.
- Helping to direct low risk sellers to resources in the community that can help them.

TOPIC SUMMARY
Interagency Partnerships

Neighborhood Corrections Initiative

NCI is a joint effort of SPD and the State of Washington Department of Corrections (DOC). Through this effort, SPD officers are paired with DOC probation officers in a team effort to monitor probationers in the community. The NCI teams patrol in vans and circulate through each precinct to make sure that offenders are adhering to the conditions of their probation. The thrust of the NCI effort is on encouraging pro-social behaviors rather than on punishment. Often the NCI teams get involved in helping probationers obtain food, social services or personal hygiene products; in other cases, they ensure that probationers meet court ordered requirements so they avoid incarceration for non-compliance. On average, fewer than 10% of the NCI contacts result in an arrest.

Pacific Northwest Fugitive Apprehension Task Force (PNWFAT)

SPD provides a detective to this task force which is led by the US Marshall's service. Since 2003, PNWFAT has arrested nearly 56,000 fugitives making it one of the most successful fugitive apprehension efforts in the nation's history.

Washington State Criminal Justice Training Commission (WSCJTC)

SPD assists the WSCJTC with the state's Basic Law Enforcement Training Academy for all peace officers in the State of Washington. Currently one SPD officer serve on the faculty of the basic academy.

Internet Crimes Against Children (ICAC) Task Force

SPD heads up the ICAC Task Force for the State of Washington. The Task Force is composed of representatives from the FBI, Immigration, Postal Service and forty local law enforcement agencies. The objective of the Task Force is to interdict the activities of predators that target children and young people, using the internet and other communication media.

Mental Health Partnership Initiative

SPD is seeking funding to launch an effort in which patrol officers will be teamed with mental health professionals. Modeled after the NCI program, this new program is designed to address the mentally ill who are homeless and vulnerable and/or who may be committing crimes as a consequence of their mental illness. The aim of the effort is to connect these persons with services in the community before they become involved with the criminal justice system; or alternatively, to ensure their compliance with treatment once they have been diverted from the justice system.

Electronic Crime Task Force (ECTF)

SPD detectives work with the US Secret Service on investigations involving complex financial crimes furthered by electronic means.

Narcotics Investigations Task Forces

SPD detectives work with federal agents from the Drug Enforcement Agency, FBI, and ATF on a variety of investigations involving drugs. These include investigations into the use of transportation channels to move drugs and into money laundering operations for investing the proceeds of drug trafficking. SPD is also involved in several regional task forces for local drug investigations that typically involve officer exchanges.

Regional Gangs Task Force

This group, composed of local, state and federal law enforcement and prosecution agencies in the Puget Sound region, shares information and tracks gang activities and incidents across city and county boundaries, so that gang members will not escape accountability for their actions by simply leaving a jurisdiction.

Violent Gang Task Force

This is a federal-local partnership led by the ATF and including SPD participation. The task force targets gangs involved in firearms violence and trafficking in firearms.

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9. Challenges for the Next Chief

SEATTLE POLICE DEPARTMENT www.seattle.gov/police

Challenges for the Next Chief

City, State and Federal Budgets

These are hard economic times that have placed severe pressures on public sector budgets at all levels of government. All city departments have had to make significant cuts, including SPD. Many in the community are being forced to make sacrifices in ways they never envisioned, and many are suffering. It is in this context and environment that SPD must remain focused on being a good steward of the public trust. The city's commitment to continue hiring officers has been unwavering despite the economic climate. Adherence to revised budget guidelines within SPD and elsewhere in city government is making that commitment possible. Reducing overtime is a major key to staying within budget; but fiscal restraint and attention to detail in all budget categories are the watchwords for every manager and supervisor.

The Impact of Stress on the Workforce

As noted above, the national economic situation is generating considerable stress in the wider community and those in the SPD family are not immune. Some budget cuts already taken have had direct, human costs in terms of lost jobs and of additional work for those who remain on the job. Spouses, family members, friends and neighbors of SPD employees are seeing their financial security evaporate and with it their confidence and pride.

The health and safety of employees is a key value to which SPD is committed. This commitment takes the form of a number of employee assistance programs such as Peer Support, Family Support, Hospital Response, Critical Incident Stress Management and Chaplain assistance. Being sensitive to employee needs and making it easy for employees to access services remain challenges as economic and operational pressures mount.

Another form of organizational stress is self-inflicted and that is the stress of change itself. While SPD cannot retreat from moving ahead, new technology, new co-workers, new emphases and protocols for doing old tasks, and new assignments, all create change in the workplace and the workday. They take a toll that may be difficult to quantify but impossible to ignore. How best to ensure clarity of purpose and to develop internal sources of mutual support in achieving that purpose, will challenge SPD as it deals with the stress brought on by change.

Meeting High Public Expectations

At the same time that SPD is dealing with tight internal budget constraints, facing a crippled economy and coping with significant internal and external change, public expectations of the Department have never been higher. Evidence of the confidence shown by city government can be seen in the continued support for hiring new officers and in the salary and benefit commitments built into recent labor agreements. The NPP, which has provided the rationale for the size and pacing of the expansion of our sworn ranks, has also created high public expectations for service delivery and service quality.

A re-dedication to the basic SPD mission, together with commitment to and completion of a number of major initiatives, provide the foundation for meeting these expectations. A second way to meet these expectations is by energizing the community to support the Department's efforts to protect them. To be successful, SPD will need the community's support, their eyes and ears, and their determination. The vehicles for building that support and meeting expectations are described in "Current Initiatives."

Quality of Life Issues

Many of the problems most vexing to community members across the city involve "quality of life" issues, such as homelessness, public inebriation, panhandling, graffiti, abandoned vehicles, and behaviors of the mentally ill. Some of these issues involve clearly criminal conduct; others do not. Striking a balance between the rights of individuals and the public safety concerns of the larger community will constitute a significant challenge for SPD and many of its community partners who may have primary responsibility to address these matters. This challenge will test the Department's capacity to engage the community, energize other service providers and develop effective and consistent response patterns that build confidence and support.

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10. The Seattle Police Foundation

SEATTLE POLICE FOUNDATION
FACTSHEET

OUR MISSION

The mission of the Seattle Police Foundation is to foster community support for the Seattle Police Department.

HISTORY

Following 9/11, united by a desire to publicly support Seattle's law enforcement professionals, a group of distinguished leaders from Seattle's business, civic, religious and academic communities identified a need and launched the independent, non-profit organization in January 2002. The Seattle Police Foundation (SPF) was founded to assist the police department enhance relationships with the community, improve officer training, recognize officers who protect the public, provide equipment and technology to ensure their safety and enhance the service they provide our community every day.

THE ROLE OF THE FOUNDATION

SPF recognizes that the Seattle Police Department, with more than 90% of its annual budget going to support personnel costs, has very little flexibility to seed new programs and encourage innovation. The role of the Foundation is not to displace funding for basic law enforcement, or to reduce in any way the responsibility of the City of Seattle to commit the necessary funding for law enforcement services for its citizens. However, as modern law enforcement tasks continue to become more complex, the Seattle Police Department, similar to police departments across the country, has increasing needs to stay current in training, technology and equipment, and communication and partnership efforts with the community.

PROJECT FUNDING AREAS

The Foundation utilizes the generous contributions of our fellow citizens to enhance the Seattle Police Department's efforts in three vital areas:

- **COMMUNITY PARTNERSHIPS-PROGRAMS THAT ENHANCE RELATIONSHIPS BETWEEN THE COMMUNITY AND THE SEATTLE POLICE DEPARTMENT**
- **EMPLOYEE DEVELOPMENT-ADVANCED TRAINING AND EMPLOYEE RECOGNITION PROGRAMS**
- **POLICE SERVICE ENHANCEMENTS-CUTTING-EDGE AND SPECIALIZED EQUIPMENT AND TECHNOLOGY**

By supporting innovative projects in these funding areas, our public-private partnership allows the Seattle Police Department to launch innovative and experimental projects and further its ability to serve Seattle's public safety needs.

OPARB Stakeholders
Abused Deaf Women's Advocacy Services
Aby and Associates
ACLU
Aki Kurose Middle School
Alki Community Council
American Friends Service Cttee
American Muslims of Puget Sound
Annie Casey Foundation
Asian Bar Assn. Of Washington
Asian Counseling and Referral Service
Asian Pacific Islander Women and Family Safety Center
Associated Behavioral Health
Associated Counsel for the Accused
Ballard High School
Belltown Community Council
Broadview Community Council
Broadview Emergency Shelter
Campana Quetzal
Capitol Hill Chamber of Commerce Safety Committee
Capitol Hill Community Council
CARA
Cardozo Society
Carol Bailey & Associates
CASA Latina
Central Youth & Family Services
Chief Sealth High School
Chinese Information & Service Center
Chinese Information & Service Center
Church Council of Seattle
Cleveland High School
Clise Properties
Columbia Legal Services
Commission for Sexual Minorities
Compass Cascade Women's Program
Compass Center
Consejo Counseling & Referral Service
Crisis Clinic
DAWN
Delridge Community Center Advisory Council
Denny Middle School
DESC
Disabilities Law Project
Disability Rights Washington
Downtown Seattle Association
Eastlake Community Council
Eckstein Middle School

El Centro De La Raza
Equal Rights Washington
Eritrean Association
Family Court Services
Family Services
Filipino Community of Seattle
Filipino Community Police Advisory Council
Filipino Lawyers of Washington
Filipino Youth Activities
First AME Church
First Hill Community Council
FOCUS
Franklin High School
Garfield Community Council
Garfield Family Center
Garfield High School
Georgetown Community Council
GLBT Bar Assn. Of Washington
Goodwill Community Learning Assn
Greater Lake City Community Council
Greater Madison Valley Community Council
Green Lake Community Council
Greenwood Community Council
GSBA
Hamilton Middle School
Hearing, Speech & Deafness Center
Helping Link
High Point Neighborhood Assn.
Horn of Africa Services
Immigrant and Refugee Advisory Committee
Indochina Chinese Refugee Assn
Ingraham High School
International District Chinatown Community Center Advisory Council
Iraqi Community Center
It Takes A Village Family Services
Jackson Place Community Council
Jewish Family Service of Seattle
Judicial Dispute Resolution
Judkins Park Community Council
Justice Works
KCDJAD - Juvenile
King County Coalition Against Domestic Violence
King County Community Organizing Program
King County Council
King County Office of Civil Rights
King County Ombudsman Office
King County Sexual Assault Resource Center

King County Washington Women Lawyers
Korean-American Bar Assn. Of WA
Latino Bar Assn. Of Washington
LGBTQ Advisory Council
Licton Springs Community Council
Loren Miller Bar Assn.
Loyal Heights Community Council
Madison Middle School
Madison Park Community Council
Madrona Community Council
Maple Leaf Community Council
McClure Middle School
Meany Middle School
Mercer Middle School
MH Choices
Middle Eastern Legal Assn. Of WA
Minority Executive Directors Coalition
Mother Attorneys Mentoring Assn. Of Seattle
Mothers for Police Accountability
Multi-Communities (MIC)
Mutual Assistance Association
NAACP
Nathan Hale High School
National Alliance for the Mentally Ill
Navos Mental Health Solutions
NCJW, Seattle Section
Neighborhood House – Rainier Vista
New Beginnings Shelter for Battered Women
New Holly
New Rainier Vista
North District Council
North Seattle Family Center
Northwest Immigrant Rights Project
Northwest Justice Project
Northwest Network of Bi, Trans, Lesbian and Gay Survivors of Abuse
Northwest Women's Law Center
NW Defenders Association
NW Immigrants' Rights Project
NW Indian Bar Association
OCA - Greater Seattle
Office for Civil Rights
Oromo Community Organization of Seattle & King County
Othello Neighborhood Assn
Phinney Ridge Community Council
Pinehurst Community Council
Powerful Voices
Pritchard Beach Community Council

Queen Anne Community Council Board
Rainier Beach High School
Rainier Vista HOA
Real Change News
Redmond Police Department
Refugee and Immigrant Community Resource Center
Refugee Federation Service Center
Refugee Planning Committee
Refugee Women's Alliance
Renton Police Department DV Victim Services.
Roosevelt High School
Safe Havens Visitation Center
Salvation Army DV Programs
Samis Land Company
Sealth High School
SeaMar/Seattle Outpatient Behavioral Health Clinic
Seattle City Attorney's Office DV Unit
Seattle Counseling Service
Seattle Emergency Housing Service, Inc.
Seattle Housing Authority
Seattle HSD, Domestic Violence & Sexual Assault Prevention Division
Seattle Human Rights Commission
Seattle Indian Center , Inc.
Seattle Indian Health Board
Seattle Municipal Court Probation Services Division
Seattle Neighborhood Group
Seattle Night Life Business Owners Accountability Group
Seattle Office for Civil Rights
Seattle PD DV Victim Support Team
Seattle Police Department DV Unit
Seattle Schools (Security staff)
Seattle Vet Center
Seattle Vocational Institute
Seattle Women's Commission
Seattle Young People's Project
Seattle Youth Violence Prevention Initiative
Seattle/King County Coalition on Homelessness
SHA - Rainier Vista
Society of Counsel Representing Accused Persons
South Asian Bar Association of Washington
South King County Community Network
South Seattle Community College (ESL Program)
South Shore Community Council
Southeast Seattle Crime Prevention Council
Southwest Youth and Family Services
SPD African American Advisory Council
SPD Citywide Advisory Council

SPD Community Outreach Program
SPD Community Relations
SPD East African Advisory Council
SPD East Precinct Crime Prevention Coalition
SPD East Precinct Advisory Council
SPD Korean Advisory Council
SPD Latino Advisory Council
SPD LGBTQ Advisory Council
SPD Muslim, Sikh, & Arab Advisory Council
SPD Native American Advisory Council
SPD North Precinct Advisory Council
SPD South Precinct Advisory Council
SPD Southeast Asian Advisory Council
SPD West Precinct Advisory Council
Spectrum Counseling and Assessment Services
Seattle Police Management Association
Seattle Police Office Guild
Squire Park Community Council
Statewide Poverty Action Network
Strategic Living
Street Soldiers
TeamChild
The Defender Association
The People's Learning Center
The Voice
Tigrean Assn
United First Methodist Church
United Indians of All Tribes
United Indians of All Tribes Foundation Youth & Family Services
University District Community Council
University of Washington ESL Program
University of Washington Police Department-Victim Services
University Street Ministry
Urban League of Metropolitan Seattle
University of Washington
Valley Cities Counseling
Victory Heights Community Council
Vietnamese American Bar Assn. of WA
View Ridge Community Council
Village of Hope
Wallingford Community Council
Washington Advocates for the Mentally Ill
Washington Assn. Of Attorneys w/Disabilities
Washington Community Action Network
Washington Defender Association Immigration Project
Washington Middle School
Washington State Governor's Officer

Washington Vietnamese American Chamber of Commerce
Washington Women Lawyers
Wedgewood Community Council
West Seattle High School
Whitman Middle School
Whittier Heights Community Council
World Relief
Yesler Terrace Community Council
YMCA
Youth Eastside Services
YWCA of Seattle, King County, & Snohomish County
Potential contacts received from Committee members through January 19
City Neighborhood Council, District Councils, Community Councils – DON has list
Neighborhood Chambers of Commerce – OED has list
Business Improvement Area Groups – OED has list
Precinct Councils – SPD has lists
DSA Membership – DSA has list
Metropolitan Improvement District ratepayers – DSA has list
Pike Place Market residents and tenants
Non-profit housing tenants – CHIP, HRG, LIHI, Plymouth Housing, Lutheran Housing
Neighborhood Blogs
Human Service providers – DHS has list
Building Owners and Building Managers – BOMA has list
East Africans
Latinos
Muslim community, more generally
Some Arab-Americans
Vietnamese, Laotian and Cambodian communities, in particular
Other API groups to reach out to Asians
MEDC to reach out to other minority communities
Place-based networks in Holly Park and Rainier Vista
email listserve of over 5,000 people that includes immigrants and many progressives
Racial Disparity Project
30 organizations that are members of OneAmerica, many of which do racial justice work
Unions, including UFCW, SEIU and UNITE HERE among others
Pike/Pine Coalition
Capitol Hill Housing (CHHIP)
Capitol Hill Chamber of Commerce
Northwest African American Museum
PONCHO
Victims of crime/community agencies with emphasis on sexual assault and domestic violence
King County Coalition Against Domestic Violence

Questions for the community outreach process:

What changes would you like to see in Seattle policing?

What qualities are you looking for in a new Police Chief?

What is the most important skill our new Chief should have?

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SEATTLE POLICE DEPARTMENT

OFFICE OF PROFESSIONAL ACCOUNTABILITY

OPA Complaint Statistics 2008

Spring 2009

KATHRYN OLSON
DIRECTOR

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The OPA Director acknowledges and appreciates the extensive time and effort Associate Director John Fowler and Administrative Staff Assistant Sonja Lalor devoted to preparing this report.

Section 1

EXECUTIVE SUMMARY

This report provides an overview of the complaints processed by the Office of Professional Accountability for 2008. Data are provided concerning specific allegations raised in these complaints, finding and discipline details, and case processing timelines. The report also covers information about the number of officers with single and multiple complaints and those with use of force complaints, and breaks down complaints by the rank of employees named. Where available, race and gender data of both complainants and named employees are summarized. Finally, a review of some best practices from other police departments was conducted and comparisons are made with the work of the OPA and Seattle Police Department.[1]

OPA continues to improve its triaging efforts: In line with recommendations from the Mayor's Police Accountability Review Panel (PARP), OPA continues to focus its investigative resources on more serious claims of misconduct through effective triaging of complaints and continued development of its mediation program. Thus, though OPA intake continues to slowly rise, most contacts involve requests for information or referrals, or are referred to the named employee's supervisor, and are not classified for full investigation. Complaints involving more serious misconduct allegations are either referred to the officer's chain of command as a Line Investigation or investigated by the OPA-Investigations Section (OPA-IS). There has been a slight increase in the number of cases referred for investigation, though the percentage of investigated claims relative to the total number of OPA contacts is down slightly.

OPA has decreased the amount of time it takes to investigate cases and is addressing other timeline related issues: OPA is committed to addressing concerns raised by both complainants and officers about the amount of time involved with investigating cases. The average length of time it takes an OPA-IS investigator to complete the fact gathering stage has steadily dropped to 52 days, but review and administrative processing can double or even triple the overall time involved with completing a case. Thus, the "birth to death" average

[1] Historically, the OPA Annual Report was compiled with information that was approximately 12-18 months old, allowing all cases filed in a specific year to be closed prior to reporting. In an effort to bring more current information to the public, OPA began transitioning last year to a schedule of reporting data on a calendar year basis. As OPA continues through the transition process, data reported for 2008 may include some slight overlap with information provided for earlier years. However, OPA is confident that reporting on a calendar year basis will facilitate a more relevant and timely dialog about issues of police conduct.

completion time for cases closed during 2008 was approximately 173 days, which is lower than in previous years but still higher than ideal.[2] OPA has identified discrete case processing steps to address bottleneck points, and is working to change its computerized tracking system to allow for more detailed analysis of the various administrative and review functions involved.

By ordinance approved July 20, 2008, OPA is required to report on instances in which no discipline results from a complaint because the 180-day time limit was exceeded.[3] In 2008, there were two complaints in which discipline did not result from a Sustained finding because questions arose as to how to count the 180 days when a supervisor is initially aware of facts that later are incorporated into an OPA complaint. After grievances were filed, the Department ultimately settled the cases; the Sustained findings were changed to Supervisory Intervention and no discipline was imposed. The Department and SPOG also entered an agreement clarifying the circumstances under which receipt of an OPA complaint by a sworn supervisor (rather than by OPA directly) starts the 180-day clock.[4] In an effort to avoid 180-day timeline issues in general, OPA has begun to use the date of the underlying incident, rather than the complaint receipt date, as an internal measure for computing time.

OPA and Human Resources are developing systems to better track Sustained cases: Where there is a Sustained finding in a misconduct complaint, SPD Human Resources handles the administrative steps associated with discipline, and remains involved if an officer appeals. OPA and HR are developing systems to better track Sustained cases and any discipline imposed. The two units also are working to address legal and contractual issues impacting the quality of OPA investigations and 180-day deadline issues, and are continually assessing consistency in discipline.

However, it is clear from reviewing OPA Sustained cases appealed in 2008 that the Department cannot always predict whether its findings or the disciplined imposed will be upheld. For example, the Chief of Police agreed with OPA's

[2] This figure excludes criminal cases in which timelines were tolled.
[3] There is no specific requirement that investigations be completed within a set amount of time, unless there is a Sustained finding and discipline is to be imposed. No discipline may result if the investigation of the complaint is not completed within 180 days after receipt of the complaint by the OPA or by a Department sworn supervisor. In cases involving discipline, the 180-day "clock" runs from the date a complaint is received until notice of a proposed Sustained finding and discipline is sent out by the Department. Thus, this 180-day calculation includes investigative and much of the administrative and review time, but the clock is stopped for the *Loudermill* due process meeting, final discipline notice and any appeal time involved.
[4] The issue of supervisory receipt of a complaint and the 180-day deadline was raised in a third case decided in 2008 that is going to hearing, as there is an additional factor involving the interplay between the Firearms Review Board and OPA investigation process.

recommendation to Sustain two force complaints in 2008.[5] The Chief's decision to terminate one of the employees involved was subsequently overturned by the Disciplinary Review Board, though the employee's use of force was found by the Board to be "convincingly proven" and "especially disturbing." In part because it concluded that two other Sustained findings of misconduct against the employee were not proven, and despite acknowledgement that the employee's record included numerous disciplinary actions, the DRB determined that thirty days suspension without pay was a reasonable penalty.

The Department adopted a new provision regarding complaints of dishonesty: In response to another PARP recommendation, the City negotiated a provision in the current collective bargaining agreement with the Seattle Police Officers Guild (SPOG) that creates a presumption of termination if there is a Sustained finding on a complaint of dishonesty based on clear and convincing evidence. There were two cases closed in 2008 involving allegations of officer dishonesty, both resulting in termination or resignation in lieu of termination. Both of these cases were Sustained prior to implementation of the new SPOG provision.

Officers with policy violations not involving willful misconduct increasingly are referred for training and counseling: Supervisory Intervention (SI) findings increased by 6% in 2008. Many instances of police action reviewed by OPA are not clearly misconduct but the underlying facts indicate that training for the officer involved would be useful. The Supervisory Intervention finding allows for well-intentioned mistakes made in the performance of law enforcement duties to be addressed by education and counseling, rather than punishment. Given that the Sustained findings rate has also risen slightly, it appears that the SI finding is being used for cases that earlier might have been Exonerated, Not Sustained or Unfounded. OPA will continue to look for opportunities to promote training, on the individual and department-wide level, and is exploring adult learning discipline models used by other police departments.

[5] A number of other complaints raising force related allegations were referred for a Supervisory Intervention; i.e., a determination was made that even if a policy violation was involved, it was not willful and/or training or counseling with the employee was recommended.

Section 2

Complaint Intake and Classification

OPA intake continues to slowly rise, from 1132 complaints in 2006 to 1319 in 2008. However, most of these "complaints" are actually requests for information or referrals, or are referred to the named employee's supervisor, and are not classified for full investigation.

All complaints and other contacts with OPA are triaged upon receipt and classified into one of five categories:

1. **OPA Investigation Section (IS)** complaints are more complex and involve more serious allegations, including use of force allegations, and are investigated by OPA-IS.
2. **Line Investigations (LI)** complaints involving minor misconduct are investigated by the officer's chain of command.
3. **Supervisory Referral (SR)** complaints are those that, even if events occurred as described, signify minor misconduct and/or a training gap. The complaint is referred to the employee's supervisor for review, counseling, and training as necessary.
4. **Preliminary Investigation Report (PIR)** complaints involve conduct that would not constitute misconduct and are referred to the employee's supervisor for follow up.
5. **The Contact Log (CL)** classification is used for OPA communications that do not involve misconduct, but are requests for information, referrals, etc.[6]

A single complaint filed with OPA can involve multiple allegations and multiple complainants or officers. Efforts have been made to improve the intake and classification review process to more precisely identify the allegations involved with each complaint, such that the overall number of allegations made in 2008 actually decreased.

The OPA Director and Auditor review triage classification decisions, along with regularly assessing Contact Log records, completed Supervisory Referrals, and Line and OPA-IS investigations. The Director can change the recommended classification of any particular complaint and also refer a case to mediation at the triaging stage.

[6] The precise definitions of these classifications vary among the SPD Policies and Procedures Manual, Section 11.001, Public and Internal Complaint Process (previously SPD Policy Section 1.117) and published OPA reports. The OPA strives to consistently use the definitions noted above and is working to make appropriate changes to the SPD Policy Manual.

The following chart summarizes OPA intake since 2006, along with the aggregate classification information.

OPA Intake 2006-2008

Intake Classification		2006	2007	2008
OPA-IS Investigations		147	152	157
Line Investigations		23	14	18
Supervisory Referrals		86	97	71
Mediation		13	24	21
Preliminary Investigation Reports		282	316	279
Contact Log		581	598	773
Total Intake		**1132**	**1201**	**1319**

Chart 2-1

As seen in Chart 2-1, in 2008, nearly 59% of total intake involved matters classified as a "Contact Log" and, thus, were resolved at intake. This figure is up from the 51% of cases classified as Contact Logs in 2006.

Cases classified as "Preliminary Investigation Report (PIR)" or "Supervisory Referral (SR)" both increased between 2006 and 2007 and decreased in 2008. PIR complaints involve police action that would not constitute misconduct but are sent to the named employee's supervisor for follow up as appropriate. Complaints involving minor misconduct and/or signifying a training need are often classified as an SR; the supervisor informally investigates the situation with the complaining party and named employee to work out a resolution, and provides counseling and training as needed. Given OPA's increased attention to triaging in 2008, cases that in earlier years were classified as PIR or SR might now be resolved at intake (classified as a Contact Log) or upgraded to a higher classification.

Complaints involving more serious allegations of misconduct are either referred to the officer's chain of command as a Line Investigation or investigated by the OPA-IS. There has been a slight increase in the number of cases referred for a full OPA-IS investigation, from 147 in 2006 to 157 in 2008. Though cases referred for Line Investigations (LI) dropped from 23 to 14 between 2006 and 2007, the number moved back up to 18 in 2008. The combined percentage of complaints referred for a Line or OPA-IS investigation has decreased slightly from 15% in 2006 to 13.2% of the total number of OPA complaints filed in 2008. Again, this change might reflect improved triaging.

Section 3

Allegations by Classification

A. Preliminary Investigation Report (PIR) Allegations

A complaint classified as a Preliminary Investigation Report (PIR) involves police action that would not constitute misconduct and is referred to the employee's supervisor for review and follow up. PIRs are further categorized into 19 different issue categories, depending on the facts involved, as summarized below.

		2006	2007	2008
Total Complaints Classified as PIRs		282	316	279
#	**PIR Issues**			
1	Service Quality	87	108	72
2	Possible Mental Issues	36	10	20
3	Disputes Report/Citation	84	61	42
4	Biased Policing: Traffic	10	15	4
5	Biased Policing: Other[7]	18	13	5
6	Attitude/Demeanor	91	90	69
7	Inquiry/Request/Referral	72	63	7
8	Discretion in Enforcement	37	40	73
9	Off-Duty Traffic Control	0	1	1
10	Demonstrations	1	0	1
11	Special Events	0	1	1
12	Sporting Events - SAFECO	0	3	1
13	Sporting Events - Seahawks	0	0	3
14	Sporting Events - Key Arena	0	0	0
15	Workplace Issues	7	4	5
16	Private Conduct	6	7	10
17	Traffic Violation by Officer	14	4	12
18	Search and Seizure	14	11	13
19	Other	7	19	25
	Total Number of Issues	484	450	364

Chart 3-1

Note: Both primary and secondary issues are included.

The overall number of complaints classified as PIR and allegations involved are down for 2008. While allegations involving Service Quality, Attitude/Demeanor, and Disputes about Reports or Citations dropped, these issues were still common in cases referred for PIR. Allegations related to Discretion in Enforcement increased in PIR designated complaints.

[7] Category 5 includes allegations of either prejudicial or preferential treatment based on bias.

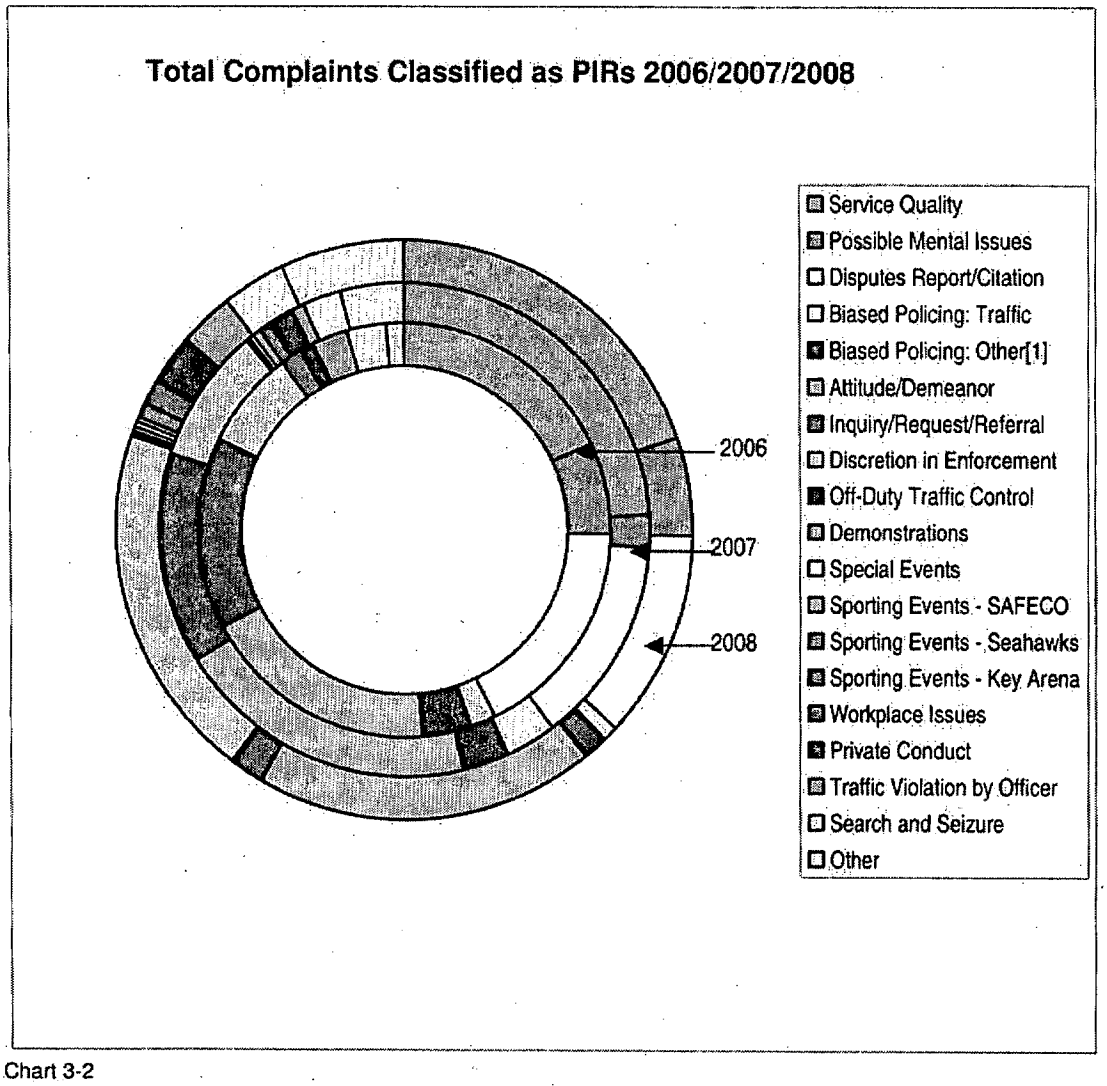
Total Complaints Classified as PIRs 2006/2007/2008
2006
2007
2008
Service Quality
Possible Mental Issues
Disputes Report/Citation
Biased Policing: Traffic
Biased Policing: Other[1]
Attitude/Demeanor
Inquiry/Request/Referral
Discretion in Enforcement
Off-Duty Traffic Control
Demonstrations
Special Events
Sporting Events - SAFECO
Sporting Events - Seahawks
Sporting Events - Key Arena
Workplace Issues
Private Conduct
Traffic Violation by Officer
Search and Seizure
Other

Chart 3-2

B. Supervisory Referral (SR) Allegations

The following charts summarize the different types of allegations raised in complaints categorized as a Supervisory Referral (SR). The Supervisory Referral classification is used when minor misconduct is alleged or there is a training gap to be addressed by the supervisor. In 2008, the number of complaints classified for SR decreased, as did the total number of allegations involved. Misconduct involving Officer Discretion, Courtesy, and Violation of Rules and Regulations were the most common allegations raised in SR cases in 2008.

Note that the total number of allegations will be higher than the total number of complaints, as shown in the previous chart, because one complaint may contain multiple allegations.[8]

Number and Types of Allegations
in Cases Assigned for Resolution by Supervisory Referral

Total Supervisory Referrals	**86**	**97**	**71**
Type of Allegation	**No. Of Allegations**	**No. Of allegations**	**No. Of allegations**
	2006	**2007**	**2008**
Courtesy	61	46	18
Violation of Rules and Regulations	19	22	17
Bias	6	0	1
Improper Language	3	4	3
Discretion	20	26	27
Reports/Evidence	8	15	5
Duty to Identify	6	9	2
Other	9	6	7
TOTAL[9]	**132**	**128**	**80**

Chart 3-3

[8] Information for Supervisory Referrals prior to 2006 is available in the 2006-2007 OPA Statistics Report.

[9] The "other" category in 2006 includes: 2 allegations concerning traffic stops, 2 allegations concerning conflicts of interest, 1 allegation involving off-duty conduct, 3 allegations concerning respectful workplace, and 1 allegation concerning the responsibility of supervisors. The 2007 "other" category includes: 4 allegations concerning traffic stops, 1 allegation concerning conflict of interest, and 1 allegation involving secondary employment. "Other" for 2008 includes: 3 allegations concerning traffic stops, 2 allegations concerning respectful workplace, 1 allegation involving the confidentiality of correspondence, and 1 allegation concerning honesty.

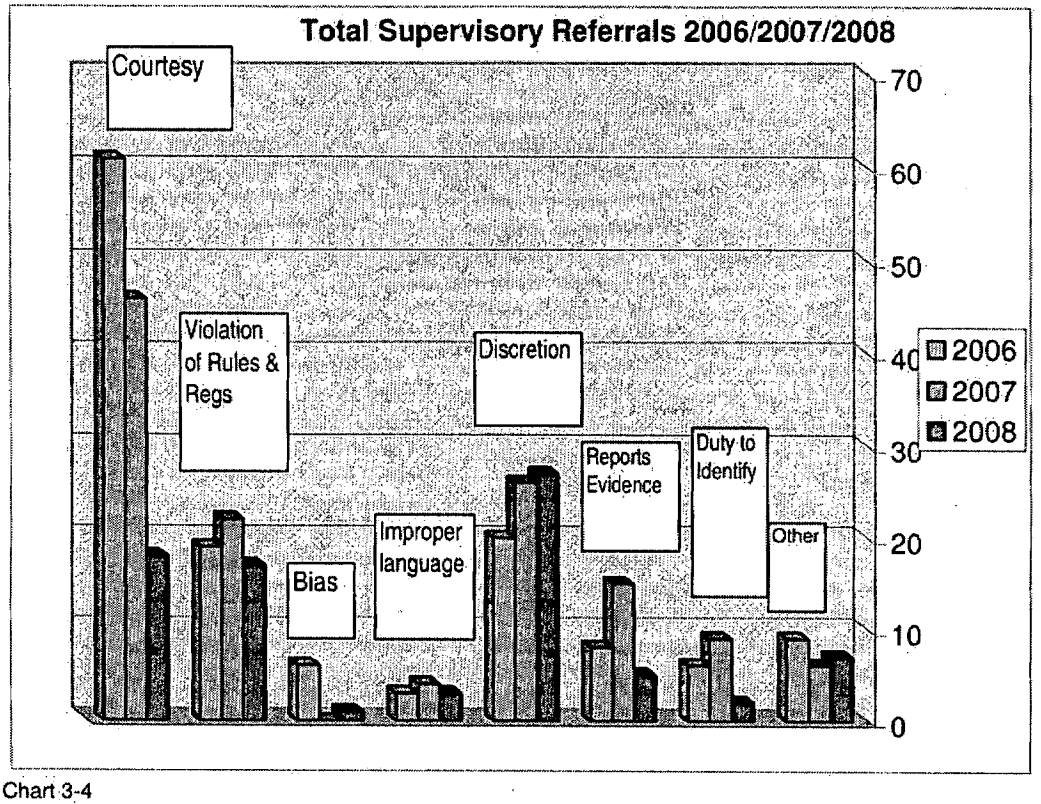
Total Supervisory Referrals 2006/2007/2008
Courtesy
Violation of Rules & Regs
Bias
Improper language
Discretion
Reports Evidence
Duty to Identify
Other
70
60
50
40
30
20
10
0
2006
2007
2008

Chart 3-4

C. Line Investigation (LI) Allegations

OPA complaints classified as a Line Investigation (LI) involve what appears at intake to be minor misconduct and are investigated by the officer's chain of command. As seen with other classifications, the total number of allegations will be higher than the number of complaints because one complaint may contain multiple allegations.

	2006	2007	2008
Total Complaints Classified as Line Investigations	23	14	18
Allegations in LI Complaints			
Standards & Duties 1.003			
Rules & Regulations		1	1
Insubordination	1		
Honesty	1		
Exercise of Discretion	9	7	5
Courtesy	15	4	4
Traffic Stops	2	1	1
Duty to Identify	7		
Derogatory Language	2		3
Profanity	5	3	2
Completion of Reports, Evidence & Actions	3	1	1
Alcohol & Substance Use 1.089			
Wearing Recognizable Police Uniform on Premise		1	
Department E-Mail Policy 1.349			
Violation of Rules		1	
Arrest Procedures 2.001			
Notification of Supervisor	1		
Miranda 3.005			
Rights Read at Time of Arrest	2		
Collision Investigations (Mandatory Reporting) 3.045			
Violation of Rules		1	
Enforcement Action		1	
Duty to Investigate		1	2
Searches-General 6.180			1
Secondary Employment 5.120			1
In-Car Camera Video			1

	2006	2007	2008
Evidence/Property 7.020			1
Unauthorized Absence 4.010			1
TOTAL	48	22	24

Chart 3-5

D. OPA-IS Investigation Allegations

Complaints involving complex or more serious allegations of police misconduct, including Use of Force allegations, are investigated by OPA-IS.

	2006	2007	2008
Total Complaints Classified as OPA-IS[10]	147	152	157
Allegations in OPA-IS Complaints			
Standards & Duties 1.003			
Rules & Regulations	5	8	10
Insubordination	6	1	1
Responsibility of Supervisors	2	4	3
Violation of Law (Admin Case)	27	9	16
Violation of Law (Outside Agency)	1	7	4
Violation of Law (SPD Case)	4	7	8
Collective Bargaining Agreement	3		
Honesty	11	5	6
Integrity	1		1
Integrity-Conflicts of Interest	4		3
Integrity-Employee Associations	1		
Integrity-Misuse of Authority	8	3	2
Integrity-Gratuities		2	
Exercise of Discretion	15	24	20
Criticism of Others	1		
Reporting Misconduct	2		
Courtesy	28	22	17
Traffic Stops	1	3	1
Duty to Identify	17	3	11
Derogatory Language	19	6	9
Profanity	17	12	5
Respectful Workplace	5		2
Completion of Reports, Evidence & Actions	3	4	1

[10] As with other classifications, any one complaint can contain multiple allegations such that the total number of allegations in Chart 3-6 will be higher than the total complaints noted for each year.

	2006	2007	2008
Unbiased Policing 1.010			
Policy Violations	12	3	4
Criminal Case 1.069			
Appearing as a Defense Witness	1		
Case Testimony	1		
Alcohol & Substance Use 1.089			
Intoxicants	1	1	
Wearing Recognizable Police Uniform on Premise		1	
Informant Management 1.101			
Rules and Regulations	1		
Complaint Process 1.117			
Misconduct Intervention	2		
Employee Responsibilities	1	1	
Failure to Cooperate with an Internal Investigation	5	4	
Reporting Requirements		1	2
Vehicle Pursuits 1.141			
Rules and Regulations	1	1	
Policy		2	
Use of Force 1.145			
Responsibilities	3		1
Policy	146	131	112
Department Vehicles 1.201			
Rules and Regulations		1	3
City Equipment 1.197			
Rules and Regulations	2		
Collisions Involving City Vehicles 1.205			
Rules and Regulations	3		
Absence from Duty 1.237			
Rules and Regulations	1	2	2
Illness and Injury 1.257			
Restrictions While on Sick Leave	1	1	
Secondary Employment 1.289			
Rules and Regulations	1		9
FTTAA			1
Department Records Access 1.333			
Rules and Regulations		1	2
Criminal Records 1.337			
Dissemination	1	1	2
Department E-Mail Policy 1.349			
Violation of Rules	2	2	
Primary Investigations-FTTAA 15.180			4
In-Car Video 1.354			
Rules and Regulations		2	
Arrest Procedures 2.001			

	2006	2007	2008
Notification of Supervisor	3		
Officer's Responsibilities	3	4	5
Social Contacts, Terry Stops & Arrests 2.010			
Social Contact Procedures	1		
Terry Stop Philosophy	2		3
Evidence & Property 2.049			
Policy	21	25	
Radio Procedure 12.010			1
Traffic Enforcement 2.081			
Demeanor/Courtesy	1		1
Warnings/Traffic Contact Reports	1	1	2
Detainee Management 6.070			1
Miranda 3.005			
Rights Read at Time of Arrest	1		
Interpreters 3.009			
Rules and Regulations		2	
Searches 3.017			
Rules and Regulations	5	1	21
Prisoner Handling 6.071			1
Strip Searches 3.021			
Rules and Regulations	5		
Body Cavity Searches 3.025			
Rules and Regulations	2		
Criminal Trespass Admonishment 17.110			1
Discharge of Firearm 3.040			
Reporting Responsibilities		1	
Collision Investigations (Mandatory Reporting) 3.045			
Duty to Investigate	1		
Arrest of Foreign Nationals		2	
Impound Policy		2	
TOTAL	**412**	**313**	**298**

Chart 3-6

Several observations can be made combining information from Charts 3-5 and 3-6 to consider allegations referred for LI or OPA-IS investigation:

(1) Complaints involving Use of Force are decreasing, as there were 146 allegations on this issue in 2006, down to 131 in 2007, and 112 in 2008. Given the seriousness of any force allegation, virtually all such complaints are investigated by OPA-IS. All instances where reportable force is used are monitored by an officer's chain of command, and any complaint growing out of an incident involving force receives another close review by OPA.

(2) Allegations related to Searches increased from only 1 in 2007 to 22 in 2008. A number of these complaints resulted in Sustained or Supervisory Intervention findings.

(3) While there were 21 and 25 complaints involving the handling of Evidence and Property in 2006 and 2007 respectively, there was only 1 allegation (classified as an LI) related to this issue in 2008.

(4) The number of complaints alleging violation of rules and regulations related to secondary employment increased from 1 in 2006 to 10 in 2008. In several cases, while investigating other allegations underlying a complaint, OPA discovered problems related to the Secondary Employment permitting process, resulting in Sustained findings on that issue.

OPA will work with Command Staff to determine if there is a need to conduct extra training throughout the Department on policies related to Searches and Secondary Employment, particularly if the trend in complaints filed on these issues continues.

Section 4

Findings

OPA-IS & LI Findings

There are eight findings used when closing completed cases. One case can have multiple findings if multiple allegations or multiple officers are involved.[11]

During 2008, 144 cases involving 257 allegations were completed through either a Line Investigation or full OPA-IS investigation. Of these cases, 13% were Sustained, meaning that a determination was made that the allegation of misconduct was supported by a preponderance of the evidence. The rate of Sustained findings rose from 9% in 2006, to 12% in 2007, to the current 13%.

The allegations involved in these Sustained cases are quite varied, including violations of policies governing access to and dissemination of departmental records, a variety of violations of law (e.g., DUI), misconduct related to an officer's exercise of discretion, failure to meet supervisory responsibilities, insubordination, misuse of authority, failure to complete reports, failure to follow SPD policy related to searches, and failure to meet secondary employment requirements. In addition, four of the Sustained cases involved allegations of unnecessary use of force or dishonesty.

Prior to 2008, SPD had not Sustained a Use of Force complaint since the OPA was created. However, despite the fact that the overall numbers of force allegations have dropped, the OPA Director and Chief of Police agreed to

[11] A SUSTAINED finding means the allegation of misconduct is supported by a preponderance of the evidence. A SUPERVISORY INTERVENTION means, while there may have been a violation of policy, it was not a willful violation and/or the violation did not amount to misconduct. The employee's chain of command is to provide appropriate training, counseling and/or to review for deficient policies or inadequate training. If a preponderance of the evidence indicates the alleged act did not occur as reported or is false there is an UNFOUNDED finding. Where a preponderance of the evidence indicates the conduct alleged occurred, but the conduct was justified, lawful and proper, there is an EXONERATED finding. If the allegation of misconduct was neither proved nor disproved by a preponderance of the evidence, the result is a NOT SUSTAINED finding. A finding of ADMINISTRATIVELY UNFOUNDED or ADMINISTRATIVELY EXONERATED can be made prior to the completion of the investigation when the complaint is significantly flawed procedurally or legally, or without merit; i.e., the complaint is false or the subject recants the allegations, preliminary investigation reveals wrong employee identified, or the employee's actions were found to be justified, lawful and proper and according to training. If the investigation cannot proceed forward, usually due to insufficient information or the pendency of other investigations, there is an ADMINISTRATIVELY INACTIVATED finding. The investigation may be reactivated upon the discovery of new, substantive information or evidence.

Sustain two complaints involving force in 2008. Furthermore, a number of other complaints raising force related allegations were referred for a Supervisory Intervention; i.e., a determination was made that even if a policy violation was involved, it was not willful and/or training or counseling with the employee was recommended.

In response to a recommendation from PARP, the City negotiated a provision in the current collective bargaining agreement with the Seattle Police Officers Guild (SPOG) that creates a presumption of termination if there is a Sustained finding on a complaint of dishonesty based on clear and convincing evidence. Prior to implementation of the new SPOG provision, there were two cases closed in 2008 involving allegations of officer dishonesty, both resulting in termination or resignation in lieu of termination.

Supervisory Intervention (SI) findings were up to 19% in 2008, as compared to 13% in 2007. An SI finding is entered when there might have been a policy violation but it was not willful, and/or the violation did not amount to misconduct but training is appropriate. With an SI, the employee's chain of command provides necessary training or counseling, or involves subject matter experts to work with the employee. Many instances of police action reviewed by OPA are not clearly misconduct but the underlying facts indicate that training for the officers involved would be useful. The Supervisory Intervention finding allows for well-intentioned mistakes made in the performance of law enforcement duties to be addressed by education and counseling, rather than punishment. It appears that the SI finding is being used for cases that earlier might have been Exonerated, Not Sustained or Unfounded.

Chart 4-1 represents findings in cases opened or filed after January 1, 2008 and closed as of December 31, 2008. Chart 4-2 shows Sustained Cases by Allegation from January 1, 2008 and December 31, 2008. Charts 4-2 and 4-3 provide comparative data for 2006 and 2007.

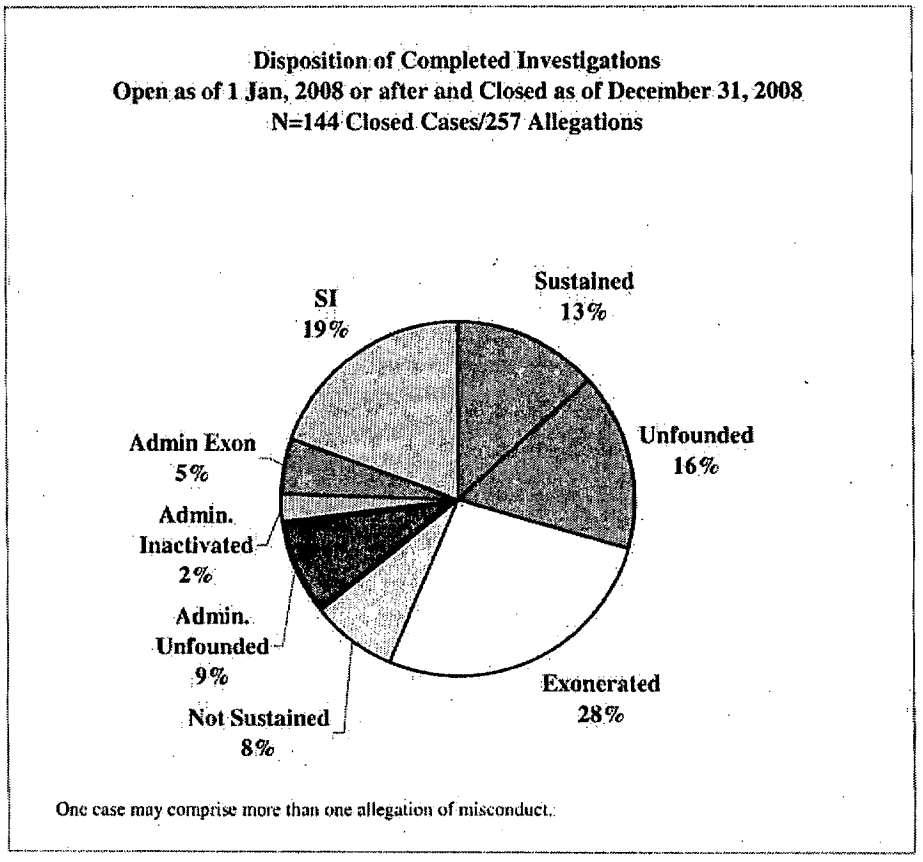

Chart 4-1

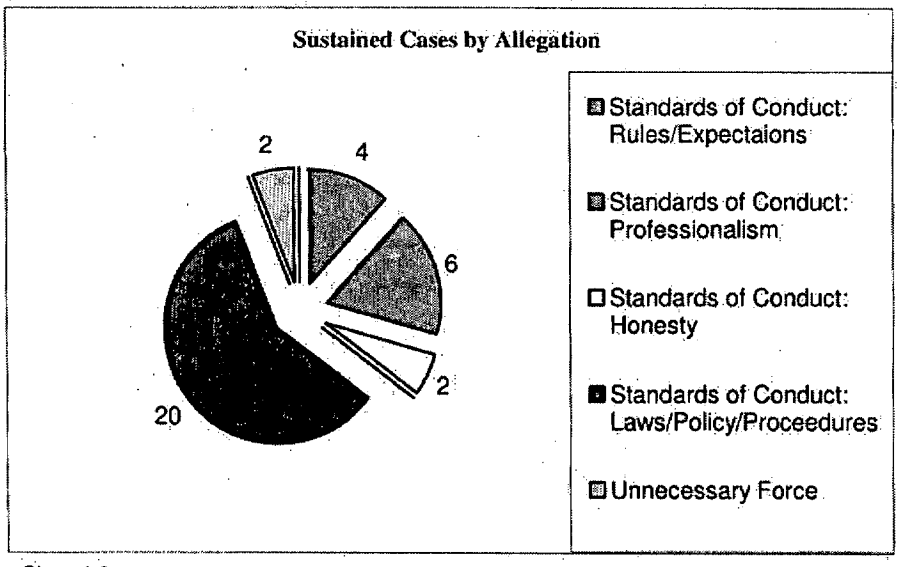

Chart 4-2

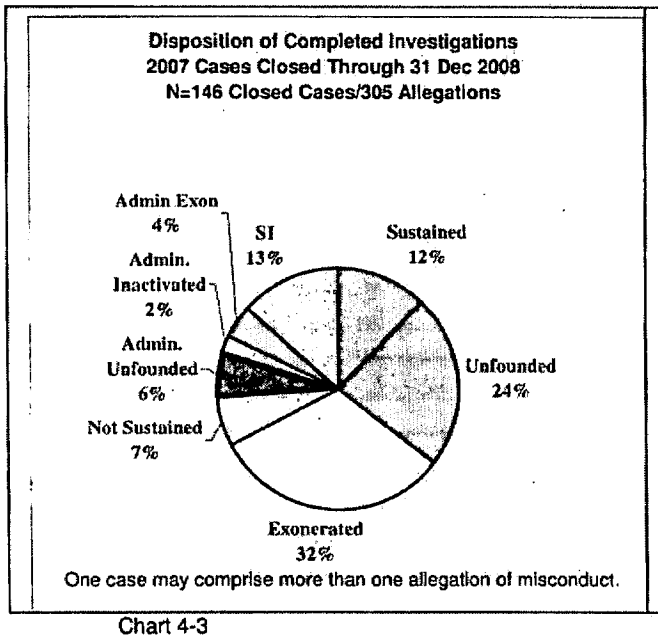

Chart 4-3

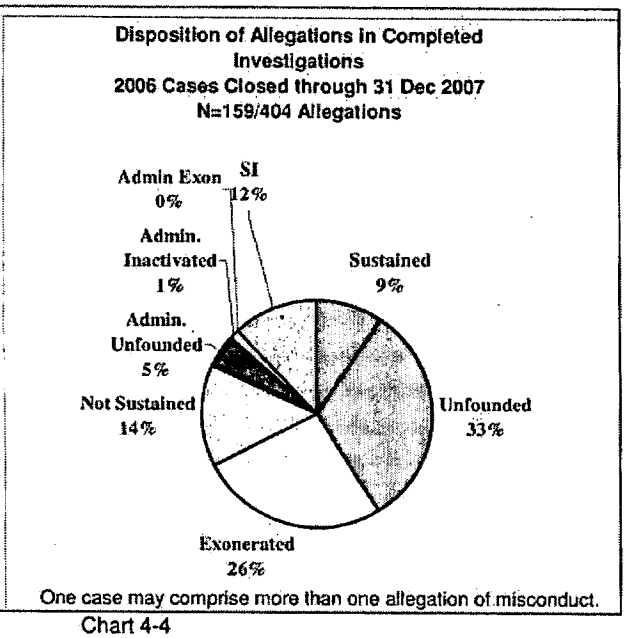

Chart 4-4

Section 5

DISCIPLINE

The table below compares information on the type of discipline imposed in 2007 and 2008 following Sustained findings in OPA complaints. The information represents final decisions following any appeal that might have been involved.

SPD Sworn Employees Disciplined 2007-2008[12]

SMC 3.28.810(G) charges the OPA with providing analysis to the Chief of Police regarding disciplinary action in order to promote consistency of discipline. The OPA has stepped up its coordination with the Department's Human Resources Department to monitor the implementation of discipline, track appeals of discipline, and strive for consistency in discipline.

SPD Sworn Employees Disciplined
2007-2008

Type of Disciplinary Action	Number of Times Discipline Imposed	Number of Times Discipline Imposed
	2007	2008
Termination	1	2
Demotion		
Suspension	12	7
Written Reprimand	12	9
Oral Reprimand	1	2
Transfer		1
Resigned in Lieu of Termination		1
Retired in Lieu of Termination		1
TOTAL	**26**	**23**

Chart 5-1

[12] Information concerning discipline prior to 2007 is available in previous statistics reports. Single incidents reported in Chart 5-1 may include multiple employees.

Section 6

Investigative Timelines

Average Length of Time for Investigative Fact Gathering

Complainants and named officers have raised concerns about timeliness in the completion of investigations by OPA. OPA has responded to such concerns and the average length of time it takes an investigator to complete fact gathering in an investigation is dropping, as reflected below. Note: the below table only reflects actual investigative time and does not include administrative processing and review time required for all cases.

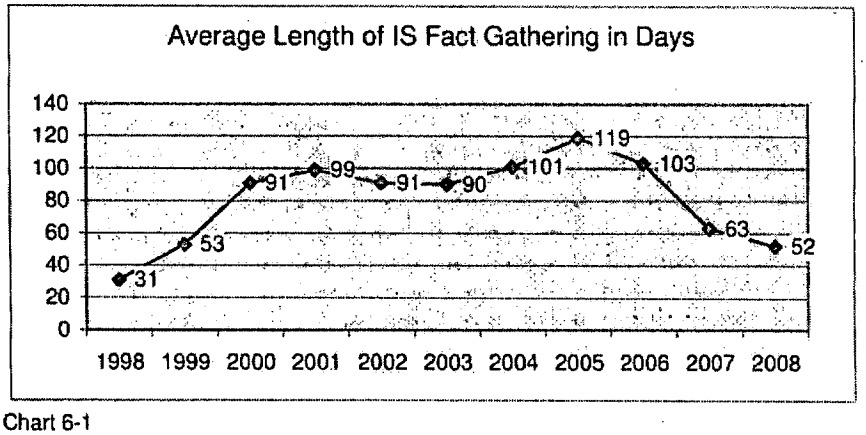

Chart 6-1

Because OPA has not historically tracked all steps taken when a case is filed, we have begun to look at the totality of the investigative timeline, not just fact gathering time as reflected above. OPA has been studying a sampling of cases closed during 2007 and 2008, working to identify all of the discrete steps involved in case processing, including administrative and review requirements. Initial calculations find that the administrative processing time and supervisory review time are approximately double the investigative time. Thus, the "birth to death" average for all cases closed during 2008 was 172.6 days.[13]

[13] Criminal cases with extensive review time outside the scope of OPA were excluded from this average.

Section 7

OFFICER SPECIFIC INFORMATION

Complaints per Officer

As in previous years, the majority of SPD officers, nearly 80%, had no complaints filed against them with the OPA. Of those who did receive a complaint, 17 out of approximately 1300 sworn officers received two complaints in 2008, while 12 officers received three or more.

Chart 7-1 summarizes information on the number of officers with single and multiple IS and LI complaints for 2004 through 2008.

Officers with Multiple Complaints

Officer Complaint Category	Number of Officers in 2004	Number of Officers in 2005	Number of Officers in 2006	Number of Officers in 2007	Number of Officers in 2008
Officers with two complaints	32	40	34	29	17
Officers with three or more complaints	11	17	6	9	12
Total Employees	**43**	**57**	**40**	**38**	**29**

Chart 7-1 Seattle Police Department, 2004-2008 *Complaints may name more than one officer (LI/IIS cases only)

Using Strength Average @ 1300 officers

2007

- 79.8% of officers had no complaints
- 17.2% had 1 complaint
- 2.2% had 2 complaints
- < 1% had 3 complaints (no employee had more than three complaints in 2007)

Chart 7-2

2008

- 79.6% of officers had no complaints
- 18% had 1 complaint
- 1.3 % had 2 complaints
- < 1% had 3 or more complaints

Chart 7-3

Use of Force Complaints per Officer

The number of officers receiving one Use of Force complaint increased steadily from 76 to 111 between 2004 and 2007, and then dropped to 98 in 2008. None of the employees who received two or more force related complaints in 2007 also received two or more complaints in 2008. In 2008, only one employee had more than three force complaints as compared to none in 2007.

Third-party witnesses filed 27.5% of the Use of Force complaints received by OPA, while the subject on whom the force was used was the complainant in approximately 61% of the cases.[14]

Chart 7-4 notes the number of officers with single and multiple force complaints for 2004 through 2008.

Officer Complaint Category	Number of Officers in 2004	Number of Officers in 2005	Number of Officers in 2006	Number of Officers in 2007	Number of Officers in 2008
Officers with one use of force complaint	76	73	90	111	98
Officers with two use of force complaints	16	30	18	11	7
Officers with three or more use of force complaints	9	7	4	2	7
Total complaints	**101**	**110**	**112**	**124**	**112**

Chart 7-4 Seattle Police Department, 2004-2008 *Complaints may name more than one officer (LI/IIS cases only)

EMPLOYEE INFORMATION

The data presented in charts 7-5 and 7-6 provide information about the SPD employees named in complaints in 2008 where such information is available. Since the majority of contacts with OPA are resolved at intake, i.e. classified as Contact Logs, background information about employees involved is not recorded. Thus, the information presented below represents data collected in cases classified as Preliminary Investigation Reports, Supervisory Referrals, Line Investigations or OPA-IS Investigations.

[14] Information on the status of the complainant was not recorded in another 11.5% of the cases.

Race/Ethnicity and Gender Data for Named Employees

Employee Information: Chart 7-5 provides race/ethnicity and gender data for employees named in 2008 OPA complaints classified as PIR, SR, LI or OPA-IS.

Race/Ethnicity	Gender	Total
American Indian/Alaskan Native	M F	3 0
Asian/Pacific Islander	M F	34 14
Black	M F	54 10
Hispanic	M F	27 4
White	M F	396 59
Unknown/Not Specified		90

Chart 7-5

Employees by Rank

Chart 7-6 is a breakout by rank of employees named in 2008 OPA complaints classified as PIR, SR, LI or OPA-IS. The total number of employees is larger than the number of complaints because a single complaint can name more than one employee.

Rank	Number	% of Total Named Employees N=734	% of Total Named Employees v. Complaints N=574*
Lieutenant	1	.013%	.018%
Sergeant	15	2.04%	2.74%
Detective	24	3.26%	4.39%
Officer	227	30.92%	41.54%
Parking Enforcement	26	3.54%	4.76%
Civilian	8	1.08%	1.46%
Unknown Employee	393	53.54%	71.9%
TOTAL	**734**		

Chart 7-6

2008 Complaints by Precinct

The data presented in Charts 7-7 and 7-8 breaks out complaints classified as SR, LI or OPA-IS by precinct where they were initiated. The West Precinct has more complaints relative to other precincts, which is likely explained by the fact that the West Precinct covers downtown Seattle and other areas generating more police activity. Conversely, the Southwest Precinct reports far fewer offenses and also has far fewer OPA complaints. All precinct commanders receive regular feedback from OPA about complaints received concerning their areas of command.

Complaint	East	North	South	Southwest	West	Other*	Total
IS Investigation	25	20	27	8	56	21	157
Line Investigation	7	5	1	1	4		18
Supervisory Referral	10	13	9	7	27	5	71
Total	42	38	37	16	87	26	246

Chart 7-7

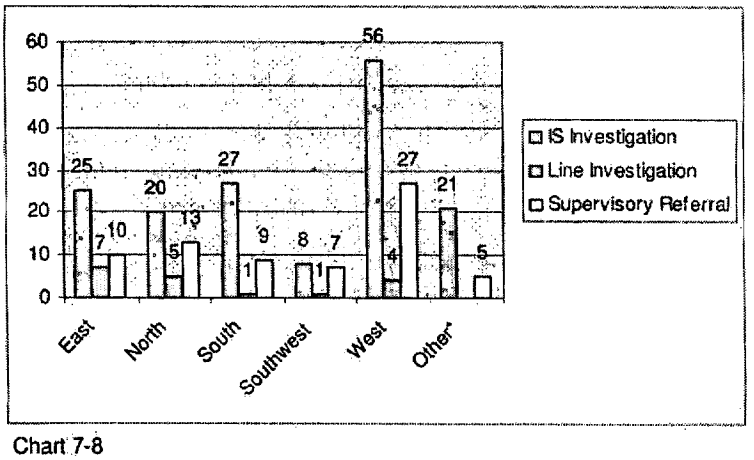

Chart 7-8

*Complaints generated from outside Seattle City limits

Section 8

Complainant Specific Information

Race/Ethnicity and Gender Data for Complainants

The data presented in Chart 8-1 represents complainant information for 2008 where known; race/ethnicity and gender information is sometimes not made available by the complainant or is not sought by OPA. Since the majority of contacts with OPA are resolved at intake (Contact Logs), it is often not easy to determine the race/ethnicity or even gender of many complainants. Nonetheless, OPA needs to develop better mechanisms to collect and record such information regardless of case classification.

Complainant Information: Chart 8-1 provides race/ethnicity and gender data, where available, for complainants in 2008 OPA cases classified as PIR, SR, LI, or OPA-IS.

Race/Ethnicity	Gender	Total
American Indian/Alaskan Native	M F	3 1
Asian/Pacific Islander	M F	7 5
Black	M F UNK	50 20 2
Hispanic	M F	3 3
White	M F UNK	102 36 1
Unknown/Not Specified	M F UNK	102 78 142

Chart 8-1

The average age of the above complainants (computed from known/reported data) was 43 years old.

Section 9

Review of Best Practices

In 2008, the OPA undertook a review of Audits and Annual Reports issued by Portland, Oregon and Austin and San Antonio, Texas to review performance data and operational processes in the police departments of these three cities to determine if there were any "best practices" for Seattle to consider. While the models of civilian oversight in each city are different from each other's and Seattle's, there continues to be overlap in the issues and concerns encountered by all of our programs.

General Issues of discussion:

Complexity of the systems: As with Seattle, these three agencies are looking to simplify the investigative process while continually promoting transparency. Data distribution and issues of access, convenience, and documentation of internal practices were among the common themes with the agencies reporting. Similarly, OPA continues to review and assess its operating policies and practices, looking for ways to address timeline concerns while ensuring that cases are investigated in a thorough and fair manner. OPA also recognizes that it needs to improve its data collection on race/ethnicity and gender for named employees and complainants.

Use of Force: The issue of force (or "response to resistance" as one agency defined it) continues to be of concern to all police conduct oversight agencies. Seattle, at the suggestion of the OPA, is reviewing its Use of Force policy and attempting to clarify definitions used. Taser use is also a common issue of concern seen in the reports of the three agencies reviewed. Though SPD has a Taser use review process and regularly reports out on Taser related issues, OPA remains interested in learning more about concerns associated with this less-lethal weapon. Other shortcomings related to force issues noted by the three agencies were not issues in Seattle.

Discipline: Reviewing the discipline process and ensuring fairness and equitable treatment (and consistency) is an on-going priority in Seattle, as it is with the agencies reviewed. The issue of discipline matrixes (a system of predetermined discipline for specific behaviors) is one that frequently comes up in discussions of police oversight, though SPD has not elected to use this approach for a variety of reasons. As noted elsewhere in this report, OPA is working with Human Resources to better monitor Sustained cases and to assess consistency in discipline.

Mediation: This alternative form of conflict resolution continues to receive interest and many departments are looking at mediation to supplement and augment the traditional investigative process for complaint resolution. OPA's approach to mediation has been recognized as a national model and we are frequently asked to assist other agencies in the development of similar programs. Seattle's 2008 Mediation report will be released shortly and will be available at the OPA web site.

Transparency and Public Outreach: Seattle and the three agencies reviewed all are committed to working towards the goal of transparency through public outreach. As it continues its on-going outreach, OPA also is coordinating with the OPA Review Board as it increases its efforts on this front. The OPA brochure and complaint process descriptions are now available in nine different languages. In response to concerns from the community, in the fall of 2008, the OPA-Investigations Section relocated outside of police facilities. Also during 2008 and in response to a PARP recommendation, OPA expanded its intake sources to include the Seattle Office of Civil Rights, providing training and yet another conduit for complaint receipt (OPA initiated a similar process with the Citizen's Service Bureau in 2006).

Training: Issues related to training for both civilian oversight staff and patrol officers was a common theme raised by the three agencies reviewed. In 2008, OPA developed specialized training for OPA-IS staff, including a two-day training using internal and external subject matter experts. In the fall of 2008, OPA participated in a "train the trainer" program aimed at bringing a new racial profiling training program into SPD. Also, in order to expand the pool of mediators available to handle OPA mediations, OPA also arranged for specialized training on mediating police misconduct complaints. As individual cases are investigated and reviewed, training recommendations for named officers and SPD personnel in general are made as appropriate.

Section 10

Conclusion

OPA continues to look for ways to focus its investigative resources on serious cases of misconduct and to address timeliness concerns. Though the overall number of contacts with OPA continues to rise, successful efforts have been made to properly classify cases at the outset, and to more precisely identify the allegations involved with each complaint. In 2008, OPA also reduced the average amount of time involved with investigative fact gathering, and will continue to work in 2009 to reduce the time associated with administrative processing and review of cases.

The vast majority of police actions do not involve misconduct and most complaints filed with the OPA will not result in a Sustained finding. However, rather than focusing only on misconduct and discipline, OPA also looks for opportunities to refer officers for training. In 2008, Supervisory Intervention findings increased to 19% of all cases investigated. OPA continually works with Command Staff and various SPD units to identify issues on which officers would benefit from training. OPA is also assessing discipline approaches used in other agencies which promote adult learning models.

OPA and personnel from Human Resources are working together to develop systems to better track Sustained cases and to identify and address procedural, contractual, and legal issues that arise with misconduct complaints. Several 2008 cases demonstrated the complexity of complaint processing, and efforts will be made in 2009 to improve the systems involved.

As it has considered the lack of information available in a significant number of cases concerning the race/ethnicity and gender for named employees and complainants, OPA recognizes that it needs to improve its data collection on this front. Steps will be taken in 2009 to better understand and address difficulties in collecting this information.

OPA is coordinating its efforts with the OPA Auditor and OPA Review Board in a variety of ways. The Auditor and several members of the OPARB provided valuable feedback for this report, and OPA will work with them to consider whether any substantive policy or procedural issues covered here should be the focus of enhanced review in the coming year.

Filing a Complaint

If you believe that an officer or other Department employee has committed misconduct you may file a complaint in person, by telephone, by mail, by email at OPA-IS@seattle.gov, or on our online form at www.seattle.gov/police/opa. We also investigate complaints referred to us by the Mayor's Office, City Council members, and referral agencies, and take third party complaints, or those filed anonymously.

You may file at any SPD precinct or the following locations:

OPA - Investigation Section
Seattle Municipal Tower
700 5th Avenue, Suite 1640
P.O. Box 34986
Seattle, WA 98124-4986

(206) 684-8797
Monday through Friday, 9 AM to 5 PM.
Voice messaging will record your message when the office is closed, and you will be called as soon as possible.

Customer Service Bureau

City Hall
600 4th Avenue, 1st Floor, P.O. Box 94726
Seattle WA 98124-4726

(206) 684-CITY (2489)
Monday through Friday, 8 AM to 5 PM.
Voice messaging will record your message when the office is closed, and you will be called as soon as possible.

Seattle Office for Civil Rights
Central Building
810 Third Ave, Suite 750
Seattle WA 98104-1627

(206)684-4500 or (TTY) (206) 684-4503
Monday through Friday, 8 AM to 5 PM.
Voice messaging will record your message when the office is closed, and you will be called as soon as possible.

Saying "Thanks" for Good Police Work

Police work is often a difficult and thankless task. We happily accept commendations through all of the options detailed above. Your words of encouragement and appreciation will be forwarded to the employees and their supervisors.

Contact Us:

Office of Professional Accountability

Police Headquarters
P.O. Box 34986
Seattle, WA 98124-4986
(206) 615-1566 | FAX: (206) 615-0763
E-Mail: OPA@seattle.gov
www.seattle.gov/police/opa

Information about filing a complaint is available on the OPA website in other languages:
http://www.seattle.gov/police/OPA/Publications.htm

OPA Auditor

To reach the Auditor, please contact either the OPA Main Office or the Review Board who will forward your concerns directly to the Auditor

Office of Professional Accountability Review Board

P.O. Box 34025
Seattle, WA 98124-4025
(206) 684-8888 | FAX: (206) 684-8587
E-Mail: OPAReviewBoard@seattle.gov
www.seattle.gov/council/oparb/

General Meetings and Outreach

The OPA Review Board meets

On the first Wednesday of the month at 11:30 a.m. and
On the Third Thursday at 5:30 p.m.
at Seattle City Hall, 600 Fourth Avenue.

For meeting location & agendas please call (206) 684-8146

To listen to a meeting live, call (206) 684-4718

City of Seattle
www.seattle.gov

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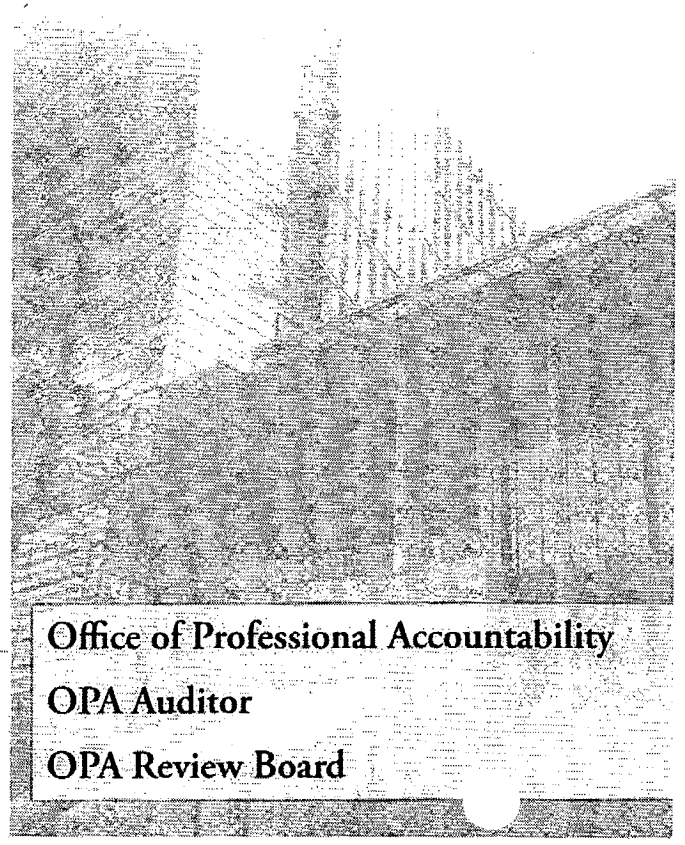
Civilian Oversight *of* Seattle Police



Office of Professional Accountability

OPA Auditor

OPA Review Board

Civilian Oversight of the Seattle Police Department

Effective civilian oversight of police is essential to ensure that the police department uses its powers and authority in a manner reflecting respect for law and individual rights and freedoms. Transparency and accountability to the public are the key ingredients for an effective program. Civilian oversight in Seattle has three parts. A civilian Director oversees the experienced detective sergeants who investigate complaints of misconduct and related issues of police practices. The OPA Auditor has independent authority to review all cases. The seven-member civilian OPA Review Board conducts community outreach regarding accountability issues and reviews the operation of the accountability system. Each part is independent, but all three work together to meet the goals of the system.

A note from the Interim Chief:

The Seattle Police Department is committed to thorough and objective investigation of complaints against its members. Only by strictly adhering to this commitment can we maintain the trust and confidence of those we serve. We hold ourselves to the highest expectations of fair and professional law enforcement services.

John Diaz
Interim Chief of Police

A note from the OPA Director:

We work hard to ensure that every complaint receives full and fair consideration. We are committed to seeing that complaints brought to the OPA are investigated as quickly as possible while ensuring fairness and thoroughness for everyone involved in the process. If you have questions about your case or concerns about the OPA process, please contact me directly at the OPA address or number provided.

Kathryn Olson
Director, Office of Professional Accountability

Office of Professional Accountability (OPA)

The OPA is the office within the Seattle Police Department that receives and investigates complaints about police misconduct. A civilian Director heads the office.

OPA's mission is to provide civilian oversight of the complaint process; to promote public awareness of and full access to that process; and to advance training and reforms that improve police performance and increase police accountability.

The Investigation Section of the OPA investigates complaints of police conduct. The civilian Director oversees the intake, classification, and investigation of complaints, certifies investigative findings, and makes recommendations on disposition and discipline to the Chief of Police.

The OPA Director regularly reports to the Mayor and the City Council on OPA activity and issues concerning the professional standards of the Department. She also makes recommendations on strategies and policies to improve complaint gathering and investigative procedures.

OPA Auditor

The Auditor is an independent outside reviewer of the work of the OPA, appointed by the Mayor and confirmed by the City Council. The Auditor reviews every case to see if it is properly classified as to seriousness. Each week the Auditor reviews all investigations completed that week and has the discretion to order further investigation. Finally, the Auditor reports regularly and makes policy recommendations to the City, the public and the Department based on these reviews. The Auditor's reports are available to the public on the OPA website.

OPA Review Board

The OPA Review Board strengthens the system of police accountability by soliciting community input about police accountability and police practices, conducting an independent review of the quality of the OPA complaint process, and reviewing police policies and procedures.
The OPA Review Board was established in 2002 and now consists of seven citizens appointed by the City Council. The Review Board holds public meetings twice a month at City Hall, where it invites interested citizens to observe and to present their views. The Review Board reports regularly to the City Council and advises the City on police accountability and professional conduct generally. Review Board members are available to meet with citizens and community groups who have questions or concerns about the OPA process and police policies and procedures.

Joint Responsibilities of OPA Director, Auditor and Review Board

All are members of the National Association for Civilian Oversight of Law Enforcement. All work together to:

- conduct community outreach to promote and explain the citizen complaint process and to receive feedback about the process and police practices;
- study and report to the public on accountability issues;
- identify issues for the OPA Auditor to emphasize in the Auditor's review of OPA's work; and
- research national trends and best practices on police accountability and practices.

A note from the Chief:

The Seattle Police Department is committed to thoroughly and objectively investigating complaints against its members. Only by strictly adhering to this commitment can we maintain the trust and confidence of those we serve. We hold ourselves to the highest expectations of fair and professional law enforcement services.

John Diaz
Interim Chief of Police

A note from the OPA Director:

Your complaint is very important, and we will make every effort to ensure that it receives full and fair consideration. We are committed to seeing that complaints brought to the OPA are investigated in a expeditious manner while ensuring fairness and thoroughness for everyone involved in the process. If you have questions or concerns about the OPA process please contact me directly at the OPA address or number provided.

Kathryn Olson
Director, Office of Professional Accountability

Where can I file a complaint?

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or
via online form on the OPA website:
www.seattle.gov/police/opa

or you may file at any of these locations:

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700 5th Avenue, Suite 1640
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(206) 684-8797
(The Investigation Section is open Monday through Friday, 8 AM to 5 PM. Voice messaging will record your message when the office is closed, and you will be called as soon as possible.)

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City Hall
600 4th Avenue, 1st Floor, P.O. Box 94726
Seattle WA 98124-4726
(206) 684-CITY (2489)
We also investigate complaints referred to us by the Mayor's office, City Council members, and referral agencies.

All Seattle Police Department Precincts
Any SPD employee can receive and document your complaint; however, you will usually be referred to a supervisor.

The precincts are located at the following addresses:

West Precinct
(206) 684-8917
810 Virginia St
Seattle, WA 98101

Southwest Precinct
2300 SW Webster St
Seattle, WA 98106

East Precinct
(206) 684-4300
1519 12th Ave
Seattle, WA 98122

South Precinct
(206) 386-1850
3001 S Myrtle St
Seattle, WA 98108

North Precinct
(206) 684-0850
10049 College Way N
Seattle, WA 98133

To contact the Director directly with questions about the OPA:
Office of Professional Accountability
Kathryn Olson, Director

Police Headquarters
610 5th Avenue
P.O. Box 34986
Seattle, WA 98124-4986
(206) 615-1566
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To make a complaint:
Office of Professional Accountability
Investigation Section

Seattle Municipal Tower
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P.O. Box 34986
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www.seattle.gov/police/opa

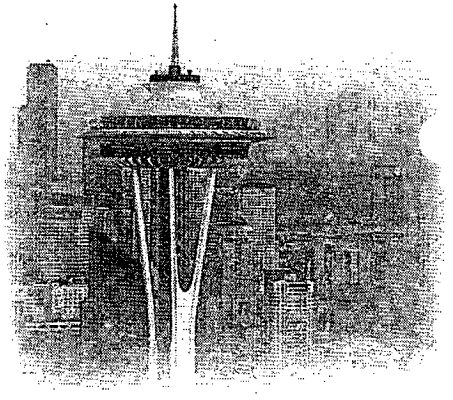
City of Seattle
Seattle Police Department

PRINTED 8/2009 - VERSION 2

SEATTLE POLICE DEPARTMENT

OFFICE OF PROFESSIONAL ACCOUNTABILITY

How Concerns about Police Misconduct are Resolved



Frequently Asked Questions about the Complaint Process

Who oversees the Investigation Section process?

The Office of Professional Accountability (OPA) Director (a civilian appointed by the Mayor and confirmed by the City Council) is responsible for the management and oversight of the investigative process and ensures the highest standards for documentation, investigation, reporting, and resolution of complaints.

An OPA Auditor, who is a respected member of the community and appointed by the Mayor and City Council, reviews every complaint and investigation to ensure that each receives a thorough and objective investigation. In addition, an OPA Review Board, composed of seven civilians appointed by the City Council, reviews the fairness and efficacy of the OPA process and solicits input from the community on improving the oversight system.

How do I file a complaint?

Citizens who believe that an officer or other Department employee has engaged in misconduct may file a complaint in person, by telephone, by mail, by E-mail, or via the on-line Commendation/Complaint form.

While we encourage those who make complaints to provide their names and other identifying information, we do accept anonymous complaints. We also accept complaints from outside agencies and from witnesses or other third parties reporting on behalf of others.

Complaints of misconduct are taken very seriously. You will be asked to certify that the information you provide is true to the best of your knowledge.

We ask that complaints be filed as soon after the event as practical. Filing a complaint does not affect other civil or criminal proceedings.

What type of complaint may I file?

OPA handles all complaints involving SPD employees. OPA considers whether the type of misconduct alleged, if true, would violate Department policies and procedures, or may constitute a violation of law. OPA will document your complaint and either investigate it or share it with the appropriate unit within the Department for follow up.

What if I want to commend a Police Department employee or make suggestions to the Department?

We happily accept commendations and will forward them to the employee with our sincere appreciation.

The Seattle Police Department is in partnership with the community to make Seattle a safe and enjoyable place to live and work. We strive to provide excellent service to our community. In that regard, your complaints and commendations are important to us as they allow us to improve the job we do for you.

Will my complaint be investigated?

Depending on the seriousness of the allegation, your complaint may be resolved with information from the OPA-Investigations Section (OPA-IS) or referral to the officer's supervisor for review. Other complaints will receive further investigative efforts. You will be notified on how your complaint will be resolved.

What happens if my complaint is assigned for further investigation?

You will receive a notice that includes the case number assigned to your complaint. **It is very important that you continue to participate in the complaint process.** You may be asked to give a more complete, tape-recorded statement. You may also be asked for documentation that relates to your complaint and, if appropriate, you may be asked to allow photographs of any injury or property damage, and to consent to the release of medical records associated with your complaint.

Who will investigate my complaint?

Every complaint is documented and reviewed by the Commander of the OPA-IS and the Director of OPA, who is not a police officer.
Complaints requiring investigation will be investigated by police sergeants, who work in the Investigation Section of the OPA, or by other sergeants working under their direction.

The OPA-IS will forward its investigation and recommended findings for review by the civilian Director of the OPA. The Director may concur with the recommended findings, direct additional investigation, or recommend a different finding to the Chief of Police.

Depending on the circumstances of your complaint, it may also be referred for review/investigation to the commander of the employee named on your complaint.

How long will it take to investigate my complaint?

Some allegations can be resolved by discussion with the OPA-IS investigator or by a supervisor. These are usually resolved within 60 days. If further investigation is required, it will likely take longer. Efforts are made to complete investigations within 180 days, though some cases may take longer. **If you have any questions during the process of your complaint or have not heard from our office about the status of your case, you are encouraged to call and check on the status of your investigation.**

Will I be notified of the outcome of my complaint?

Yes. If your complaint was assigned for Supervisory Referral, you will receive a closing letter describing what steps were taken to resolve the issue. If your complaint is assigned for investigation, you will be advised of the steps that were taken to investigate, the outcome of the investigation, and an explanation of the finding reached.

What can I do if I am unhappy with the outcome of my complaint?

If you do not agree with the classification or results of the investigation of your complaint, you may submit a letter to the OPA Director requesting reconsideration. The OPA Director will review the investigation, determine if it was handled properly, and notify you of the review findings in writing.

Note: Department policies prohibit retaliation against citizens for making a complaint

Understanding Mediation

A Different Approach to Resolution

The mediation program represents a great opportunity for citizens and police to gain a better understanding of differing perspectives, as well as to bring prompt, non-judgmental resolution to the complaint. Certain complaints will be selected by the OPA Director for third party mediation, where both the party making the complaint and the officer(s) involved agree to participate in this confidential process.

SOURCES OF INFORMATION

- OPA legislation at Seattle Municipal Code 3.28.700 et seq.
- OPA Website: www.seattle.gov/police/opa
- OPA Review Board Website: www.seattle.gov/council/oparb
- OPA and OPA Auditor Reports: www.seattle.gov/police/OPA/Publications.htm
- Mayor's Police Accountability Review Panel: www.seattle.gov/policeaccountabilityreviewpanel
- City Council Police Accountability Panel: www.seattle.gov/council/sccpap
- National Association for Civilian Oversight of Law Enforcement (NACOLE): www.nacole.org

SEATTLE POLICE DEPARTMENT

OFFICE OF PROFESSIONAL ACCOUNTABILITY

Policy Recommendations 2007 – 2008 and Implementation of PARP Recommendations

KATHRYN OLSON
OPA DIRECTOR

This report summarizes policy and training recommendations made by the Office of Professional Accountability in 2007 and 2008 and provides information on implementation of recommendations made by the Mayor's Police Accountability Review Panel.

A vital function of the Office of Professional Accountability (OPA) involves reviewing polices and procedures Seattle Police Department (SPD) employees are expected to follow as they perform their duties. This review may lead to recommended policy changes, suggestions for training, or other follow up. A focus on policies and procedures helps determine "whether or not the organization has created a culture and environment that roots out, identifies, and refuses to tolerate officer misconduct."[1] Policy review essentially involves management's responsibility to set, communicate and enforce expectations about police work in Seattle.

OPA previously has published reviews of its role in policy development and submitted a Summary Report of Policy Recommendations for the years 2003 – 2006 to the Police Accountability Review Panel (PARP) in September 2007.[2] As noted there and elsewhere, Chief Kerlikowske, Acting Chief Diaz, and other command staff support OPA in its policy review efforts and have been receptive to suggested changes. Over the years, many revisions recommended by OPA have been incorporated into the Department's policy manual or contributed to new training.[3]

In addition to routine policy review, OPA worked with PARP in 2007 and 2008 as it performed a thorough assessment of Seattle's police accountability system. In addition to the Summary Report of Policy Recommendations by OPA, recommendations made by the Auditor and the OPA Review Board were compiled, and unimplemented policies from all three oversight entities were identified for consideration by PARP.[4]
After PARP issued its Final Report on January 29, 2008, OPA worked with the Police Department to implement a number of changes, while other recommendations required collective bargaining, or needed to be addressed legislatively or by entities outside SPD.

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[1] Nobel, Jeffrey J. and Alpert, Geoffrey P. Managing Accountability Systems for Police Conduct: Internal Affairs and External Oversight. Waveland Press, Inc. 2008. p. 265.

[2] The Summary Report can be found at: http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/9-10-07_Policy_Recommendations_Summary_2003-2006.pdf. Cites to the complete reports included are listed in the Summary.

[3] The Summary Report of Policy Recommendations for the years 2003 – 2006, referenced in Footnote 2, includes information as to the status of specific recommendations.

[4] See the following report for information about policy recommendations made by the OPA Auditor and OPA Review Board: http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/10-1-07_memo_PARP_Auditor_RB_recs_final.pdf. For a list of unimplemented policy recommendations prior to 2007, see: http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/10-1-07_memo_unimplemented_recommendations_final.pdf.

OPA POLICY AND TRAINING RECOMMENDATIONS
2007 - 2008

OPA performs its policy review function primarily through: (1) review of individual complaints, complaint trends and statistics; (2) participation in Executive Staff development and review of policy; (3) involvement on the Department's Risk Management Advisory Team; and, (4) interaction with the Training Section. These roles frequently overlap and OPA is just one of many parts of the Department committed to critical analysis and continuous improvement efforts.

Policy review is an integral part of complaint investigation. When citizens contact OPA with concerns about police conduct, intake includes a review of the SPD Manual to determine whether the issue raised is one implicating a specific policy.[5] As complaints are investigated, the police incident underlying the complaint is assessed against the policy involved. At times the review of police conduct in the context of Departmental policy brings to light problems with the policy itself. For example, OPA might discover that a particular policy does not adequately spell out how officers are expected to handle a situation. Regardless of the determination made on a specific complaint, OPA is in a position to recommend further review of the policy involved. Recommendations might also grow out of cooperative discussions with the OPA Auditor following her own case review.

Investigation of specific complaints might also result in training recommendations. For example, a finding of Supervisory Intervention usually entails training for the named officer, though a Sustained finding might also lead to training. At other times, particularly if OPA observes that a number of complaints are raising similar issues, OPA works with the Training Section to address the problem.

In addition to policy and training review during complaint investigation, OPA's involvement with other Departmental functions can result in operational changes. The OPA Director is a member of the Executive Staff, meeting regularly with commanders and other civilian directors. As the Executive Staff considers Departmental functions, the OPA Director participates in discussions about the need for policy review or training to address specific concerns raised. The OPA also is centrally involved with the Risk Management Advisory Team, a group with representatives from across the Department. The team reviews claims and lawsuits, patrol vehicle accidents, and a variety of other data to assess whether trends can be identified requiring Departmental changes.

The following chart summarizes policy and training recommendations made by OPA in 2007 and 2008. Note that many of the PARP recommendations reviewed later in this report also resulted in substantive policy changes in which OPA was actively involved, though most are not included in the chart below.

[5] The SPD Manual can be found at: http://www.seattle.gov/police/publications/Policy/SPD_Manual.pdf.

Issue	Recommendation	Implemented	Pending Implementation	Under Review	Rejected by Department
1. Citizen Observation of Officers: A photographer was taken into custody after shooting pictures of two officers making an arrest on a public street. He was later released and not charged with a crime. A civil case he pursued through the ACLU was settled for $8000.	Enact a new SPD policy clarifying that citizens are permitted, with a few exceptions, to remain as onlookers and/or photograph officers in the field performing their duties.	X			
2. Obstruction arrests: While obstruction related arrests comprise less than 1% of total arrests and criminal citations by SPD, and less than 1/10 of 1% of total public contacts, concerns have been expressed about how SPD tracks officers with unusually high numbers of obstruction arrests.	When conducting a review of an employee through SPD's Early Warning System, the number of arrests she or he has had for obstructing, resisting arrest, or hindering an officer will be considered, along with other factors, in assessing the need for intervention or other steps to be taken with the employee.	X			
3. Retaliation: Though other provisions of the SPD Manual arguably prohibited retaliation against a complainant for filing a complaint with OPA, there was no explicit policy on point.	OPA and PARP recommended that SPD enact a new policy specifically prohibiting retaliation against anyone for filing a complaint with OPA.	X			
4. Social contact verses Terry Stop: A "social contact" between officers and citizens is voluntary and consensual, and does not require reasonable suspicion	The SPD Training Unit should devise supplemental training on social contact/Terry stop issues and this training should be made a part of the annual mandatory Street Skills training.		X		

Issue	Recommendation	Implemented	Pending Implementation	Under Review	Rejected by Department
or probable cause. A "Terry Stop" is a stop if the officer reasonably suspects that the person has committed, is committing, or is about to commit a crime. Case law and SPD policies lay out a number of factors considered in determining reasonable suspicion for a Terry Stop. However, the law in this area is complex and it is often difficult to assess whether the legal predicate has been established in the fast paced environment of law enforcement.					
5. Guarding suspects in a hospital: SPD Manual Section 6.070 covers procedures to be followed when an SPD officer is assigned guard duty for a suspect requiring medical attention. When a prisoner escaped while an SPD officer was on guard duty, it became apparent that the policy was not clear on responsibilities when one officer is relieving another in guard duty.	The Audit, Accreditation and Policy Unit should review SPD Manual Section 6.070 to clarify responsibilities where more than one SPD officer is involved in guarding a hospitalized prisoner.			X	
6. Secondary Work Permits: SPD Manual Section 5.120 regulates an officer's employment outside the Department but is ambiguous regarding whether an	The Audit, Accreditation and Policy Unit should address the issue of whether the Department requires a Secondary Employment Permit for secondary employment in a *non-*			X	

Issue	Recommendation	Implemented	Pending Implementation	Under Review	Rejected by Department
employee engaged in a secondary employment of a *non*-law enforcement capacity must comply with that policy.	law enforcement capacity, and to resolve any inconsistencies in the policy language				
7. Coordinating taser deployment: In an OPA-IS investigation in which the underlying incident involved a number of officers who were deployed and had tasers available to use in bringing the subject into compliance, concern was raised about the coordination of taser use among the officers.	Consideration should be given to a policy and/or protocol for coordination and management of the scene where multiple officers are present and using or may use a taser.			X	
8. Use of taser in flash/display mode: When the subjects approached officers in an aggressive manner, one officer used a taser to take a subject to the ground and "flash-tased" (used the taser in display mode rather than on a subject) the taser so that other citizens gathering would not interfere. The use of the taser in this capacity is not addressed in SPD policy.	It was recommended that the Deputy Chief of Operations and others involved with review of less-lethal weapons consider a policy or protocol to address the use of taser in flash/display mode.			X	
9. Death investigations: Two officers were dispatched to an incident involving a woman who appeared to be having a miscarriage. She	The Homicide Unit should determine whether a policy or operational directive should be issued to help officers understand the Department's			X	

Issue	Recommendation	Implemented	Pending Implementation	Under Review	Rejected by Department
was later determined to have delivered 3rd trimester twin fetuses and the case was assigned to the Homicide Unit for follow up. There was an issue as to whether the officers should have reported the incident as suspicious, despite the fact neither observed any trauma or criminal activity, but rather understood a medical emergency was in progress.	expectations regarding such incidents.				
10. Requests for translators: There was an issue as to whether a subject required a translator while officers were giving Miranda at the scene of an incident. SPD Manual Section 17.270 III (A) addresses how to handle a request or need for a translator when subjects are being interviewed or interrogated. The policy does not speak as clearly to expectations for interpreter requests when officers are on a call or making an arrest.	The Audit, Accreditation and Policy Unit should consider whether a policy change or training is necessary to help officers understand expectations for interpreter requests when on a call or making an arrest.			X	

PARP RECOMMENDATIONS

The Mayor's Police Accountability Review Panel recognized the dedication of Seattle police officers, noting, "The majority of these officers work day in and day out, forging bonds with residents and successfully improving communities in which they serve."[6] The Panel concluded that the general structure of civilian oversight in Seattle should continue, and that many aspects of the system are valuable and encourage an effective citizen-complaint process. Nonetheless, PARP found room for improvement and made 29 specific recommendations to enhance and strengthen police accountability. What follows is an overview of the response to the Panel's recommended changes.[7]

> Recommendation 1: *The role and duties of the OPA Auditor should be clarified and expanded.*

On July 30, 2008, the Seattle Municipal Code was amended to make a number of changes regarding the OPA, the Auditor and OPARB. SMC 3.28.850 (A) extended the OPA Auditor's role from two years to three years and allows for reappointment for two subsequent three-year terms. The amended ordinance also expands the Auditor's authority to require, rather than merely suggest, additional investigation in an OPA complaint, and clarifies that OPA shall make requested information available to the Auditor. SMC 3.28.855 (C) and (G). Specific expectations for the current Auditor also were incorporated in her latest contract; for example, she was authorized to conduct a critical review of OPA-IS complaint outcomes and examine the issue of SPD obstruction related arrests. Likewise, in addition to what is required by ordinance, the exact duties and time required of the Auditor in the future largely will be defined by contract.

> Recommendation 2: *Each year the OPA Director, OPA Auditor and OPA Review Board should agree upon at least three substantive policy or procedural areas that will be the focus of enhanced review by the OPA Auditor. One of the first issues that should be examined is how the Department's policies, practices and procedures affect communities of color.*

New OPA Review Board members took office in September 2008 and, following an initial period of orientation to civilian oversight issues, have been working with the Director and Auditor to identify issues that will be the focus of enhanced review. Meanwhile, OPA and the Auditor collaborated on gathering and assessing information for the Auditor's Report on Obstruction Arrests and her Report on SPD's Relationship with Diverse Communities.[8] As noted in the Diverse Communities report, it is expected that the Auditor, OPA Director and Review Board will complete that inquiry by soliciting

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[6] PARP Final Report, January 29, 2008: http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/1-29-08_PARP_Report_Final.pdf.

[7] In her April – September 2008 Report, the OPA Auditor also commented on implementation of major PARP recommendations: http://www.seattle.gov/police/OPA/docs/Auditor_Report_April_Sept_08.pdf.

[8] Copies of these two reports are available at: http://www.seattle.gov/police/OPA/docs/Auditor_Obstruction.pdf and http://www.seattle.gov/police/OPA/docs/Auditors_Report_Diverse_Communities_09.pdf.

broad community responses. The Auditor also includes commentary from the OPA Director in her semiannual reports where they have different perspectives regarding specific cases or policies. All three oversight entities are routinely reviewing and providing feedback on each other's reports prior to publication.

> Recommendation 3: *There should be a separation between OPA investigations and any related criminal or civil proceedings. OPA investigators should not be involved as investigators in any related civil or criminal matter. Pending civil or criminal matters should not delay OPA investigations.*

The SPOG contract was changed in response to this recommendation. Section 3.7 provides, "OPA will determine the appropriate investigative unit with expertise in the type of criminal conduct alleged to conduct the criminal investigation and the associated interviews of the named employee(s), witness employee(s) and other witnesses. OPA will not conduct criminal investigations. There shall be no involvement between OPA and specialty unit investigators conducting the investigation. Subject to the timelines contained in section 3.6.B of the collective bargaining agreement, pending civil or criminal matters involving an officer should not delay OPA investigations. In the discretion of the Department, simultaneous OPA and criminal investigations may be conducted. In the event the Department is conducting an OPA investigation while the matter is being considered by a prosecuting authority, the 180-day timeline provision continues to run. The criminal investigation shall become part of the administrative investigation. The Chief of Police may, at his/her discretion, request that an outside law enforcement agency conduct a criminal investigation." The Auditor has criticized this result for its potential to delay and weaken administrative investigations of misconduct, a result not intended by PARP.

> Recommendation 4: *SPD should adopt a rule that precludes the use of overtime or accrued vacation time to satisfy a disciplinary penalty that mandates suspension without pay.*

The SPOG contract now reads, in Section 3.4, "An employee will be precluded from using accrued time balances to satisfy a disciplinary penalty that mandates suspension without pay when the suspension is for eight or more days. However, if precluding such use of accrued time negatively affects the employee's pension/medical benefit, the unpaid suspension may be served non-consecutively."

> 5. *The OPA should focus its investigative resources on serious cases of misconduct. The OPA should identify complaints of a less serious nature as early as possible and encourage the resolution of these complaints through mediation.*

OPA continues to improve its complaint triaging system, such that it can focus its investigative resources on the more serious allegations of misconduct. Further, OPA encourages resolution of complaints through its mediation program. In an effort to expand the pool of mediators available to handle OPA complaints, in August of 2008, a group of professional mediators was selected to receive training in unique issues raised in

OPA complaints. OPA then coordinated with SPOG to approve an expanded list of individuals available to mediate OPA complaints.

6. *The OPA Director should attend all disciplinary hearings.*

The Municipal Code was amended to direct that the OPA Director shall: "Attend employee due process hearings with the Chief of Police concerning possible employee discipline resulting from OPA recommendations." SMC 3.28.810(G). The SPOG contract, at 3.5(D), also was changed to identify the persons to be present at such hearings and specifically includes the OPA Director. Since these provisions went into effect, the Director has attended all *Loudermill* due process hearings, the meeting held by the Chief of Police with the named employee after the notice of a proposed sustained finding and discipline has issued but before a final decision is made.[9]

7. *If new material facts are disclosed at the disciplinary hearing, and the Chief is inclined to act contrary to the OPA Director's recommendation, the case should be sent back to the OPA for further investigation.*

New language in the SPOG contract, at 3.5(F), provides, "If new material facts are revealed by the named employee during the due process hearing and such new material facts cause the Chief to act contrary to the OPA Director's recommendation, the case must be sent back to the OPA for further investigation. The 'further investigation' described above must be completed within the original 180-day time period."

8. *The 180-day limit to investigate a complaint of police misconduct should be able to be extended by the OPA for good cause (e.g., when further investigation is required due to new information introduced at a disciplinary hearing or when a material witness cannot be contacted due to a pending criminal proceeding).*

An MOA dated October 27, 2008, between the City, SPD and SPOG provides that, "The parties may mutually agree to extend the 180-day time period in circumstances not meeting the criteria set forth in Section 3.6(C) of the collective bargaining agreement, provided the request for extension is made before the 180-day time period has expired. Any such extensions must be in writing..." Section 3.6(C) arguably limited the situations in which the 180-day deadline could be extended to those where there was a showing of "due diligence in conducting the investigation of the complaint" and where OPA is "unable to complete the investigation due to the unavailability of witnesses or other reasons beyond the control of the Department."

9. *The City should review, evaluate and consider amending its policy relating to the use of Garrity protections. Officers and City staff involved in*

[9] *Loudermill* affirms the principle that certain procedural steps should be taken before an officer is terminated or receives other significant discipline. These procedures include notice of the charges on which the discipline is based, an opportunity to review the evidence, and a chance to respond to the charges in the context of a due process review. *Cleveland Board of Education v. Loudermill,* 470 U.S. 532 (1985).

implementing Garrity policy should be regularly trained in its appropriate use.

The OPA Director has initiated a review of the Department's policy and practices related to *Garrity* protections.[10] She recently was involved in reviewing a new SPD protocol addressing officer-involved shootings in which the role of *Garrity* was clarified for different personnel who might be involved in such an incident. Training concerning the new protocol, including the use of *Garrity*, is planned.

10. OPA investigators should be provided with comprehensive training in the specialized skills needed for police internal investigations.

OPA coordinated with King County Sheriff's Office to provide a 2-day staff training in September 2008 on a variety of substantive and procedural issues related to conducting internal investigations. In addition to SPD and Sheriff's Office staff, presenters included experts from UCLA, the King County Prosecutor's Office, and the Summit Law Group. The program covered interviewing techniques and role-playing, investigating off-duty conduct, and credibility assessments, among other topics. A variety of training topics are covered at regular OPA-IS staff meetings and another comprehensive training is being planned for the fall of 2009.

11. The OPA Review Board should be the primary link between the community and the police accountability system. The OPA Review Board should conduct at least four public hearings and/or community listening sessions each year.

Following amendments effective July 30, 2008, SMC 3.28.910 (B) provides, "The OPA Review Board shall organize and conduct public outreach on behalf of itself, the OPA and the OPA Auditor. The Review Board shall solicit public comments on the fairness, thoroughness and timeliness of the OPA complaint handling process and on the professional conduct of Seattle police officers. The Review Board shall invite the OPA, OPA Auditor and Police Department to participate in its outreach efforts." The OPARB has power under the Ordinance to fulfill other functions, though it has determined, with the OPA Director and Auditor concurring, that it will primarily focus on coordinating outreach efforts and using the information grained from outreach to assist the OPA Director, OPA Auditor and OPA Review Board in their annual determination of at least three substantive policy or procedural areas that will be the focus of enhanced review by the Auditor, as suggested by PARP Recommendation 2. (See page 8, above.) Information

[10] In *Garrity v. New Jersey*, the U.S. Supreme Court held that police officers cannot be compelled, by the threat of serious discipline, to make statements that may be used against them in a criminal proceeding. 385 U.S. 493 (1967). In a related case, the Court held that an officer cannot be terminated for refusing to waive his Fifth Amendment right to remain silent. *Gardner v. Broderick*, 392 U.S. 273 (1968). Though coerced officer statements cannot be used in a subsequent criminal prosecution, such statements may be used for departmental investigation purposes. Refusal to provide a statement for administrative purposes can be grounds for discipline. The practical application of *Garrity* is complicated as there are many issues involved, such as when an officer's statement is "coerced," whether *Garrity* extends to witness officers, and whether *Garrity* should apply in incident and use of force statements.

concerning this approach and activities of the new Review Board members who took office September 1, 2008, can be found in the OPARB Report, 9/1/08 – 3/1/09.[11]

12. The OPA Review Board should research and report on national trends and best practices in police accountability and oversight; review OPA policies and procedures and provide recommendations for improvement; and should offer suggested topics for officer training.

SMC 3.28.910 (C) now provides, "The OPA Review Board shall advise the City on Police Department policies and practices related to police accountability and professional conduct. The Review Board shall base its recommendations on its review of the OPA complaint handling process and of the OPA Director's and OPA Auditor's reports, on any public comments it has received, and on its own research on national trends and best practices in police accountability and civilian oversight of law enforcement. The Review Board shall present its recommendations in its semiannual reports." The OPA Director and Auditor have similar responsibilities and plan to work jointly with the OPA Review Board on these issues.

13. The OPA Review Board membership should be expanded from three to between five and seven members. The members should reflect the diversity of Seattle and should be Seattle residents.

The Municipal Code was amended to provide that the OPARB will consist of seven members. SMC 3.28.900(C). The seven members of the new OPARB took office September 1, 2008.

14. Civilian advocates from the Seattle Office for Civil Rights (SOCR) should be made available to assist OPA complainants through the process as needed.

The OPA Director conducted training with SOCR staff concerning Seattle's civilian oversight system, the types of allegations of misconduct brought to the OPA, and the complaint investigation process. The OPA and SOCR websites, pamphlets, and other informational sources have been changed to indicate OPA complaints can be made through SOCR. Efforts are underway to track whether citizens are using SOCR to assist with filing OPA complaints.

15. The OPA Director should have control of the OPA budget and should report to the Mayor and City Council on the adequacy of OPA funding during the annual City budget process.

The OPA Director manages the OPA budget and has input with the Mayor and City Council during the annual budget process.

[11] See OPARB Report, 9/1/08 – 3/1/09: http://www.seattle.gov/council/oparb/reports.htm.

16. The OPA Director, in consultation with the Police Chief, should have the authority to select and transfer OPA staff, including sworn investigators and the Deputy Director.

As needed and in consultation with the Chief, the OPA Director has selected new staff for OPA-IS. In 2007 and 2008, new staff included the OPA-IS Lieutenant, an OPA-IS Sergeant/Investigator, and an Intake (Acting) Sergeant.

17. The OPA Director should not have worked for the City of Seattle during the preceding 10 years.

Though this provision was not in effect at the time the current OPA Director was appointed, she had not worked for the City of Seattle during the preceding 10 years.

18. The OPA Director should not become a member of the Firearms Review Board.

The OPA Director is not a member of the Firearms Review Board.

19. The OPA Auditor should be a civilian and the position should remain outside of the Seattle Police Department.

The OPA Auditor is a civilian and is employed on a contract basis by the City outside the Seattle Police Department.

20. SPD should adopt a policy that presumes an officer will be terminated for sustained complaints involving dishonesty that either relate to or occur within the scope of the officer's official duties, or that relate to the administration of justice. If the Police Chief chooses to impose a disciplinary sanction other than termination, he should be required to state his reasons in writing. This written statement shall be provided to the OPA Director, and upon request, to the Mayor and City Council.

The SPOG contract was amended as follows: "In the case of an officer receiving a sustained complaint involving dishonesty in the course of the officer's official duties or relating to the administration of justice, a presumption of termination shall apply. For purposes of this presumption of termination the Department must prove dishonesty by clear and convincing evidence. Dishonesty is defined as intentionally providing false information, which the officer knows to be false, or intentionally providing incomplete responses to specific questions, regarding facts that are material to the investigation. Specific questions do not include general or "catch-all" questions. For purposes of this Section dishonesty means more than mere inaccuracy or faulty memory." Section 3.1.

If the Chief of Police does not follow OPA's written recommendation on the disposition of a complaint (involving dishonesty or any other allegation), the Municipal Code now requires that he make a written statement of the material reasons for his determination.

This written explanation shall be provided to the Mayor and City Council and the OPA Director is required to include summaries of such explanations in her regular reports. SMC 3.28.812 (A) and (D). A procedure for submission of this information to the Mayor and City Council through the Public Safety, Human Services and Education Committee has been developed.

21. *The Police Chief should appoint a high-ranking ethics officer who would provide advice and guidance to SPD employees on issues related to professional conduct and accountability.*

The Chief of Police appointed Captain Neil Low to oversee the function of Ethics and Professional Responsibility. In addition to providing advice on ethics questions, Capt. Low is now the SPD liaison with the King County Prosecutor's Office on *Brady* matters, is centrally involved with SPD's efforts on the Mayor's Race and Social Justice Initiative, and works closely with OPA and the Training Unit on a number of other projects.

22. *SPD should adopt a policy prohibiting retaliatory contact with a complainant.*

An SPD policy was adopted December 19, 2008, providing, "No employee shall retaliate against any person who initiates or provides information pursuant to any citizen or internal complaint, or against any person who provides information or testimony at a Department hearing, because of such person's participation in the complaint process. Such retaliation may be a criminal act and/or constitute separate grounds for discipline."

23. *SPD should implement additional training and policies to improve the cultural competence within the Department to reflect the greater diversity of Seattle.*

The OPA Director, Ethics Captain, and Training Captain are developing a Department wide program that addresses distinctions between racial profiling and criminal profiling, and helps build an appreciation for the varied experiences evident in police/citizen interactions. In November 2008, a group of sworn and civilian employees participated in a "train the trainer" course on "Perspectives in Profiling." Final preparations for rolling out training for all SPD staff later in 2009 are underway, including the consideration of suggested changes from the community.

24. *The OPA should adopt a policy that requires public disclosure of all OPA records to the maximum extent allowed by law. Records of all sustained complaints, including the punishment imposed, should be made public in a format designed to protect the privacy of the officers and complainants to the extent required by law.*

The SPOG contract was changed to provide: "To the extent allowable by law at the time of the request, the City will consider application of relevant exemptions to the public disclosure law set forth at RCW 42.17.310 with respect to personally identifying information in internal disciplinary proceedings files and OPA files, the nondisclosure of which is essential to effective law enforcement." Section 3.6 (K). The section continues,

"Records of all sustained complaints, including the punishment imposed, should be made public in a format designed to protect the privacy of the officers and complainant..."

> 25. *When the Police Chief changes a recommended finding from the OPA, the Chief should be required to state his reasons in writing and provide these to the OPA Director. A summary of the Chief's decisions should be provided to the Mayor and City Council upon request.*

The Municipal Code now provides, "If the Chief of Police decides not to follow the OPA's written recommendation on the disposition of an OPA complaint, the Chief shall make a written statement of the material reasons for the decision. The statement shall not contain the officer's name or any personal information about the officer. If the basis for not sustaining the complaint is personal, family or medical information about the officer, the statement shall refer to 'personal information' as the basis. The Chief shall make the written statement within 60 days of his or her final decision on the disposition of the complaint." SMC 3.28.812(D) directs that this written statement be provided to the Mayor and city Council, with summaries included in the OPA Director's regular reports. A procedure for submission of this information to the Mayor and City Council through the Public Safety, Human Services and Education Committee has been developed.

> 26. *The OPA Director, OPA Auditor and OPA Review Board should meet quarterly and each should independently prepare and jointly present a semiannual report to the Mayor and City Council.*

The OPA Director, Auditor and Review Board meet at least once a month, and certainly more often than quarterly. Each entity independently prepares and submits reports to the Mayor and City Council, though they jointly present at the Public Safety, Human Services and Education Committee.

> 27. *Within 60 days of receiving recommendations from the semiannual reports, the Police Chief should respond in writing with a list of the recommendation(s) that the Chief is rejecting, an explanation for the rejection(s) and a timetable for implementing the accepted recommendations.*

OPA has developed a procedure for tracking policy and training recommendations. One new step involves regular review and discussion of the implementation status of these recommendations with the Police Chief at bi-monthly meetings held with the OPA Director.

> 28. *The OPA Auditor should monitor the progress of all OPA-related recommendations being implemented by the Police Department, including the recommendations that are accepted from this report. The OPA Auditor should report on the implementation status in the semiannual reports.*

The current contract with the OPA Auditor provides that she is to monitor and report on implementation of the PARP recommendations. The Auditor reported on implementation

of major changes recommended by PARP in her report for the period April – September 2008.[12] The OPA Director also will continue to track and regularly report on the implementation status of OPA policy and training recommendations.

29. *The OPA Director should document all correspondence and substantive interactions with the OPA Auditor and the OPA Review board relating to the disciplinary process and the oversight system.*

The OPA Director or other OPA staff document all correspondence and substantive communications with the OPA Auditor and OPA Review Board.

CONCLUSION

Review of SPD policy is one of the most important functions OPA performs, because it is directed towards future improvements in the work of the Seattle police and allows for the implementation of "best practices" identified both internally and externally. In 2007 and 2008, OPA worked to put into practice specific recommendations made by PARP to strengthen civilian oversight. OPA also continues to perform its own review function to identify opportunities to clarify policy and improve training for Seattle police officers.

[12] See: http://www.seattle.gov/police/OPA/docs/Auditor_Report_April_Sept_08.pdf.

Seattle Police Department
Firearms Review Board Process

Per Seattle Police Department Policies and Procedures (Section 1.305) whenever there is an intentional discharge of a firearm by an officer and after each accidental discharge resulting in injury or death, the Firearms Review Board (FRB) convenes to investigate and review the circumstances of that discharge, making findings and recommendations to the Chief of Police.

Who makes up the Firearms Review Board?
The Firearms Review Board is made up of the following people.

- The Assistant Chief of the Technical Services Bureau (or designee) who acts as the Chair
- An appointee of the rank of captain selected by the Chair
- The Commander of the Training Section (or designee from that section)
- A Lieutenant appointed by the Chair, from a unit not involved in the investigation or from the precinct or section that the involved officer(s) is assigned to.
- A bargaining unit representative observer
- A Citizen Observer (appointed by the Mayor)

Meetings and Findings:
The Chair schedules a meeting of the FRB generally within 14 days after each intentional discharge of a firearm by an officer and after each accidental discharge resulting in injury or death.

If facts indicate that an inquest will be held or criminal charges may be filed against an officer as a result of the discharge, the FRB shall delay final recommendations until after court actions are concluded. In all other cases, the FRB shall make findings of fact and conclusions as to the circumstances surrounding any shooting incident. Those findings are forwarded to the Chief of Police who makes a determination whether or not the shooting was justified. Those documents are then available to the public through the Office of the Chief of Police. The Board can file a separate report, which would include comments, opinions, and general recommendations to assist the Chief in making a final decision. At the Chief's discretion, this report may be treated as confidential.

If the findings indicate that the firearm discharge was not justified, the Chief of Police can approve one of three steps:

- If a violation of law or serious violation of department policy is indicated, the matter shall be referred to the Internal Investigations Section.
- If an incident is clearly due to inadequate training or failure to follow training procedures the matter shall be referred to the Commander of the Training Section.
- If the discharge was accidental and resulted in injury or death, a recommendation shall be made as to whether or not discipline or corrective training is necessary.

Procedure:
The FRB is charged with:

- Reviewing and discussing reports and evidence available
- Interviewing investigation detectives and officers
- Interviewing witnesses as needed, in logical order (Civilian witnesses cannot be compelled to attend.)

- Listening to all communications regarding the incident
- Examining the scene in person as directed by the Board Chair
- Evaluating pertinent background information on the suspect
- Discussing and reviewing all information provided to the Board

Determinations:
The Board is required to answer a series of questions in regards to the incident. Included in these questions are:

- Did the officer have probable cause to believe that the suspect, if not apprehended, posed a threat of serious physical harm to the officer or a threat of serious harm to others?
- Did reasonably effective alternatives to the use of force of a firearm appear to exist?
- Considering the circumstances know to the officer at the time, would it have been a reasonable alternative to allow the suspect to escape without resorting to the use of the firearm(s)?
- Did the actions of the officer contribute to the need to fire?

Findings and Recommendations:
Once the FRB has concluding their hearing(s) they are asked to make a finding whether the firearm discharge was found to be:

- Justified
- Not Justified
- Accidental, or
- Finding Delayed until inquest or court action in this case is concluded

In addition to the findings, the FRB makes recommendations to the Chief of Police. The recommendations fall into four categories.

- Justified
  - No further action
  - With Recommendations
- Not Justified
  - Recommend referral to IIS
  - Recommend re-training in the following areas
- Accidental
  - No discipline or training recommended
  - Recommend re-training in the following areas
- Officer should be returned to street duty:
  - Immediately
  - Only after re-training
  - Other (Specify)

These recommendations, along with a summary of the Firearms Review Board Findings are forwarded to the Chief of Police and become part of the public record.

CHIEF OF POLICE SEARCH COMMITTEE MEETING #3

Wednesday, February 10, 2010; 5:30 PM

Northgate Community Center Gymnasium, 10510 5th Avenue NE

AGENDA

5:30 Introductions – Charles Rolland and All

5:35 Public input on the Committee's four questions (see below) – Kate Joncas

7:35 Discuss community outreach and Committee responsibilities

Chief of Police Search Timeline, revised February 8, 2010

- Update on outreach – Liz Birkholz

  Two pages from the website: the homepage, "Finding Seattle's next police chief" and "Public Input"

- Job announcement – Charles Rolland

  Chief of Police Job Announcement

- Criteria used in 2000 search – Kate Joncas

  Chief of Police Search 2000 Assessment Criteria Elements

Four questions to address in comments to the Chief of Police Search Committee

1. What qualities are you looking for in a new Police Chief?
2. What is the most important public safety issue in Seattle?
3. What does the Seattle Police Department do well?
4. What changes would you like to see?

Website for the Chief of Police Search Committee:

The schedule, agendas, meeting summaries, background information and opportunities to send written responses to the four questions can be found at the following website:

www.seattle.gov/mayor/spdChiefSearch/

CHIEF OF POLICE SEARCH COMMITTEE MEETING #2

Wednesday, January 20, 2010; 2:00 PM

Lower Level Training Room, Police Headquarters, 610 Fifth Avenue

AGENDA

5:30 Introductions – Kate Joncas
See "2010 Chief of Police Search Committee"

5:40 Report out on recruiting firm – Kate Joncas
See memo, "Additional Information Executive Search Firms – Police Chief" to Kate Joncas and Charles Rolland from Pam Inch

5:50 Seattle Police Department briefings – Assistant Chief Dick Reed, Field Support Bureau and Kathryn Olson, Office of Professional Accountability Director
See "Seattle Police – Chief Selection Committee Materials"

7:05 Break

7:15 Discuss community outreach process – Charles Rolland and Kate Joncas
See "Chief's Search – Community Outreach" and "Questions for the community outreach process."

CHIEF OF POLICE SEARCH COMMITTEE MEETING

Meeting Summary for January 20, 2010

COMMITTEE ACTIONS

Requests for information or follow-up actions:

- Establish a third public forum prior to the March 10th meeting that would incorporate interpretation and translation services to improve community outreach.
- The committee chairs will work to further refine the three original questions into four based upon committee feedback. Following is the four outreach questions developed by the co-chairs:
    - What qualities are you looking for in a new Police Chief?
    - What is the most important public safety issue in Seattle?
    - What does the Seattle Police Department do well?
    - What changes would you like to see?

Actions taken by the committee:

- Captain Joe Kessler joined the committee representing the Seattle Police Management Association.
- Committee recommended that the Personnel Department contract with Police Executive Research Forum (PERF) to assist the city with the 2010 Chief of Police Search.
- Committee chairs directed to move forward to setting up public comment page on www.IdeasForSeattle.org.

Committee members not in attendance: Elizabeth Ali, Anne Levinson

CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
nuary 13 2:00pm SPD HQ	• Introductions • Welcoming remarks from Mayor McGinn • Agree on ground rules • Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure • Agree on confidentiality • Review and finalize the timeline • Discuss community outreach process • Review executive search firm proposals and select preferred firm.		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		Community outreach
January 20 5:30-8:30 PM SPD HQ	• Introduce recruiting firm • Briefings from SPD • Discuss community outreach process • Review and approve job announcement		
		• Selected stakeholder interviews • Begin recruitment process	
February 10 5:30-8:30 PM Northgate Community Center	• Take public input on the assessment criteria • Distribute job announcement • Discuss community outreach		
February 17 5:30-8:30 PM Franklin High School	• Take public input on the assessment criteria • Review assessment criteria		
February 26 5:30-8:30 PM New Holly Gathering Center	Take public input on the assessment criteria Translation and interpretation are available		
March 10 5:30-8:30 PM Bertha Knight Landes (BKL) Room – first floor City Hall	• Discuss and finalize assessment criteria • Discuss candidate interview questions	PERF will attend	
March 18		Candidate application deadline	
City Charter's Competitive Examination Process Begins			
April 21 5:30-9:00 PM BKL *Executive session*	*Select semifinal candidates (about 5-7) from those profiles presented by PERF.* Vote to be conducted in open meeting.	*PERF will present profiles of best qualified candidates to Committee (about 10-15)*	

Revised February 8, 2010

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL *Executive session*	• *Finalize topics for interview questions* • *Review interview process and provide needed training to Committee members*		
May 8 7:30 AM – 5:30 PM Talaris Conference Center *Executive session*	*Candidate Interviews*	PERF will attend	
May TBD Time TBD Location TBD *Executive session*	*Discuss and select who should be the three finalists.* Vote to be conducted in open meeting.		
			Finalists presented to community through a process determined by the Mayor
June 2 9:00 AM City Council chambers	3 finalists presented to City Council's Public Safety and Education Committee.		
On a date to be determined, but soon after June 2, the Mayor will announce his selection.			
Following the Mayor's nomination of his choice, City Council will conduct its confirmation process.			

Revised February 8, 2010

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Seattle Police Chief Search

Finding Seattle's next police chief

Latest News

Download a flyer for community input meetings on 2/10, 2/17 and 2/26 - Acrobat PDF

Watch videos of past meetings

The 26-member Seattle Police Chief Search Committee, a citizen panel appointed by Mayor Mike McGinn, is working to help the mayor find a successor to former Chief Gil Kerlikowske.

It's a national search that begins with no front-runners, inside-track candidates or preference for or against candidates of any race, gender, ethnicity or place of origin. The Mayor and the Search Committee are actively seeking the public's help.

The Search Committee, co-chaired by Kate Joncas and Charles Rolland, includes people from many facets of Seattle life, including neighborhood groups, minority communities, business and civic leaders, and police and justice-system representatives. Search Committee members began meeting Jan. 13, 2010, and have public meetings including three public hearings tentatively scheduled through May 19.

When Kerlikowske was appointed by President Obama last year to be the nation's Drug Control Policy Director after eight years as Seattle police chief, then-Mayor Greg Nickels named a search committee to begin the process of finding Kerlikowske's successor. Mayor McGinn retained most members of Mayor Nickels' search committee, which never met.

Following the Search Committee's recommendation, the City of Seattle has contracted with Police Executive Research Forum (PERF), a Washington, D.C.-based search firm, to advertise the position nationally and conduct an initial screening of candidates.

Seattle's interim police chief is Chief John Diaz.

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Seattle Police Chief Search

Public Input

The Search Committee co-chairs have said a top priority is public involvement. Recognizing that some community members may feel uncomfortable speaking in public or do not speak English as their first language, the Search Committee is collecting public input in several ways: public hearings including a hearing with multiple language interpretation, the Internet, a telephone public comment line and connecting with Search Committee members as they reach out to Seattle citizens.

Please be aware that public input records may be subject to public disclosure under Washington law.

Four Questions for the Public

The Search Committee is particularly interested in getting the public's feedback for these questions:

- What qualities are you looking for in a new police chief?
- What is the most important public safety issue in Seattle?
- What does the Seattle Police Department do well?
- What change would you like to see?

Public Hearings

All Search Committee meetings are open to the public, unless they are noted on the schedule as an "executive session" when the Search Committee evaluates the qualifications of candidates. Three of the meetings will feature time for public comment: February 10, February 17 and February 26. The last one on February 26 is a special public hearing with interpretation services available in multiple languages.

Download a flyer for community input meetings on 2/10, 2/17 and 2/26
- Acrobat PDF

The Internet

Citizens are encouraged to provide answers to the four questions on the Police Chief Search section of IdeasForSeattle.org.

Telephone

Citizens may call 206-684-CITY (206-684-2489) to offer answers to the Seattle Police Chief Search Committee's four questions for the public, listed above.

Members of the Search Committee

Search Committee members are meeting with their constituents and members of the public for direct input. Citizens interested in connecting directly with a Search Committee member should contact the Co-chairs.

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SEATTLE POLICE DEPARTMENT

CHIEF OF POLICE

The City of Seattle, Washington, seeks an experienced, innovative, and proven executive to serve as Chief of Police. The city's next Chief must lead the Seattle Police Department and support its mission of preventing crime, enforcing the law and supporting quality public safety by delivering respectful, professional and dependable police services.

Founded in 1869, Seattle is the largest city in the State of Washington. Located 113 miles south of the United States-Canadian border, Seattle is a commercial, cultural and advanced technology hub of the Pacific Northwest and a major port city for trans-Pacific and European travel and trade. Seattle combines a stunning natural setting and vibrant metropolitan center with world-class arts, entertainment, and cuisine. With a population of 598,500 residents, and an equivalent daytime workforce, Seattle is an active urban center with diverse neighborhoods, vibrant retail and commercial centers, and an outstanding quality of life. Seattle excels in livability with a mild climate, a wide range of housing options, arts and culture, sports and easy access to outdoor recreational activities in any season.

The Chief of Police reports to the Mayor, and has management oversight of an annual operating budget of more than $242 million, and a staff of 1900 employees (1330 sworn). Among available personnel, two-thirds are assigned to Patrol, responding to 911 calls, working to prevent crime, enforce the law, and educate members of the community about police services. The Seattle Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is currently undergoing a second re-accreditation process.

Working in partnership with citizens, businesses, and community groups, the Seattle Police Department is committed to programs of action to enhance public safety throughout the city of Seattle. This commitment includes identification and incorporation of best practices in policing, including programs of performance-based accountability and use of innovative technology. The Department is committed to strengthening police precincts and providing training and resources to patrol officers who concentrate on solving public safety problems in their assigned geographic areas of responsibility. The knowledge and commitment of the city's frontline patrol officers to their assigned police beats is the hallmark of the Department's service to the community. The Department is organized to support this focus in a manner that is efficient, effective, and responsive to the community.

The successful candidate must have strong leadership, organizational and management skills, as well as significant experience in working with members of the community and Police Department employees in a large urban multi-cultural environment. The desired candidate must have a strong character and possess excellent interpersonal and communication skills. Experience with and a strong commitment to innovation, technology and community involvement are required.

A four-year college degree and a graduate degree are preferred. A combination of other training and experience which provides the essential knowledge, skills and abilities will be considered. A minimum of 10 years of command-level experience in a large urban police agency is required. Municipal experience in an organization of comparable size and complexity to the Seattle Police Department is desired. Labor management experience and completion of senior-level management programs like the Senior Management Institute for Police (SMIP), FBI National Academy, and Southern Police Institute are preferred.

The Police Executive Research Forum (PERF) is assisting the city in the selection process. Salary range will be competitive and based on qualifications and experience. For additional information go to: www.Seattle.Gov/Police .

Please Note. Under Seattle City Charter provisions regarding the selection process for the Police Chief, candidate information submitted in response to this posting may be subject to public disclosure.

To apply, send a cover letter and resume summarizing your qualifications, along with the names and contract information of five references by March 18, to:

SeattleChief@policeforum.org
Or
Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036
Electronic submission preferred

THE CITY OF SEATTLE IS AN EQUAL OPPORTUNITY EMPLOYER

CHIEF OF POLICE SEARCH 2000

ASSESSMENT CRITERIA ELEMENTS

1. EDUCATION AND EXPERIENCE
▪ Progressively responsible experience in a police department servicing a community with a population of at least 100,000.
▪ At least 10 years of progressively responsible management experience serving urban law enforcement agencies and attendant/related issues.
▪ Managed organizations or major components/divisions of organizations of comparable size and complexity as Chief, Asst. Deputy Chief, or Major Unit Commander.
▪ Possess a combination of experience and training making them capable of leading a major urban police department.
▪ Possess a bachelor's degree in Administration of Justice, Criminology, Public Administration, or a related field or equivalent experience.

2. EFFECTIVE MANAGEMENT
▪ Ability to balance internal and external needs
▪ Knows people of department, what is going on, and advocates for the department and staff
▪ Values and earns the trust and respect of sworn/civilian staff
▪ Faces problems
▪ Supports creation and implementation of broad range of staff training
▪ Disciplines fairly
▪ Promotes and retains staff

3. ORGANIZATIONAL/OPERATIONAL SKILLS
▪ Strategic and tactical planning
▪ Use of technology
▪ Effective labor relations, collaboration
▪ Financial/resource allocation
▪ Organizational training and development
▪ Team building

4. SENSITIVITY TO CULTURAL DIVERSITY
▪ Experience working with diverse cultural interests
▪ Champions the rights and needs of all citizens regardless of race, age, wealth, religion, sexual orientation
▪ Understands the law enforcement implications of cultural differences

CHIEF OF POLICE SEARCH 2000

ASSESSMENT CRITERIA ELEMENTS

5. DEPARTMENTAL DIVERSITY
▪ Hiring, promotion, and retention of qualified minorities, female, gay men and lesbian women
▪ Champions aggressive employee support programs
▪ Ability to understand and address cultural differences among staff members

6. BELIEVES IN SOCIAL JUSTICE
▪ Ability to deliver public safety services in an unbiased manner
▪ Holds self and staff accountable for personal action at all levels and administers fair discipline for misconduct (civilian and sworn personnel)
▪ Committed to protecting civil liberties and human rights
▪ Articulates a vision and strategy for addressing issues affecting today's urban environment such as domestic violence, needs of youth and the disenfranchised
▪ Implements fair treatment (enforcement)

7. COMMUNITY PARTNERSHIP
▪ Knowledge of and commitment to the philosophy of community-oriented policing
▪ Creative ideas for revitalizing, enhancing, and developing community-oriented policing programs
▪ Actively involved in community partnering; listens to needs/desires of various communities
▪ Values and supports those staff actively engaged in community support work
▪ Works collaboratively with other community, social service, law enforcement, and City agencies

8. COMMUNICATION SKILLS
▪ Open, accessible, and honest in communicating with individuals and groups
▪ Articulate and persuasive communicator
▪ Delivers a consistent message
▪ Listens carefully to alternative viewpoints
▪ Effective in personal, small group, large public forums, and in media communication

9. PERSONAL CHARACTERISTICS
▪ High standards of personal and professional ethics and integrity
▪ Credible
▪ Works well under pressure
▪ Takes responsibility for decisions and actions
▪ A leader, capable of earning the respect and support of sworn and civilian staff

CHIEF OF POLICE SEARCH COMMITTEE MEETING #4

Wednesday, February 17, 2010; 5:30 PM

Franklin High School Auditorium, 3013 South Mount Baker Boulevard

AGENDA

5:30 Introductions – Charles Rolland and All

5:35 Public input on the Committee's four questions (see below) – Kate Joncas

7:35 Discuss community outreach and Committee responsibilities

Four questions to address in comments to the Chief of Police Search Committee

1. What qualities are you looking for in a new Police Chief?
2. What is the most important public safety issue in Seattle?
3. What does the Seattle Police Department do well?
4. What changes would you like to see?

Website for the Chief of Police Search Committee:

The schedule, agendas, meeting summaries, background information and opportunities to send written responses to the four questions can be found at the following website:

www.seattle.gov/mayor/spdChiefSearch/

CHIEF OF POLICE SEARCH COMMITTEE MEETING #3

Wednesday, February 10, 2010; 5:30 PM

Northgate Community Center Gymnasium, 10510 5th Avenue NE

AGENDA

5:30 Introductions – Charles Rolland and All

5:35 Public input on the Committee's four questions (see below) – Kate Joncas

7:35 Discuss community outreach and Committee responsibilities

Chief of Police Search Timeline, revised February 8, 2010

- Update on outreach – Liz Birkholz

  Two pages from the website: the homepage, "Finding Seattle's next police chief" and "Public Input"

- Job announcement – Charles Rolland

  Chief of Police Job Announcement

- Criteria used in 2000 search – Kate Joncas

  Chief of Police Search 2000 Assessment Criteria Elements

Four questions to address in comments to the Chief of Police Search Committee

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CHIEF OF POLICE SEARCH COMMITTEE MEETING

Meeting Summary for February 10, 2010

COMMITTEE ACTIONS

Requests for information or follow-up actions:

- Verify all microphones are working prior to meeting.
- Publicize upcoming public forums in community newspapers.
- Provide committee membership an en electronic version of public meeting announcement that can be embedded within an e-mail message.
- Committee members were asked to respond to an e-mail survey regarding possible meeting dates in May to determine three finalists for Mayor's consideration.

Actions taken by the committee:

- None taken

Committee members not in attendance: Terrance Carroll, Dave Freiboth, Roberto Maestas, Dan Satterberg, Kathleen Taylor, Jenna Walden

CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
January 13 2:00pm SPD HQ	• Introductions • Welcoming remarks from Mayor McGinn • Agree on ground rules • Law Dept briefing on City Charter requirements for Chief's search process; public meetings and public disclosure • Agree on confidentiality • Review and finalize the timeline • Discuss community outreach process • Review executive search firm proposals and select preferred firm.		
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City Charter's Competitive Examination Process Begins			
April 21 5:30-9:00 PM BKL *Executive session*	*Select semifinal candidates (about 5-7) from those profiles presented by PERF.* Vote to be conducted in open meeting.	*PERF will present profiles of best qualified candidates to Committee (about 10-15)*	

Revised February 17, 2010

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL *Executive session*	• *Finalize topics for interview questions* • *Review interview process and provide needed training to Committee members*		
May 8 7:30 AM – 5:30 PM Talaris Conference Center *Executive session*	*Candidate Interviews*		
May 14 5:30-9:00 PM BKL *Executive session*	*Discuss and select who should be the three finalists.* Vote to be conducted in open meeting.		
			Finalists presented to community through a process determined by the Mayor
June 2 9:00 AM City Council chambers	3 finalists presented to City Council's Public Safety and Education Committee		
On a date to be determined, but soon after June 2, the Mayor will announce his selection.			
Following the Mayor's nomination of his choice, City Council will conduct its confirmation process.			

CHIEF OF POLICE SEARCH COMMITTEE MEETING #5

Friday, February 26, 2010; 5:30 PM

New Holly Gathering Hall, 7054 32nd Avenue South

AGENDA

There will be no time for individual testimony at tonight's meeting. Feedback from audience members will be gathered in 12 small groups that will be organized by languages spoken by the participants.

The Committee asks that any written comments be provided to them by Monday, March 1.

5:30	Organize the attendees in groups by the various languages represented
6:00	Welcome, introductions and discussion of tonight's process – Kate Joncas and Charles Rolland
6:15	Small group discussions about the Search Committee's four questions (see below)
7:15	Each group reports its findings to the Committee
8:30	Adjourn

Four questions to address in comments to the Chief of Police Search Committee

1. What qualities are you looking for in a new Police Chief?
2. What is the most important public safety issue in Seattle?
3. What does the Seattle Police Department do well?
4. What changes would you like to see?

Website for the Chief of Police Search Committee:

The schedule, agendas, meeting summaries, background information and opportunities to send written responses to the four questions can be found at the following website:

www.seattle.gov/mayor/spdChiefSearch/

CHIEF OF POLICE SEARCH COMMITTEE MEETING #6

Wednesday, March 10, 2010; 5:30 PM – 8:30 PM

Bertha Knight Landes Room, Seattle City Hall, 600 Fourth Avenue

AGENDA

5:30	Introductions – All
5:35	Discussion of policing issues that are important to the Mayor – Mayor Michael McGinn
6:15	The City Charter's competitive examination process – Gary Smith, Assistant City Attorney
6:30	Break
6:40	Overview of the recruitment process – Charlotte Lansinger, Police Executive Research Forum (PERF)
7:40	Discuss assessment criteria – Kate Joncas
8:15	Logistics for the remaining meetings – Charles Rolland and Kate Joncas *See "Chief of Police Search Timeline", which is attached.*
8:30	Adjourn

Attachments: "Before You Take the Top Job: Assessing 'The Fit'", Police Executive Research Forum, edited by Craig Fischer

Chief of Police Search Timeline

CHIEF OF POLICE SEARCH COMMITTEE MEETING #4

Wednesday, February 17, 2010; 5:30 PM

Franklin High School Auditorium, 3013 South Mount Baker Boulevard

AGENDA

5:30 Introductions – Charles Rolland and All

5:35 Public input on the Committee's four questions (see below) – Kate Joncas

7:35 Discuss community outreach and Committee responsibilities

Four questions to address in comments to the Chief of Police Search Committee

1. What qualities are you looking for in a new Police Chief?
2. What is the most important public safety issue in Seattle?
3. What does the Seattle Police Department do well?
4. What changes would you like to see?

Website for the Chief of Police Search Committee:

The schedule, agendas, meeting summaries, background information and opportunities to send written responses to the four questions can be found at the following website:

www.seattle.gov/mayor/spdChiefSearch/

CHIEF OF POLICE SEARCH COMMITTEE MEETING
Meeting Summary for February 17, 2010

COMMITTEE ACTIONS

Requests for information or follow-up actions:

- Committee members were provided copies of printed informational flyers for distribution to constituents.
- Ensure posting of flyers at City facilities including community service centers.
- Committee members were encouraged to continue their outreach to constituents.

Actions taken by the committee:

- None taken.

Committee members not in attendance: Robert Boruchowitz, Louise Chernin, Dave Freiboth, Bruce Harrell, Rich O'Neill, Cindy Potter, Dan Satterberg, Aaron Williams

Assessment Criteria for Selection

Successful candidates will have demonstrated the following skills and competencies:

Professional Education:

- A four-year college degree and a graduate degree are preferred or a combination of other training and experience which provides the essential knowledge, skills and abilities.
- Completion of senior-level management programs such as the Senior Management Institute for Police (SMIP), FBI National Academy, and Southern Police Institute.

Professional Experience:

- A minimum of 10 years of command-level experience in a large urban police agency is required, with operational and administrative experience in multiple areas of policing.
- City, County, or State experience in an organization of comparable complexity to the Seattle Police Department.
- Significant successful experience in working with members of the community and Police Department employees in a diverse urban multi-cultural environment.

Integrity (Strong character)

- A commitment to honesty, fairness and ethical decision making.
- Ability to communicate and enforce adherence to the stated values of the Seattle Police Department.
- An intolerance of police misconduct with the confidence to do the right thing. Sets standards for officers' performance and effectively enforces those standards.
- Self confident and approachable. Respected by peers, superiors, subordinates and constituency.
- Possess a strong work ethic.
- Committed to social justice and cultural competency.
- Unwilling to tolerate discrimination in any form.

Strategic Leadership

- Work effectively with courts, corrections, prosecution and defense representatives.
- Ability to develop a clear vision for the department. Effectively garners support for vision internally and outside the department.
- Commitment to the development of community partnerships.
- Embodies the highest professional standards and ensures that policies and procedures are established, communicated and enforced.
- Creates environments where others can succeed.
- Makes critical decisions based on facts and best practices.
- Actively engages the community, including other community justice stakeholders, in problem-solving and promotion of public safety.

- Strives to reduce conflict through collaboration. Fosters a culture of mutual respect that is reflected in the daily work of the department within the community.
- Holds individuals and the organization accountable for performance and results.
- Openness to new ideas.
- Knowledge and experience with successful implementation of community policing.
- Works collaboratively across the justice system to develop and implement innovative strategies to reduce crime.

Management

- Effectively plans, directs and coordinates police resources to preserve order, protect life and property in the enforcement of laws.
- Ability to deal with ambiguity and process.
- Experience in improving diversity within the department.
- Commitment to incorporating nationally recognized best practices in policing into department policies.
- Possess administrative experience and business acumen to effectively respond to resource challenges. Develops effective budgets to deliver police services in an efficient and cost effective manner.
- Delegates responsibilities effectively and appropriately in a manner that facilitates development of leadership skills and career advancement opportunities. Advocates and supports recruitment, training and development initiatives within the department.
- Commitment to data driven decision-making and the use of technology.

Interpersonal and Communication Skills

- Establishes strong working relationships to create a collaborative approach to preventing and combating crime.
- Develops rapport with elected officials to advocate on behalf of departmental needs, objectives and initiatives.
- Includes minority and other disenfranchised communities through open, honest dialogue. Is visible and engaged in these communities.
- Ability to effectively communicate to a variety of audiences.
- Works effectively with and communicates through television, print and internet media.
- Ability to develop strong interpersonal communications. Committed to listening to the department's workforce.

Labor Management Experience

- Commitment to work strategically and collaboratively with labor organizations.
- Ensure departmental compliance with collective bargaining agreements.
- Adjudicates employee performance and disciplinary actions in a fair and consistent manner.

Policing Expertise

- Ability to implement programs and initiatives to reduce crime.
- Has a passion for policing – finds the work of policing personally fulfilling and rewarding. Active ambassador in promoting the profession and the role of police within the community.
- Partners with educators in promoting safe school environments.
- Accepts feedback and willingly embraces the City's accountability structure and supports the need for outside perspective and review.
- Commitment to maintaining accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Willingness to work collaboratively with regional law enforcement and criminal justice organizations on joint crime prevention and crime suppression efforts.
- Supports the need for politeness and civility by officers in their interactions with community members.
- Ability to effectively lead police personnel.
- Commitment to education, training and resources that support officers in their interactions with the mentally ill with awareness and sensitivity.
- Possess knowledge regarding trends, research and current issues impacting policing and public safety.
- Understands and supports various communities' perspectives on key policing issues such as:
    - Use of force
    - Immigration enforcement
    - Pre-booking diversion for low-level offenses
    - Precinct and minority council system
    - Alternatives to incarceration
    - Innovative approaches to drug law enforcement
    - Seattle's Neighborhood Policing Plan
    - Cultural, economic and racial profiling
    - Emergency operations
    - Crisis management
    - Youth outreach
    - Equity in response and enforcement activities for all communities.

CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
uary 13 0pm SPD HQ	• Introductions • Welcoming remarks from Mayor McGinn • Agree on ground rules • Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure • Agree on confidentiality • Review and finalize the timeline • Discuss community outreach process • Review executive search firm proposals and select preferred firm		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		Community outreach
January 20 5:30-8:30 PM SPD HQ	• Introduce recruiting firm • Briefings from SPD • Discuss community outreach process • Review and approve job announcement		
		• Selected stakeholder interviews • Begin recruitment process	
February 10 5:30-8:30 PM Northgate Community Center	• Take public input on the assessment criteria • Distribute job announcement • Discuss community outreach		
ruary 17 .30-8:30 PM Franklin High School	• Take public input on the assessment criteria • Review assessment criteria		
February 26 5:30-8:30 PM New Holly Gathering Center	Take public input on the assessment criteria Translation and interpretation are available		
March 10 5:30-8:30 PM Bertha Knight Landes (BKL) Room – first floor City Hall	• Discuss and finalize assessment criteria	PERF will attend	
March 18 – [illegible]		Candidate application deadline	
City Charter's Competitive Examination Process Begins			
April 21 5:30-9:00 PM BKL *Executive session*	*Select semifinal candidates (about 5-7) from those profiles presented by PERF.* Vote to be conducted in open meeting	*PERF will present profiles of best qualified candidates to Committee (about 10-15)*	

Revised February 17, 2010

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL *Executive session*	• Finalize topics for interview questions • Review interview process and provide needed training to Committee members		
May 8 7:30 AM – 5:30 PM Talaris Conference Center *Executive session*	*Candidate Interviews*	PERF will attend	
May 11 5:30-9:00 PM BKL *Executive session*	*Discuss and select who should be the three finalists.* Vote to be conducted in open meeting.		
			Finalists presented to community through a process determined by the Mayor
June 2 9:00 AM City Council chambers	3 finalists presented to City Council's Public Safety and Education Committee		
On a date to be determined, but soon after June 2, the Mayor will announce his selection.			
Following the Mayor's nomination of his choice, City Council will conduct its confirmation process.			

Revised February 17, 2010

Leadership Matters:
Police Chiefs Talk About Their Careers

Edited by Craig Fischer

Police Executive
Research Forum

Chapter 2

Before You Take the Top Job: Assessing "The Fit"

The ability of a chief to lead a department will depend upon whether he or she is the right person for that particular job, many chiefs emphasized. "It's all about fit," said Colorado Springs Chief Rick Myers.

To determine whether you will be a good fit for a particular department, you first must know yourself, chiefs said. "Whether you 'find a home' in a department depends on the type of personality you have and your core values," said Flynn. Those core values become the foundation of a chief's leadership of a police department, and the benchmarks for its performance. A chief's core values have to match those of the community if the chief is to have a productive relationship with the department.

Do you have the qualities and character of a leader?

But first, aspiring chiefs should assess whether they have what it takes to lead *any* police department. Asked what makes a good chief, chiefs interviewed for this book said that the defining qualification for the job is a love of policing and a passion for *doing* the job. Wanting the job is not enough. "If all you want is to *be* the chief, you're probably not right for the job," Ramsey said. "But if you think that you can take people where they haven't been before and do something positive, you probably are a good candidate for chief."

> YOU HAVE TO REALLY UNDERSTAND THE JOB. YOU CAN'T BRING IN SOMEBODY WHO HAS A PH.D. BUT HAS NO IDEA OF WHAT IT'S LIKE TO HAVE SOMEBODY SPIT IN YOUR FACE—OR ALMOST KILL YOU WITH A KNIFE OR A GUN. OFFICERS ARE PUT IN VERY DIFFICULT CIRCUMSTANCES. . . [I]F YOU'VE BEEN THERE, AND YOU CAN RELATE TO WHAT THE OFFICER WAS GOING THROUGH, YOU CAN MAKE BETTER DECISIONS.
>
> **—CHIEF CHARLIE DEANE**

Chiefs must be open, honest, transparent, sincere, and have a strong work ethic, chiefs said. "Be straightforward, and be who you are. Be accountable, and acknowledge the mistakes that you make," said Chief Bob McNeilly, who now serves in Elizabeth Township, Pa. after a decade as chief in Pittsburgh. "And be honest. You want to be viewed as somebody who is going to say the same thing to two different people," not someone who will change the message to appease each party to a disagreement.

Melekian agreed that a strong sense of honesty is critical to a chief's success. "I think people will put up with a leader that they may not agree with, if they feel that the processes around that person are fair and transparent and consistent," he said. "If you're delivering bad news or you've got to make a tough decision, there's nothing wrong with telling people why you're making it, even if they don't like it. If you're not able to do that, and people start to think that you're not communicating forthrightly with them, you begin to lose the engagement of those people you need to work with."

Chiefs should have an ability to show restraint in the use of the authority that comes with the job. The measure of the character of a police chief, Chief Olson said, is the ability to "exercise restraint in the use of the awesome power we have." Olson recounted his experience with an officer who wanted to rise in rank because he saw it as a way to "get the power." But in the end, he said, the ability and character of chiefs should be measured "by how much they *didn't* use that power."

Lansdowne said that a talent for listening to people is critical to being a police chief. "You've got to learn to listen, and to invite criticism," he said. "If you don't do that, and your employees are

> SOMEBODY ASKED WAYNE GRETZKY, "WHY ARE YOU SUCH A GREAT HOCKEY PLAYER?" GRETZKY SAID, "BECAUSE I SKATE TO WHERE THE PUCK IS GOING TO BE." I THINK IT'S THE CHIEF'S JOB TO ALWAYS WATCH THE PUCK AND FIGURE OUT WHERE IT'S GOING TO BE, AND TO PLAN ACCORDINGLY.
>
> **—CHIEF BERNARD MELEKIAN**

afraid to tell you what's going on, you'll get in trouble quickly. You need to have a relationship with them and an open policy that says, 'Look, if there's an issue, tell me, and I'll reward you for it and thank you for letting me know.' And those are the people I promote."

Chief Deane said that several qualities came to his mind as being essential for a police chief—beginning with a clear sense of right and wrong. "Honesty and integrity are the first things you need, because as chief you're thrown into all kinds of situations and pressures, so you need to have a good compass," he said. "And second, I think a chief has to have some self-confidence. You need to be decisive. The worst thing you can have is a chief who can't make up his mind." Third, Deane said, "you have to really understand the job. You can't bring in somebody who has a Ph.D. but has no idea of what it's like to have somebody spit in your face—or almost kill you with a knife or a gun. Officers are put in very difficult circumstances, and sometimes they're not going to react perfectly, and when an officer's action is put under a microscope after the fact, it may look worse than it really is. But if you've been there, and you can relate to what the officer was going through, you can make better decisions. So I think that having experience on the front lines is a requirement." Finally, Deane said, "you have to be good with people. You have to really care about people as individuals. That doesn't mean you have to be out there glad-handing all the time, but you need to be able to communicate well with people."

Melekian said he believes a chief needs to bring a sense of vision and a sense of strategy to the job. "Somebody asked Wayne Gretzky, 'Why are you such a great hockey player?'" Melekian recalled. "Gretzky said, 'Because I skate to where the puck is *going to* be.' I think it's the chief's job to always watch the puck and figure out where it's going to be, and to plan accordingly," Melekian said.

For example, Melekian said that when he took the chief's job in Pasadena, homicides were averaging 25 per year—in a city with only 130,000 residents. "And all these horrific crimes were just sort of accepted as business as usual," he said. For Melekian, seeing the puck where it was going to be meant envisioning a city where high levels of violence would no longer be tolerated. "There were people who told me not to say that, because they thought we couldn't fix the problem," he said. But he launched a gang violence reduction program called "No More Dead Children," which did prove very successful in reducing homicides to about three or four annually in most recent years. The key, Melekian said, was to truly focus on the problem. "Every new idea, every new proposal was run though the filter of 'Does this advance the cause of No More Dead Children?'" he said. "And if it didn't advance that mission, for the most part we didn't approve it."

Do you possess the necessary skills to do the job?

Experienced chiefs said they believe that "essential skill set" for the job includes good oral and written communication skills, strong analytical skills, and the ability to assess a situation objectively. Chiefs must be open to other perspectives and willing to take these perspectives into consideration in making decisions, they added.

Chiefs also must be able to deal constructively with criticism, and willing to listen to their critics and try to help critics understand the choice that the chief has made. They must avoid making commitments that they may not be able to keep, but they also must be decisive.

Chiefs also must avoid being too rigid in dealing with subordinates, in the view of Houston Chief Harold Hurtt. "If you're too heavy-handed, you create a work environment where officers just try to avoid conflict," he said, "so they end up operating on the premise that 'If we don't do anything, we won't get in trouble.'"

Melekian said chiefs must be able to relate to people outside the quasi-military environment of a police department. "Once I heard someone say that police chiefs fail because it's the first time they ever worked for a civilian," he said. "I think there's a ring of truth to that, because most of us came up through a system with people who, whether we liked them or not, thought just like w

And now, all of a sudden, you're exposed to a mayor or a city manager or a council, and they think very differently from you. I think a lot of chiefs have a problem because they want to stick with the autocratic, hierarchical structure that they're used to, but they've landed in a different arena."

Chiefs also need a great deal of patience, Melekian said. "It is very demanding to be a police chief. And the worst of it isn't the crises—dealing with crime, managing civil disturbances or natural disasters. From my perspective, those are the easy things. The hard things involve listening to people, even when you're tired and it's the end of the day and you've already heard it a half-dozen times. You have to listen to your people, you have to listen to the community, you have to listen to City Hall."

Can you handle the risk associated with being a change agent?

If you have a passion for policing and believe you have the qualities, character, and skills of a leader, then you should consider whether you are sufficiently motivated and have "the right stuff" to take on the riskiness of the job, chiefs said.

Flynn suggested that there are two types of chiefs: risk-takers and "maintenance managers." The risk-takers are change agents and troubleshooters. By contrast, a maintenance manager has a conservative personality and values stability and predictability, he said. Maintenance-manager chiefs "become rooted in the community and find a role they can fill forever," Flynn said, "whil change-agents tend towards imposing term limits on themselves."

Other chiefs interviewed for this book said that being a change agent and risk-taker is the hallmark of any chief's job. "Here's the

> HERE'S THE THING: IF THINGS WERE GOING SWELL, THEY WOULDN'T HAVE BROUGHT YOU IN ANYWAY, WOULD THEY? IF THEY BROUGHT YOU IN, IT'S BECAUSE SOMETHING IS WRONG. PEOPLE ARE EXPECTING CHANGE IN PERSONNEL AND POLICIES, SO DON'T DISAPPOINT THEM.
>
> **--CHIEF JOHN TIMONEY**

thing: If things were going swell, they wouldn't have brought you in anyway, would they?" said Chief Timoney. "If they brought you in, it's because something is wrong. People are expecting change in personnel and policies, so don't disappoint them."

Other chiefs agreed. "If you are someone who is not willing to take that risk, policing probably is not a good career to jump into. You know the chief's job is not going to last forever," said McNeilly. "You have to be up for that kind of challenge."

Olson was even blunter: "You need to know the boundaries of reasonable risk, but if survival is an issue, you shouldn't be chief. If you can't take risks, get out of the business."

"There are casualties associated with taking risks," said Colonel Esserman. "You have to accept that sooner or later you will be a casualty. Leadership is lonely, and sometimes the only warm blanket you have at night is your beliefs."

Do you have the toughness and confidence to do the right thing?

Managing the risk associated with being a chief demands toughness, confidence, and the ability to look at difficult situations as challenges—for example, "being able to make decisions where there are no really good options," said Stephens.

"You have to be psychologically tough," Ramsey said. "When you're confronted with a big problem, you have to have a sense that you will be able to figure it out. Maybe you didn't create the problem, but you have to fix it. While you have the job, the responsibility is yours. And don't carry the guilt. Sort it out and look at it in a way that doesn't create more stress for you."

[ON THE INHERENT HAZARDS OF BRINGING CHANGE TO AN ORGANIZATION]
YOU NEED TO KNOW THE BOUNDARIES OF REASONABLE RISK, BUT IF SURVIVAL IS AN ISSUE, YOU SHOULDN'T BE CHIEF. IF YOU CAN'T TAKE RISKS, GET OUT OF THE BUSINESS.
—CHIEF ROBERT OLSON

On The Issue of Ego

All of the chiefs said that having an intact ego is a critical element of being tough and confident enough to do the job of being a police chief. But they cautioned against excessive self-promotion. "Chiefs need to have a healthy ego, but keep it in check," said Stephens.

"I prefer the 'servant leader' approach to being a chief over the 'ego visibility' model," said Chief Myers. "Introspection is a quality that I greatly admire in leaders, and that means the ability to look in the mirror, rather than point out the window, when things go wrong. I believe that the strong but low-profile, 'non–charismatic' chiefs are the ones who succeed. I get a little distressed about how much ego I see among law enforcement leaders today—even in five-member departments. When you are drawing the spotlight on yourself, you are not shining it on what's good about your organization," Myers said.

"Egomaniacs do not generally make good chiefs," Hegerty said.

Leadership Style as an Element of "Fit"

Sometimes, a chief's management style must be considered as an element of whether a certain department will be a good "fit," chiefs indicated. Or a chief may need to adjust his or her management style in order to make a good fit in a particular situation.

A new chief needs to adopt a style of leadership that depends on the situation at hand, Berkow said. "You need to assess the competence of your people," he said. "Do they know what they are doing? Do they practice contemporary policing? And you need to look at whether they have a commitment to the chief's vision, to the community's goals. In one department, I needed to make some drastic changes very quickly, because the department was in the midst of a scandal and a crisis. But I was given no authority to change the command staff. So I had to adopt a fairly autocratic style. When I left, I was satisfied that I had done everything I could do, and the

YOU KNOW THE CHIEF'S JOB IS NOT GOING TO LAST FOREVER. YOU HAVE TO BE UP FOR THAT KIND OF CHALLENGE.
—CHIEF ROBERT MCNEILLY

community was much happier with the Police Department. Crime was down; we were more connected to the community; we had state-of-the-art dispatch and technology, great training, a lot of less-lethal equipment, new facilities, including a firing range, lots of grant money; etc. But I was very concerned about whether the changes would be sustained. I had made changes not with the support of the command staff, but rather in spite of them."

In general, though, chiefs must be willing to empower command personnel to do their jobs, Olson said. "If you don't want to give up power, you shouldn't be chief," he said. "I met regularly with my people so everyone would know what's going on. I let them know that these meetings were not just for them. 'These meetings are for me,' I would tell them. 'Tell me what's going on.' And I gave them the chance to show what they could do. They knew where I wanted to go, but they designed the nuts and bolts. Because you have a lot of experience, you've seen all of the mistakes, so there's a temptation to intervene too much. But bite your tongue and let them go at it. Let them make mistakes and don't punish them for it."

"I empowered these folks," Olson said. "And when I evaluated them, I looked to see if they were empowering their people. A chief's focus should always be to make folks as good as they can be, and then recognize them for their accomplishments."

Kunkle said that not everyone functions well under his management style of challenging officers and prodding them to think, question, and come up with new ideas. "I've been around long enough to know that just because a command staff member is good at taking directions, it doesn't necessarily follow that they'll be good at taking risks," he said. "There are lots of people who can't make that transition. There's a police culture that rewards conformity and obedience and tends to punish people who take risks. At every place I have been, there are people who are comfortable with the way things are. You just have to work around them until they retire."

> THERE'S A POLICE CULTURE THAT REWARDS CONFORMITY AND OBEDIENCE AND TENDS TO PUNISH PEOPLE WHO TAKE RISKS. AT EVERY PLACE I HAVE BEEN, THERE ARE PEOPLE WHO ARE COMFORTABLE WITH THE WAY THINGS ARE. YOU JUST HAVE TO WORK AROUND THEM UNTIL THEY RETIRE.
>
> **—CHIEF DAVID KUNKLE**

Do Your Homework

Years before they reach the point of applying for a chief's position, aspiring chiefs should prepare for the job by:

- Taking advantage of any opportunities that present themselves to develop leadership and administrative skills.
- Observing the leadership styles and practices of colleagues they admire and respect, and tapping these individuals for advice.
- Attending professional development programs.
- Reading a wide variety of materials about policing and the world. As one chief put it, "read everything."

When an opportunity to become chief presents itself:

- Research the history, practices, reputation, and performance of the department that you hope to lead.
- Make certain that the community has the qualities, values, and views on law enforcement that are most important to you.
- Prepare yourself for the rigors of the selection process.

1

The Selection Process

Chuck Wexler and Charlotte Lansinger

Whether caring and responsible or perceptively hostile, police departments embody the values and culture of the jurisdictions they represent. Given this potential to define an administration, local government managers consider their police chief their single most consequential appointment.

Unlike the appointment of the head of engineering or sanitation, the appointment of the police chief inevitably becomes a political act. No other appointment will generate the news media attention, lobbying, or scrutiny this one will receive. Indeed, in some ways the selection process itself is as important as the outcome. If the process bypasses relevant stakeholders, even the appointment of a clearly superior candidate will be denigrated by those who feel that their opinions were ignored.

At the same time, the very process of picking a police chief can be a positive experience bringing together traditionally compartmentalized constituencies. There are even instances in which the search committee becomes the initial support network for the new chief.

The Role of the Appointing Authority

An effective selection process should be tailored to the unique characteristics of the jurisdiction. At the outset, the local government manager must address several issues, the first being whether to direct the process using existing local government resources, a national executive search firm, or some combination of

both. In making this decision, the manager must answer a number of questions: Given its existing resources, does the local government have the capacity to construct a process that local constituencies will perceive as fair, broad based, and capable of attracting the best candidates? Is the human resources staff able to recruit candidates who might not apply unless sought out? Does the human resources staff know the strengths and weaknesses of the police department and is it able to identify a candidate who can meet the challenges facing the department not just today but in the future?

In assessing the answers to these questions, the appointing authority must decide whether the search will be limited to internal or regional candidates or whether a national search will be conducted. The local government manager can anticipate that members of the police department and their respective labor leaders will most likely advocate an internal selection and the use of existing department resources in the selection process. Others in the local government may argue that the department is too insular, and suggest opening up the process by conducting nationwide recruiting managed by an experienced executive search firm in cooperation with the local government's human resources department. Executive search firms that have experience working with police departments nationwide are able to assess the strengths and weaknesses of the department. At the same time, they are familiar with suitable candidates from different parts of the country. But equally important, the local government's human resources department is sensitive to the local nuances and political sensitivities that must be taken into consideration in a search process.

Selecting a Search Firm

If a local government decides to contract with an executive search firm, it should consider several questions: What experience does the firm have with the unique nature of policing and the quality of police leaders around the country? Are the people who will be conducting the search conversant with contemporary police practices and able to assess the strengths and weaknesses of a police agency? Does the firm have a track record of successful recruitment and a proven ability to attract a diverse pool of candidates? What other jurisdictions has the firm served? What do these local governments have to say about the service they received? (Several firms that conduct executive searches for police chiefs are listed in Appendix A.)

Developing a Framework for the Selection Process

Once the local government has decided who will conduct the search for a new police chief, it must develop a framework for the process. This involves thinking through the various stages and then establishing responsibilities and time frames for each aspect of the process.

Several key actions occur in any well-managed selection process. These include:

- Developing a profile of the position based on the unique characteristics of the local government and police department

- Assessing the strengths and weaknesses of the department
- Deciding whether to establish a search committee and determining what its role will be
- Advertising the position and recruiting applicants
- Evaluating candidates
- Checking references
- Interviewing candidates
- Narrowing the field to the top candidates
- Conducting second interviews
- Conducting a background investigation on finalist(s)
- Negotiating terms of employment and a compensation package
- Introducing the new police chief to the community

Each part of the selection process contributes to the goal of demonstrating to the public that the process is open and fair and that the candidate who has been selected is the one who will best serve the local community. There must be a time line for each step of the process, and the appointing authority should place one person in charge of the overall process and therefore responsible for keeping all aspects coordinated and confidential. In some local governments, the human resources department is given overall responsibility; in others, the search firm oversees the process in cooperation with local officials. But the appointing authority must clearly articulate the roles and responsibilities of all who are involved, including the search firm, the human resources department, the search committee, and the appointing authority's top staff.

Aspects of the Search

Developing a Profile of the Community and the Prospective Chief

The first step in any selection process is a careful examination of the priorities of the local government, members of the community, and the police department. From this information will be developed a profile of the community and its expectations, and a description of the "ideal candidate." For these profiles a variety of stakeholders should be interviewed, including members of the administration such as the local government manager, the manager's deputies, and the incumbent police chief and his or her command staff. Police union leaders, local elected representatives, and other key government officials should also take part in the discussions. From the local community, the viewpoints of school officials, business and civic leaders, the local heads of relevant advocacy groups, realtors, and a cross section of neighborhood watch leaders all merit attention.

The appointing authority or search consultant uses the information culled from these interviews both to identify and recruit candidates. Information on

demographic characteristics and quality of life is essential in "selling" the local community to prospective candidates. Any serious candidate from outside the local area will want to know, for example, typical housing costs, the characteristics of the local school system, the size of the police department budget, and the state of local police labor-management relations.

Interviews with local stakeholders will help the appointing authority understand the strengths and weaknesses of the police department from the perspective of a number of key constituencies, such as council members, the police union, and advocacy groups. A search consultant who is experienced in policing

The position profile should be shared with candidates to give them a better understanding of the qualities and skills the appointing authority is looking for.

issues is able to help the appointing authority use this information to define specific qualities and characteristics of candidates that will help the appointing authority advance his or her vision for the police department. For example, a candidate who has little experience with community policing will be incompatible with a jurisdiction that has a tradition of this type of policing. Similarly, a jurisdiction with a strong union will be looking for someone experienced with labor-management relations. Extensive community and department interviewing helps develop a thorough profile that will serve as a road map to identify candidates with the characteristics necessary for success in the jurisdiction.

Once a position profile has been developed, it should be shared with candidates to give them a better understanding of the qualities and skills the appointing authority is looking for. Sending the profile to potentially well-suited candidates can also be a means of encouraging them to submit an application.

The profile should be specific in describing the requisite qualities and characteristics as they relate to particular issues confronting the department. Rather than say that a chief should be a good listener and possess leadership skills and extensive command-level experience, the profile should go a step further and state that a track record of experience and accomplishments in specific areas is desired. For example, if the department is weak in its ability to develop partnerships within the community, the profile should indicate that candidates who have had success in this area are sought. In conducting a review of the department, the appointing authority might consider performance in such areas as technology application, leadership and team building, effective employee relationships, using innovative approaches to fund new projects, devising problem-solving strategies, community policing, implementing contemporary crime control strategies, methods of accountability, and planning for future growth. If the department is weak in any of these areas, the need for candidates with corresponding experience becomes more compelling.

Before establishing a set of job requirements and selection guidelines, the appointing authority should review all materials related to the police chief position. These include the job description, applicable civil service requirements, the jurisdiction's human resources policies on hiring, local statutes or regulations regarding the position itself or the selection process, and state certification requirements.

The appointing authority must be aware of any state or local requirements that the police chief possess certain credentials, training, or experience in order to be appointed. State certification requirements differ from state to state, and certification in one state may not transfer to certification in another. Knowing this in advance can save the appointing authority anguish at the end of the process. Likewise, local ordinances such as a residency requirement should be considered in advance.

The Search Committee

Many appointing authorities believe that one way to ensure broad citizen input is to appoint a search committee to assist with the selection process. The search committee is usually made up of prominent citizens from education, business, civic, and advocacy groups. Members of the manager's staff, such as deputy managers or department heads, may also serve on the committee. Search committees should not be too large; usually six to eight members is ideal. The appointing authority will select one member to chair the group, and the committee will be assisted by either the human resources staff of the local government, the executive search consultant, or both. An executive search firm can play an important role by helping the committee to identify the needs of the department, assess the skills of each candidate, and conduct interviews, and by acting as a facilitator in the process.

A search committee can be useful to the appointing authority, by helping to develop the profile of the prospective candidate as well as participating in the selection process through interviews and discussion. The search committee can also help orient the new chief during his or her first few months on the job. While a citizen committee can be a valuable tool to ensure citizen involvement, it is very important that it be staffed with professionals who are sensitive to hiring issues and recognize the fact that their role, while very important, is nonetheless advisory and that the local government manager has final appointing authority. After the selection is made, search committee members will resume their normal, daily responsibilities, but the manager will be held responsible for the selection *and its consequences*.

The appointing authority must make it explicitly clear to the search committee that confidentiality is essential; no information concerning prospective candidates is to be released to the news media or to anyone else outside the committee. The appointing authority should instruct committee members to refer all inquiries about the process to the chair of the committee, who will confer with the appointing authority. Committee members must understand that all aspects of the process are to remain confidential even after the process has been concluded. Finally, the appointing authority should make a point of publicly recognizing the committee at the end of the process. The committee will have worked hard, and they should be invited to be present when the appointment of the new chief is announced.

Advertising and Recruiting

An effective recruitment effort begins with a thorough analysis of the local community's needs and expectations and development of a written community profile. Once this profile is completed, the search committee or recruiter develops a comprehensive recruitment strategy. The strategy should be shaped by the answers to the following questions: Is the process focusing on local, regional, or national candidates? How will advertisements be written to capture the interest of candidates who might not otherwise apply? How does the jurisdiction encourage applications from a diverse pool of candidates?

In recruiting, consideration should be given to advertising not only in local newspapers but in criminal justice periodicals. Publications such as *Police Chief* (published by the International Association of Chiefs of Police), *Subject to Debate* (the Police Executive Research Forum), *Law Enforcement News* (John Jay College of Criminal Justice), and *Crime Control Digest* are read by many police chiefs, as well as prospective candidates for police chief positions (see Appendix B for information on these publications).

> An executive search firm can be a valuable means of channeling communication between the local government and prospective candidates.

The appointing authority should allocate a reasonable period of time to advertise the position. This period should be factored into the overall timetable for the search effort and should not be cut short in order to expedite the process. Allowing enough time for advertisements to circulate and word of the vacancy to spread through the policing community is essential to attracting a strong candidate pool. Some journals require that advertisements be submitted one month in advance of publication. The closing date for applications should be at least four weeks after publication of advertisements.

Instead of establishing a firm closing date for receipt of applications, some local governments now state "open until filled" in job announcements. This gives the local government the flexibility to continue to accept additional applications as it reviews the candidate pool. The success of a search depends upon a comprehensive recruiting effort in the early stages of the process. This critical phase is time consuming, and an anxious appointing authority must resist the temptation to hurry it along.

An executive search recruiter will be helpful in making the vacancy known to police organizations such as the Police Executive Research Forum, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs Association, the National Association of Women Law Enforcement Executives, and the Police Foundation. The recruiter may write letters to the heads of these organizations, hand out flyers at meetings, or simply call agency representatives to alert them to the vacancy.

If a search is to be national in scope, an executive recruiter becomes a necessity. In many cases, the recruiter will be familiar with talented candidates who may not be looking for a new job but may be encouraged to apply. Such individuals are often among the most desirable candidates; incidentally, they will need assurances that their interest will be kept confidential at the initial stages of the process.

An executive search firm can be a valuable means of channeling communication between the local government and prospective candidates. Candidates, as well as local officials, typically develop relationships with the search consultant that provide for open and direct communication. Both the local government and the candidates can address issues with the recruiter that would be difficult for them to discuss directly with each other. Both parties need certain questions answered in order to decide whether to move forward together in the process. The search consultant is in the unique position of knowing what the critical issues are for both the appointing authority and the candidate that will help determine if a good match exists.

The local government should consider, before recruitment begins, how its compensation package compares with those offered by jurisdictions of similar size. If the compensation package is substantially less than those of comparable jurisdictions, then local officials should seriously consider making appropriate adjustments in order to remain competitive. If the compensation package is inadequate, the quality of the applicant pool will be dramatically reduced. In any case, apprising all candidates of the compensation package at the very beginning of the recruitment process will keep potentially embarrassing or time-consuming misunderstandings from cropping up later.

All parties to the recruiting process should strive to attract a strong pool of candidates. A good executive search consultant will be well positioned to seek out qualified candidates and encourage their participation in the process. Efforts should be made to ensure that the candidate pool reflects the diversity of the hiring community.

Another important factor to consider, not only during recruiting but throughout the process, is the need to keep candidates well informed. The local government should acknowledge receipt of all materials submitted by candidates and keep them apprised of the status of their applications. If candidates request information from the local government either by telephone or in writing, a prompt reply is warranted. It is important to keep in mind that candidates are judging the local government largely by how they are treated in the process. Once a hiring decision has been made, all candidates who were not interviewed should be notified in writing. A personal telephone call by the appointing authority or executive search consultant to candidates who were interviewed but not selected is standard operating procedure. For a candidate, there is nothing worse than learning that he or she was not selected from a reporter who is writing a story on the newly selected chief.

Evaluating Candidates

Most searches prompt literally scores of applications. It is not unusual for a jurisdiction in a highly desirable location to attract more than 150 résumés.

The objective in the initial evaluation stage is to place each application in one of three categories: qualified, more information needed, and unqualified.

Determining which candidates are qualified entails examining each résumé and asking the following kinds of questions:

- Does the candidate have the minimum qualifications (e.g., management experience, a college degree, experience with a unionized department, urban experience)?
- Does the candidate have broad experience in policing that includes both operations (patrol and investigations) and administrative assignments (personnel management, internal affairs, planning and budget)?
- Does the candidate's record demonstrate accomplishment, initiative, and problem-solving skills?

There may be candidates whose résumés fall short of providing information that will determine whether they are qualified. Here again, someone from either the local government or the recruiting firm may be able to speak to professionals in the field and learn more about such candidates' qualifications. While there is a tendency to write off such candidates, from time to time unusually impressive candidates are so preoccupied with their present assignment that they do not take the time to develop a comprehensive résumé. It is important to be able to distinguish these résumés and not automatically discount them.

Having sorted through the résumés and narrowed the field of candidates on the basis of a matrix of qualifications and experience, the search committee or recruiter should look at the candidates in terms of their compatibility with the government and local community. Many talented candidates are simply the wrong fit. For example, an applicant with experience exclusively in an urban area may not be the right fit for a rural area, and vice versa.

The selection group should also consider how likely it is that a particular candidate will actually come to terms if offered the job. For example, it may be unrealistic to expect a candidate to move to an area with a sharply higher cost of living without significantly higher compensation. However, a stated salary requirement should not be the sole criterion used to eliminate a candidate from consideration: many candidates are eligible to collect a pension from their current agency and therefore may be willing to accept a reduction in pay for a new position. If there is a question regarding salary, it is wise to get it clarified before moving too far into the process with a candidate. A simple telephone call to the candidate early in the process can resolve this issue.

Reference checks and other preliminary assessments. Before candidates are selected to be interviewed, their references should be checked over the telephone, or, if possible, in person. Just as a skimpy résumé may not do a good candidate justice, a well-written résumé may hide a poor candidate's shortcomings. A good recruiter or personnel director will know how to "read between the lines" and save both the candidate and the local government time and money by recognizing a bad fit or the low probability that a particular candidate will accept the position.

The recruiter should conduct a search of print publications using the Internet to review all public statements and media stories that mention the candidate or the candidate's current department. This will be one of the first steps the local news media will take to profile each of the candidates. The appointing authority should know as much as possible about the candidates before releasing their names to the local media.

The selection committee will have to choose just a few candidates from the many résumés it receives. It is helpful to ask qualified candidates to submit a writing sample in response to a job-related question (e.g., "describe the challenges in implementing community policing"). This gives the committee the opportunity to see how the candidate thinks and writes concerning a substantive issue.

These steps should reveal which candidates are best qualified and should be interviewed. The group of candidates selected for interviews usually numbers six to eight. Any candidate in this group should be considered serious enough that the local government is willing to pay the costs associated with bringing that person in to be interviewed. No one should make it to this level who is clearly unqualified. While some local governments will occasionally expose less qualified candidates to the process as a career development exercise (aspiring internal candidates), care should be taken not to invite obviously inexperienced candidates and subject them to questioning that is clearly inappropriate to their experience level.

Structured interviews. The most common method of assessing candidates is the structured interview. It may be conducted by members of the search committee, the executive search consultant, a group of peers in the police profession, or a combination of all of the above. Interviewers should coordinate beforehand concerning the questions that will be asked, who will ask them, and how follow-up questions will be handled. With every candidate, the interviewers should ask the same questions, allowing the same amount of time, in order to compare responses. However, interviewers should be allowed the flexibility to ask follow-up questions that flow from the answers provided by each candidate.

Interview questions should be based on the criteria from the job profile. Questions should assess the candidate's knowledge and experience in police administration, current management practices, and issues of concern to the local government and police department, as well as the candidate's level of interest in the position. Interviewers should be briefed on questions that are clearly not appropriate, such as those related to age, health, marital status, race, religion, or other matters unrelated to the job. Interviews should last sixty to ninety minutes, with a fifteen- to twenty-minute break between them. Once an interview schedule has been set, it should be adhered to and all candidates should be treated equally. Introducing additional tension into the process by running behind schedule should be avoided.

The local government may decide to have more than one interview panel assess the candidates. For example, one panel might be composed of search committee members, one of local government department heads, one of neighborhood leaders, and one of police executives. Comparing the responses from all of these groups can be a useful means of assessing the candidates, and a consensus may develop on those who are best qualified. It is important to schedule debriefing meetings between the interview panels and the appointing authority as soon after the completion of interviews as possible. The interview panel participants should remain the same throughout all interviews.

Assessment centers. A more structured process for evaluating candidates is the assessment center. This is a series of structured exercises that measure the candidate's management ability as demonstrated by specific behavioral dimensions.

Typically, an assessment center consists of a leaderless group exercise, a set of in-basket exercises, and an exercise designed to evaluate public speaking skills. The search committee should tailor these exercises to the challenges facing the local government and community; here again, the position profile and a formal job analysis should be guides in developing these exercises. Assessment centers can be expensive to administer and may not be appropriate for all local governments; however, they are a more valuable tool than a written test in assessing management skills at the police chief level. More information on assessment centers is provided in Chapter 6.

Confidentiality. Candidates usually agree to participate in a selection process only when they have confidence in the integrity of the process. The manner in which a local government conducts its search is viewed by candidates as a direct reflection of the overall professionalism of that government. All selection processes should be designed not only to ensure selection of the best candidate but also to protect candidates from unnecessary risk to their professional reputations and current positions.

The selection process should be governed by a set of principles that all involved understand and value. When an applicant submits a résumé, he or she is only indicating initial interest in the position. Search committees should keep the candidate's interest in the position in confidence. It follows that the selection committee should check a candidate's references only after conferring with the candidate; the names of prospective candidates should be disclosed to the news media or general public only with the permission of the candidates and only after a mutual interest has been established. In some jurisdictions, it is not uncommon for names to appear (unauthorized) in the news media as "trial balloons" to assess community reaction. Candidates need to be prepared for this possibility and should alert their superiors of their interest in the position. There is nothing more damaging to a professional working relationship than for a supervisor to learn from a third party that an employee is a candidate for a position somewhere else.

Candidates should be aware that in some states, such as Florida, state law requires that all résumés received as part of applications for government positions be subject to public disclosure by the news media. Officials have no discretion to withhold the names of candidates in these states once résumés are submitted. Local governments that come under these "sunshine laws" should so advise candidates in job announcements.

Executive search consultants and human resource departments frequently go to extraordinary lengths to protect candidates who risk losing credibility in their own jurisdiction if their identity is discovered. It is not uncommon to have candidates visiting for interviews stay in different hotels, to protect them from public exposure before the process gets to the final stages.

Second interviews. Following the first round of interviews, a consensus usually develops on two or three front-runner candidates.

Second interviews should focus on the fit between each prospective chief and the community and local government manager. The second interview is usually conducted by the appointing authority, human resources director, search committee chair, and, if one has been engaged, the executive search consultant. The interviewers should focus on both getting to know the candidate better and "selling" the local community to the candidate. Because many strong candidates at this level already hold good positions or may be actively recruited by other local governments, they often have to be courted. Consequently, the second interview is much more a dialogue than a monologue, a chance for both parties to see if they share compatible values, a common vision, and a similar set of professional standards.

The interviewers should prepare a set of open-ended questions that will allow the candidates to talk openly about their decision-making processes, how they manage and like to be managed, and their long-term career objectives. A good second interview should reveal a candidate's thoughts on substantive issues and how he or she relates to other people. It is also important to learn what the prospective chief is interested in outside work—what books he or she reads, what kinds of outside interests or hobbies he or she pursues. This and other pertinent information will give the appointing authority a more complete picture of each candidate. Issues such as benefits and moving expenses, although important, are far less significant than the expectations that both parties have concerning work performance, goals, and values, and the sense of "fit" between the candidate and the appointing authority.

The second interview is also the time to have candidates' family members visit the city. The appointing authority should make sure that each candidate and his or her family have a chance to tour the area and meet with people who will be important to the family's decision to support a move. They should be introduced to potential employers to help them determine how they will make their own professional transition. A local government can lose a good candidate if his or her family is not convinced that the move is right.

A second interview should always be conducted before an offer of employment is made. Even if the initial round of interviews identifies only one candidate, the appointing authority must meet at least a second time with that candidate to ensure that the fit is right. A good, wide-ranging second interview often reveals personality factors that can either close the deal or give either the appointing authority or the candidate second thoughts about whether the "fit" will work.

The background investigation. Once an offer has been made, it should always be contingent on successful completion of a background investigation. No announcement should be made until the background investigation is completed. This process usually takes about two to three weeks. One of the first things that happens upon announcement of the hiring of a new police chief is an in-depth investigation by the news media of the candidate, which often includes his or her relationship with the local union and community leaders. If there are issues here, the local government manager needs to be fully briefed in advance in order to be prepared to respond to questions raised by the media.

Some appointing authorities want to visit with the candidate in his or her jurisdiction and talk to community residents and the present mayor or man-

ager and gather first-hand information about the candidate. Such a visit may be very helpful but it also exposes the candidate and should only be made in the final stages of the process.

Background investigations should be conducted by trained investigators who are not associated in any way with the police department for which the chief is being hired. A candidate will be asked to cooperate with the investigator and assist in the process. The candidate's work experience, personal life, education, and financial history are reviewed. In the case of out-of-town candidates, investigators will visit the candidate's present community to interview neighbors and past employers and generally to verify résumé information such as educational achievements. Court judgments or other issues that might prove controversial are brought to the attention of the appointing authority. In the age of the Internet, all public statements are easily accessible, as is financial information. More information on background investigations can be found in Chapter 7.

No announcement should be made until the background investigation is completed.

The background investigation should provide all information that is needed to determine whether the candidate meets state and local requirements for the position of police chief. In the case of out-of-state applicants, this is a good time to double check with the state certifying agency regarding the level of education and training necessary for reciprocal certification. The appointing authority should also be aware that although a chief may be eligible for state certification based on level of training, a new appointee may still be required to take additional training or testing on state laws. Some states require an additional two weeks of training before certification. Others require the chief to pass a test on state laws. Additional requirements can take a heavy toll on a newly appointed chief's time.

Negotiating Terms of Employment and the Compensation Package

Once a mutual interest is established between the local government and a candidate, either the human resources department or the search consultant can bring all of the terms and conditions of employment to the table for discussion. If requested, the consultant can provide examples of employment/performance contracts and compensation information on comparable positions.

This discussion should cover not only compensation issues but the expectations the appointing authority has for the new chief concerning goals and performance. It is important to establish early in the relationship a clear understanding of the measures on which the chief's performance will be rated. Likewise, the resources and decision-making authority necessary to attain these goals should also be addressed. Having the appointing authority articulate what he or she considers most important for the new chief to accomplish helps the candidate understand exactly what is expected and how he or she will be evaluated. This discussion helps ensure that the working relationship will be a good fit for everyone involved.

Both parties are advised to get the terms of employment and compensation in writing. Whether the agreement takes the form of a memorandum, a letter of understanding, or a formal contract, it will prevent confusion or misunderstandings that might later erode the relationship. (See Chapter 8 for more on employment contracts.)

CHIEF OF POLICE SEARCH COMMITTEE MEETING #7

Wednesday, April 21, 2010; 5:30 PM – 9:00 PM

Bertha Knight Landes Room, Seattle City Hall, 600 Fourth Avenue

AGENDA

5:30 Introductions – All

5:35 Discussion of written guidelines for the meeting – Charles Rolland and Kate Joncas
See "Seattle Police Chief Search Committee Meeting and Participation Guidelines"

****The following items of committee business will be conducted in executive session, which will be closed to the public.****

5:45 Presentation of the candidate profiles by the Police Executive Research Forum (PERF) - Charlotte Lansinger and Chuck Wexler

7:00 Break

7:15 Discussion of the candidates' qualifications – Led by Kate Joncas and Charles Rolland and assisted by PERF staff with full Committee participating
See "Assessment Criteria for Selection"

****The following item of committee business will be conducted in open session.****

TBD Vote to determine the semi-finalists who will be interviewed in executive session by the Committee on May 8 – Led by Charles Rolland and Kate Joncas with full Committee participating

9:00 Adjourn

Attachments: "Seattle Police Chief Search Committee Meeting and Participation Guidelines"

"Assessment Criteria for Selection"

Candidate Review Guidelines

Chief of Police

As a reminder, the committee has agreed to the following guidelines:

- All candidate information must be treated confidentially and cannot be shared beyond the committee.
- Committee members are expected to be objective in evaluating information and candidate qualifications.
- The goal of the committee is to make decisions by consensus – if consensus is not possible then decisions will be made by a majority vote of members present.
- Refrain from attempts to reach a consensus or majority vote on any decisions during an executive session. Those discussions should occur in the portion of committee meetings that are open to the public.
- Return from breaks on time.
- Turn off or place cell phones on "vibrate." Individuals who must respond to a call shall excuse themselves from the meeting.
- All committee members are encouraged to actively participate in the discussion.
- Be engaged and present-- stay focused.
- Assume positive intent of others.
- Create an environment in which it is healthy to disagree, challenge opinions you don't agree with without attacking the individual who expresses them.
- Share your perspective when it is applicable to the issue at hand.
- Focus on interests, not positions.
- Refrain from taking notes on candidate profiles. Candidate profiles will be collected at the conclusion of the meeting.
- Make sure that the notes you take are appropriate and essential. You will be asked to submit your notes at the end of the meeting.
- All inquiries from the press related to the proceedings of the committee must be referred to the committee co-chairs, Kate Joncas and Charles Rolland.

Assessment Criteria for Selection

Chief of Police

Successful candidates will have demonstrated the following skills and competencies:

Professional Education

- A four-year college degree and a graduate degree are preferred or a combination of other training and experience which provides the essential knowledge, skills and abilities.
- Completion of senior-level management programs such as the Senior Management Institute for Police (SMIP), FBI National Academy, and Southern Police Institute.

Professional Experience

- A minimum of 10 years of command-level experience in a large urban police agency is required, with operational and administrative experience in multiple areas of policing.
- City, County, or State experience in an organization of comparable complexity to the Seattle Police Department.
- Significant successful experience in working with members of the community and Police Department employees in a diverse urban multi-cultural environment.

Integrity (Strong character)

- A commitment to honesty, fairness and ethical decision making.
- Ability to communicate and enforce adherence to the stated values of the Seattle Police Department.
- An intolerance of police misconduct with the confidence to do the right thing. Sets standards for officers' performance and effectively enforces those standards.
- Self confident and approachable. Respected by peers, superiors, subordinates and communities.
- Possess a strong work ethic.
- Committed to social justice and cultural competency.
- Unwilling to tolerate discrimination in any form.

Strategic Leadership

- Work effectively with courts, corrections, prosecution and defense representatives.
- Ability to develop a clear vision for the department. Effectively garners support for vision internally and outside the department.
- Commitment to the development of community partnerships.
- Embodies the highest professional standards and ensures that policies and procedures are established, communicated and enforced.
- Creates environments where others can succeed.
- Makes critical decisions based on facts and best practices.
- Actively engages the community, including other community justice stakeholders, in problem-solving and promotion of public safety.
- Strives to reduce conflict through collaboration. Fosters a culture of mutual respect that is reflected in the daily work of the department within the community.
- Holds individuals and the organization accountable for performance and results.
- Openness to new ideas.
- Knowledge of and experience with successful implementation of community policing.
- Works collaboratively across the justice system to develop and implement innovative strategies to reduce crime.

Assessment Criteria for Selection

Chief of Police

Successful candidates will have demonstrated the following skills and competencies:

Management

- Effectively plans, directs and coordinates police resources to preserve order, protect life and property in the enforcement of laws.
- Ability to deal with ambiguity and process.
- Experience in improving diversity and creating an inclusive culture within the department.
- Commitment to incorporating nationally recognized best practices in policing into department policies.
- Possess administrative experience and business acumen to effectively respond to resource challenges. Develops effective budgets to deliver police services in an efficient and cost effective manner.
- Delegates responsibilities effectively and appropriately in a manner that facilitates development of leadership skills and career advancement opportunities. Advocates and supports recruitment, training and development initiatives within the department.
- Commitment to data driven decision-making and the use of technology.

Interpersonal Communications and Community Relations Skills

- Establishes strong working relationships to create a collaborative approach to preventing and combating crime.
- Develops rapport with elected officials to advocate on behalf of departmental needs, objectives and initiatives.
- Proactively seeks out and responds to issues of minority and other disenfranchised communities through open, honest dialogue. Is visible and engaged in these communities.
- Ability to effectively communicate to a variety of audiences.
- Works effectively with and communicates through television, print and internet media.
- Ability to develop strong interpersonal communications. Committed to listening to the department's workforce.

Labor Management Experience

- Commitment to work strategically and collaboratively with labor organizations.
- Strategic leadership with regard to labor management issues, including those arising in a collective bargaining environment.
- Ensure departmental compliance with collective bargaining agreements.
- Adjudicates employee performance and disciplinary actions in a fair and consistent manner.

Policing Expertise

- Experience in emergency operations and crisis management.
- Ability to implement programs and initiatives to reduce and prevent crime.
- Has a passion for policing – finds the work of policing personally fulfilling and rewarding. Active ambassador in promoting the profession and the role of police within the community.
- Partners with educators in promoting safe school environments.
- Accepts feedback and willingly embraces the City's accountability structure and supports the need for outside perspective and review.
- Commitment to maintaining accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Assessment Criteria for Selection

Chief of Police

Successful candidates will have demonstrated the following skills and competencies:

Policing Expertise (continued)

- Willingness to work collaboratively with regional law enforcement and criminal justice organizations on joint crime prevention and crime suppression efforts, while respecting the appropriate boundaries and engaging community trust.
- Commitment to politeness and civility by officers in their interactions with community members.
- Ability to effectively lead police personnel.
- Commitment to education, training and resources that support officers in their interactions with the mentally ill with awareness and sensitivity.
- Possess knowledge regarding trends, research and current issues impacting policing and public safety.
- Understands the history of police relations with communities of color in the United States
- Understands, and supports progressive perspectives on key policing issues such as:
  - Services for victims of crime
  - Hate crimes
  - Use of force
  - Immigration enforcement
  - Precinct and minority council system
  - Religious, cultural, economic, and racial profiling
  - Gender identity and expression
  - Youth outreach
  - Equity in response and enforcement activities for all communities.
  - Pre-booking diversion for low-level offenses
  - Alternatives to incarceration
  - Innovative approaches to drug law enforcement
  - Seattle's Neighborhood Policing Plan
  - Emergency operations
  - Crisis management.

CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
nuary 13 00pm SPD HQ	• Introductions • Welcoming remarks from Mayor McGinn • Agree on ground rules • Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure • Agree on confidentiality • Review and finalize the timeline • Discuss community outreach process • Review executive search firm proposals and select preferred firm		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		Community outreach
January 20 5:30-8:30 PM SPD HQ	• Introduce recruiting firm • Briefings from SPD • Discuss community outreach process • Review and approve job announcement		
		• Selected stakeholder interviews • Begin recruitment process	
February 10 5:30-8:30 PM Northgate Community Center	• Take public input on the assessment criteria • Distribute job announcement • Discuss community outreach		
bruary 17 5:30-8:30 PM Franklin High School	• Take public input on the assessment criteria • Review assessment criteria		
February 26 5:30-8:30 PM New Holly Gathering Center	Take public input on the assessment criteria Translation and interpretation are available		
March 10 5:30-8:30 PM Bertha Knight Landes (BKL) Room – first floor City Hall	• Discuss and finalize assessment criteria	PERF will attend	
April 9		Candidate application deadline	
City Charter's Competitive Examination Process Begins			
April 21 5:30-9:00 PM BKL *Executive session*	*Select semifinal candidates (about 5-7) from those profiles presented by PERF.* Vote to be conducted in open meeting.	*PERF will present profiles of best qualified candidates to Committee (about 10-15)*	

Revised February 17, 2010

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL *Executive session*	• Finalize topics for interview questions • Review interview process and provide needed training to committee members		
May 8 7:30 AM – 5:30 PM Talaris Conference Center *Executive session*	*Candidate Interviews*	PERF will attend	
May 11 5:30-9:00 PM BKL *Executive session*	*Discuss and select who should be the three finalists.* Vote to be conducted in open meeting.		
			Finalists presented to community through a process determined by the Mayor
June 2 9:30 AM City Council chambers	3 finalists presented to City Council's Public Safety and Education Committee		
On a date to be determined, but soon after June 2, the Mayor will announce his selection.			
Following the Mayor's nomination of his choice, City Council will conduct its confirmation process.			

Revised February 17, 2010

CHIEF OF POLICE SEARCH COMMITTEE MEETING #10

Tuesday, May 11, 2010; 5:30 PM – 9:00 PM

Bertha Knight Landes Room, Seattle City Hall, 600 Fourth Avenue

AGENDA

5:30 Reminders about upcoming processes:

- Three finalists scheduled to appear before the City Council's Public Safety & Education Committee, which will begin at 9:30 AM on Wednesday, June 2nd.
- The Mayor will make his appointment shortly thereafter.
- Tonight's meeting is the end of the competitive examination.

Procedures for tonight's meeting:

- City Charter provisions
- Rules related to voting in the executive session

****The following items of committee business will be conducted in executive session, which will be closed to the public.****

5:45 Discussion of the semi-finalists' qualifications

6:45 Break

7:00 Return to discussion of the semi-finalists' qualifications

8:00 Break

****The following item of committee business will be conducted in open session, unless it is determined that additional time is needed for executive session discussion of semi-finalists' qualifications.****

8:15 Votes on the selection of three finalists

9:00 Adjourn

CHIEF OF POLICE SEARCH COMMITTEE MEETING

Meeting Summary for May 11, 2010

COMMITTEE ACTIONS

Requests for information or follow-up actions:

- Committee members who did not bring their Search Committee records to hand them over to Pam Inch at this meeting will be contacted to do so.
- Committee members are allowed to speak with the press, except about what was discussed in executive session.
- The Committee was released from its duties.

Actions taken by the committee:

- Evaluated qualifications of candidates for Seattle police chief during executive session.
- Anne Levinson moved that the Search Committee recommend to the mayor a slate of three candidates, Rick Braziel who is the police chief in Sacramento, John Diaz, the interim police chief of Seattle, and Ron Davis, the police chief from East Palo Alto, and that the Search Committee move them forward to the mayor as finalists for consideration. James Armstrong seconded the motion. All committee members present voted in favor or the slate with the exception of Joe Kessler, Tina Bueche, and Rich O'Neill who voted nay. There were no abstentions.

Committee members not in attendance: Liz Ali, Terrence Carroll, Tony To.

City of Seattle

Seattle Police Chief Finalists Forum
Rainier Room, Seattle Center
June 2, 2010
6:00 pm - 8:45 pm

Please offer your written questions for the finalists on the blue sheets on your chair and pass them to the center aisles for collection.

6:05 pm Seattle Police Chief Search Committee Co-Chair Charles Rolland, Facilitator
- Introduce Mayor McGinn

6:07 pm Mayor McGinn
- Welcome

6:15 pm Seattle Police Chief Search Committee Co-Chair Charles Rolland, Facilitator
- Present the forum's process
- Introduce community organizations and representatives that offered and will present prepared questions
- Ask audience to pass its written questions to the center aisles
- History of the Search Committee's selection of the three finalists

Each candidate will offer a 5-minute presentation, followed by approx. 20 minutes of Q&A for prepared questions from community representatives, followed by approx. 12 minutes of Q&A for questions submitted by the audience

6:30 pm **Rick Braziel, Chief of Police, Sacramento**
7:13 pm **Ronald Davis, Chief of Police, East Palo Alto**
7:55 pm **John Diaz, Interim Chief of Police, Seattle**

8:35 pm Seattle Police Chief Search Committee Co-Chair Charles Rolland, Facilitator

Please offer your written comments about this forum on the back of this agenda and place your comments in the receiving boxes as you exit. You may alternatively email your comments by Friday, June 4th to Mike.McGinn@Seattle.gov.

Please offer your written comments about this forum below and place your comments in the receiving boxes as you exit. You may alternatively email your comments by Friday, June 4th to Mike.McGinn@Seattle.gov.

Police Chief Search Public Meetings

The City of Seattle has two upcoming public meetings to receive community input on selecting the next Police Chief. Here are the questions the Mayor's Police Chief Search committee is asking of interested citizens:

What qualities are you looking for in a new Police Chief?

What is the most important public safety issue in Seattle?

What does the Seattle Police Department do well?

What changes would you like to see?

Wednesday, Feb. 17, 5:30 p.m.□7:30 p.m.
Franklin High School
3013 Mount Baker S, Seattle WA 98144

Friday, Feb. 26, 5:30 p.m.□8:30 p.m.
New Holly Gathering Center
7054 32nd Ave S, Seattle, WA 98108

Your input is also welcomed at the Police Chief Search forum at www.IdeasforSeattle.org or by calling the City at 206-684-CITY (206-684-2489)

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City of Seattle
Michael Patrick McGinn, Mayor
Personnel Department
Mark M. McDermott, Personnel Director

MEMORANDUM

DATE: January 11, 2010

TO: Kate Joncas, Co-Chair – 2010 Chief of Police Search Committee
Charles Rolland, Co-Chair – 2010 Chief of Police Search Committee

FROM: Pam Inch - Employment Manager, Employment Services - Personnel

SUBJECT: Recommendations Executive Search Firms – Police Chief

The purpose of this memorandum is to evaluate vendor proposals to provide executive search services to aid the City in the selection of a Police Chief. At your request a vendor recommendation is forwarded based upon background and analysis.

Section 2 of Article 6 of the City Charter states that the Police chief, "...shall be selected from among the three highest ranking candidates in a competitive examination to be conducted under the direction of the Mayor." The recruitment and selection process for the Police Chief has multiple components requiring an in-depth knowledge of the police executive role as well as policing in general. Additionally the timeframe for selection set forth by the Mayor requires an efficient process that maximizes committee time and effort. A third party executive search consultant with expertise in policing and the police executive search process is an essential resource in meeting the City's objectives as well as promote a fair and effective selection process.

The City will formally begin the search for a new Police Chief in January 2010 with the goal of submitting finalists to the Mayor for consideration in May. The City desires to partner with a firm that can generate a pool of qualified, experienced and diverse talent; provide insight and counsel to construct an effective, efficient and transparent selection process; effectively screen candidates for consideration and assist in candidate management through the interview and offer negotiation process.

Background

Initial planning for the Police Chief search began in June 2009. The Office of Policy Management (OPM) conducted a Request for Information process to identify potential third party search consultants. Consultants with expertise in police executive recruitment were invited to submit proposals. As part of the process internet research was conducted to identify a qualified Women and Minority Business Enterprise (WMBE). Despite an exhaustive search we were unable to identify a WMBE vendor who specialized in police executive recruitment or who met the City's selection criteria.

In August 2009 the City received twelve (12) proposals to provide executive search services for a Police Chief. Firms submitting proposals were: Bob Murray & Associates; International Association of Chiefs of Police; KRW Associates LLC; Karras Consulting; MTG Management Consultants, LLC; The Mercer Group, Inc.; The PAR Groups; Police Executive Research Forum; Prothman; Slavin Management Consultants; Waldron & Company; and Waters-Oldani Executive Recruitment. The firms all have conducted a police chief search, specialize in public sector recruitment; proposed consulting fees between $19,500 and $42,850 and committed to complete the project from three (3) to six (6) months from contract approval.

Services typically contained within the proposals include:

- *Candidate profile development* – comprehensive review of job duties and performance expectations of key stakeholders. The profile is utilized to recruit, screen and select candidates.
- *Advertising/Marketing* – publicize job opportunity via print and electronic media. Recruitment strategies include direct mail, advertising in trade magazines, posting to police association job boards, networking and outreach.
- *Candidate generation* – encouraging qualified individuals to submit applications.
- *Candidate screening* – based on candidate profile identify an initial pool of diverse competitive candidates.
- *Candidate evaluation* – conduct interviews, preliminary background check, public record search and assessment to identify a small group of semi-finalists.
- *Identification of finalists* – in conjunction with the selection committee, identifies a slate of candidates for formal interviews.
- *Interview assistance* – provide consultative service regarding development of interview questions to adequately test finalist qualifications, as well as, interview protocol and administration.
- *Negotiation* – communicate with selected finalist regarding offer and acceptance. Complete required verifications including in-depth criminal history check.
- *Project management* – monitor process and communicate completion of milestones to City.

Consistent among proposals is that the vendor is solely responsible for candidate generation, screening, evaluation and negotiation. In the remaining areas the vendors propose a variety of partnership arrangements some in which the vendor performs the majority of duties and others in which responsibility is equally shared.

In September 2009 the Police Chief search was temporally suspended pending the election of a new Mayor. In December 2009 the Police Chief search resumed. At the request of the co-chairs a re-examination of the original twelve (12) proposals was conducted and top proposals identified.

Criteria

Incorporating input from the current committee co-chairs, the second vendor analysis expanded on the original criteria and determined that the City would best be served by a third party vendor that can best:

- Augment City resources
- Provide expertise in candidate profile development
- Conduct an effective and efficient recruitment process that produces a qualified and diverse applicant pool
- Screen applicants appropriately utilizing an effective qualification evaluation
- Collaborates with the committee and City

Additionally, the City would also be served by drawing upon the experience of other cities of similar size in search planning, candidate profiles and communication with stakeholders.

Finally, top candidates need to have confidence that their interest and/or application are kept confidential until they have been identified as a finalist in the City's competitive exam process. Potential candidates need to balance their commitment to current constituents with their desire to pursue this career opportunity. Top candidate's interest will be influenced by the reputation of the search consultant as well as when in the process candidates under consideration will be made public.

Analysis

Of the firms presenting proposals three firms have significant recent experience in conducting Police Chief searches for similar sized cities and search complexity.

Slavin Management Consultants (Slavin). Slavin is an experienced public sector search firm with nationwide expertise in executive recruitment. Slavin conducts searches for a broad spectrum of government executive positions including Police Chiefs. Slavin offers:

- Methodology for candidate generation that includes specific attention to creating a diverse candidate pool.
- Evaluation of candidates including a preliminary screening utilizing several established methodologies to assess accomplishment, management style and philosophy.
- Slavin claims that every search they have conducted has resulted in a selection from their recommended group of candidates with over 95% of their placements remaining in these positions over five years.
- Slavin has conducted police chief searches for Dallas, TX; Roanoke, VA; San Jose, CA; and Long Beach, CA.

International Associations of Chiefs of Police (IACP). IACP, a non-profit corporation, only conducts searches for police executives as part of the organization's mission to improve law enforcement leadership across the country. IACP offers:

- Extensive resources to aid in the development of a comprehensive candidate profile.
- Credibility of IACP and access to its national network of chiefs.
- Established methodology for job analysis that incorporates not only community and agency requirements but also factors and trends that impact the City's policing environment.
- Expertise in candidate assessment based upon organizational research and experience.
- IACP has conducted police chief searches for Arlington, TX; New Castle County, DE; Tennessee Bureau of Investigations; Durham, NC.

Police Executive Research Forum (PERF). PERF, a non-profit corporation, is a professional organization of progressive police executives who collectively serve more than 50 percent of the nation's population. PERF only conducts searches for Police Chiefs. PERF offers:

- Significant expertise regarding policing in America and internationally. PERF is actively engaged in researching police and criminal justice issues and provides management and technical assistance to police agencies worldwide.
- Credibility of PERF and access to its national network of police executives. PERF sponsors one of the leading police executive training programs in the nation - the Senior Management Institute for Police.
- Ability to leverage PERF's considerable research and expertise in policing and police leadership in the development of a position profile and candidate assessment.
- PERF has conducted police chief searches for Chicago, IL; Minneapolis, MN; Charleston, SC and Washington, DC. In 2009 PERF facilitated Police Chief searches in both San Francisco and Los Angeles, CA.

Recommendation

An analysis of the top three vendor proposals was conducted utilizing the criteria outlined above. While all three firms adequately meet the City's requirements PERF possess a clear expertise in Police Chief Recruitment and Selection processes.

Criteria	Slavin	IACP	PERF
Maximize City Resources	Medium	Medium	High
Profile Development	High	High	High
Recruitment	Medium	High	High
Effective screen	Medium	Medium	High
Collaborative	Medium	High	High
Experience with similar search	Medium	Medium	High
Candidate management	Medium	Medium	High

Police leadership is PERF's core business. While Slavin and IACP conduct searches for a broad range of public sector executives PERF only conducts Police Chief searches. As the professional organization of police executives PERF has a unique depth of knowledge regarding policing and police leadership. Additionally they have a current connection to every police executive of a large municipality in North America. PERF recently assisted both the cities of San Francisco

and Los Angeles through complex searches and dealt successfully with issues that we may encounter.

It is my recommendation that you further evaluate PERF as search partner. Please let me know if you would like me to arrange a reference call for you with PERF. A final vendor recommendation needs to be made to the Personnel Director prior to the January 20th meeting of the committee.

Cc: Liz Birkholz, Office of the Mayor
Doug Carey, City of Seattle Finance Department

City of Seattle

Michael Patrick McGinn, Mayor

Personnel Department
Mark M. McDermott, Personnel Director

MEMORANDUM

DATE: January 19, 2010

TO: Kate Joncas, Co-Chair – 2010 Chief of Police Search Committee
Charles Rolland, Co-Chair – 2010 Chief of Police Search Committee

FROM: Pam Inch - Employment Manager, Employment Services - Personnel

SUBJECT: Additional Information Executive Search Firms – Police Chief

The purpose of this memorandum is to provide further information requested by you regarding vendor proposals to provide executive search services to aid the City in the selection of a Police Chief.

Cost Analysis

Price was not included as a criterion for selecting an executive search vendor. In evaluating potential search partner's the City focused on determining what vendor would best assist the City in meeting its objectives to conduct a fair, effective and efficient selection process of Seattle's next Chief of Police.

Fee structures presented by Slavin Management Consultants (Slavin), International Associations of Chiefs of Police (IACP) and Police Executive Research Forum (PERF) were:

Item	Slavin	IACP	PERF
Consulting fee	$14,605	$36,000	$42,850
Administrative expenses	$8,033	Included	Included
Consultant travel	1 trip included	Not quoted	2 trips included
Advertising	Included	Not quoted	Not quoted

Of the vendor proposals Slavin is the least expensive at a cost of $22,638. Slavin does not possess the same depth of experience in police executive recruitment and access to police executives as does IACP or PERF. Additionally Slavin's proposal does not include consultant assistance in the development of the position profile – a critical service required by the City. IACP and PERF proposals include resources to support both position profile development and candidate assessment as well as extensive recruitment activities. IACP and PERF costs are similar ($4,000 estimated difference factoring in consultant travel) with IACP presenting the lowest pricing. However, the value of PERF's research activities, knowledge of policing and recent search experience with cities of similar size well justifies its cost premium.

References

At your request reference checks were conducted for PERF. Reference calls were made with the cities of Los Angeles, CA (Manager, Personnel Department); San Francisco, CA (Commissioner, San Francisco Police Commission); and Savannah, GA (City Manager). All three cities have utilized PERF to conduct Police executive searches within the last twelve months. References were unanimous in their endorsement of PERF as partner in a Police Chief search. The consensus was that PERF was an excellent

facilitator of the recruitment and selection processes; they know the best police executives around the country; they are an invaluable resource in the interview process; and are skilled in providing information and counsel regarding policing practices and the police profession in the development of position profiles. PERF was credited by references with assisting cities in establishing the credibility of the search process to attract a national slate of candidates while encouraging a strong internal candidate pool.

Recommendation

It is my recommendation that the City contract with PERF to assist with the 2010 Police Chief search. Information from other PERF clients confirms prior research and analysis that PERF will be an invaluable partner to the City. PERF best meets the City's requirements for an executive search partner as well as presents the best value.

With your concurrence with this recommendation the Personnel Department will move forward expeditiously to contract with PERF for consulting services to assist in a national executive search for the position of Chief of Police.

Cc: Liz Birkholz, Office of the Mayor
Doug Carey, City of Seattle Finance Department

The City of Seattle
Personnel Department

CONSULTANT AGREEMENT
FOR

Seattle Chief of Police Search

AGREEMENT NO P-10-04

This Agreement is made and entered into by and between The City of Seattle ("the City"), a Washington municipal corporation, through its **Personnel Department**, as represented by the **Director of Personnel**; and **Police Executive Research Forum, 1120 Connecticut Avenue, NW Suite 930 Washington DC, 20036** ("Consultant"), a non-profit corporation of the District of Columbia and authorized to do business in the State of Washington.

Section 1: TERM OF AGREEMENT

The term of this Agreement shall begin when fully executed by all parties, and shall end on **December 31, 2010**, unless terminated earlier pursuant to the provisions hereof.

Section 2: TIME OF BEGINNING AND COMPLETION

The Consultant shall begin the work outlined in the "Scope of Work" section ("the Work") upon receipt of written notice to proceed from the City. The City will acknowledge in writing when the Work is complete.

Time limits established pursuant to this Agreement shall not be extended because of delays for which the Consultant is responsible, but may be extended by the City, in writing, for its convenience or for conditions beyond the Consultant's control.

Section 3: SCOPE OF WORK

Vendor shall provide the products, services and tasks as described in the proposal to the City dated August 2009. The Vender's activities in the Statement of Work may also be termed "work" herein.

The Scope of Work of this Agreement and the time schedule for completion of such work is as follows:

1. Assess City Needs and Expectations for Chief of Police
2. Develop Detailed Profile of the Position and Ideal Candidate
3. Prepare and Place Position Announcements
4. Actively Recruit Candidates Who Meet the Needs as Identified
5. Receive, Screen and Assess Applications Against Pre-Determined Criteria
6. Conduct Detailed Screening Interviews with Candidates and Contact References
7. Recommend Pool of Finalist Candidates
8. Provide Advice for Interviews and Interview Questions
9. Provide Advice for Developing a Compensation Package
10. Maintain Documentation of Selection Activities
11. Notify Applicants of Final City Appointment

Step 1 - Assess City Needs and Expectations for Chief of Police

Prior to initiating the national search process, Police Executive Research Forum (PERF) will participate in a series of meetings with key stakeholders such as the Search Committee, Mayor, City Council Members and/or other designated city staff, members of the police department and community representative to

gain insight on the needs of the city government, the community, and the police department, as well as the professional experience and interpersonal qualifications desired for the next chief of police. PERF will also assist in planning a series of community focus groups to engage the community in the selection process. At the City's discretion, PERF may facilitate these meetings and/or focus group sessions with community members, representatives from interest groups (e.g., Urban League, labor unions, NAACP, business associations, etc.) and other key stakeholders (See sub-task c, "Conduct On-Site Assessment," below).

To accomplish this important task, PERF will do the following:

a. Consult Those Involved with the Process

PERF will work with the Personnel Department to finalize the recruitment and selection action plan.

b. Review Pertinent Documents

Before commencing the recruitment phase, PERF staff will review relevant documents, including the following:

1. Police Department Organizational Chart
2. Police Department Current and Projected Budgets
3. Police Department Annual Reports
4. Police Department Mission and Values Statement
5. General Information about the City and Police Department

c. Conduct On-Site Assessment

During a preliminary site visit(s), PERF staff will meet with the Search Committee, Mayor, City Council Members, and/or other designated city officials, community leaders, interest group representatives, police command staff, officers and other department personnel. The information and feedback collected during the on-site assessment(s), coupled with the additional information outlined in sub-tasks "a" and "b" above, will ensure PERF has a clear understanding of the needs and expectations associated with the position.

Step 2 - Develop Detailed Profile of the Position and Ideal Candidate

PERF will develop a profile of the position and the ideal candidate with the information acquired in Step 1. The profile will be a tool used in the recruitment process to inform prospective candidates of the responsibilities, issues, and all other matters pertaining to the role and responsibilities of the office of Chief of Police, and will provide a detailed description of the professional and interpersonal qualifications required for the position.

In consultation with the Personnel Department and Search Committee, PERF will finalize the profile, which will then be used throughout the process to identify the best, most qualified candidate pool.

Step 3 - Prepare and Place Position Announcements

a. Prepare Position Announcement

PERF will develop a position announcement for distribution to various media and criminal justice information outlets nationwide. PERF will solicit applications from qualified candidates through advertising in national and regional professional organizations, law

enforcement publications, direct mailing of position announcements, and perhaps most importantly, through active recruitment.

b. Outline Recruitment Plan to the Search Committee

In collaboration with the Personnel Department, PERF will finalize a national recruitment strategy, identifying key organizations as well as several dissemination methods to ensure the appropriate target audience is reached. A variety of methods will be used to advertise the position to ensure recruitment of a highly qualified and diverse candidate pool. PERF will submit all position announcements and advertising plans to the Personnel Department for review and approval before implementation.

Step 4 - Actively Recruit Candidates Who Meet the Needs as Identified

Using the knowledge and insight acquired in Step 1, the detailed profile and our extensive national network of police professionals, PERF will actively recruit qualified candidates for the position. In addition to the open solicitation of candidates, PERF will utilize its contacts in the law enforcement community and will reach out to these contacts, either to solicit their candidacy on the search, or to recommend suitable colleagues who may be interested in the position.

Step 5 - Receive, Screen and Assess Applications Against Pre-Determined Criteria

PERF staff will acknowledge and review all applications received and will conduct an initial screening of the applications to identify a group of qualified candidates to continue in the selection process. Based on the preliminary screening, select candidates will receive a questionnaire designed to assess candidates' competencies based on the qualification criteria from the position profile. Questionnaire responses will be evaluated by PERF subject matter experts.

Step 6 - Conduct Detailed Screening Interviews with Candidates and Contact References

a. Conduct Detailed Screening Interviews with Candidates

PERF staff will conduct screening interviews with selected candidates who display the competencies, skills, knowledge, and abilities that meet and exceed the established qualification criteria. The interview format will include – but will not be limited to – questions related to the candidates' work experience, management philosophy, and interest in the position.

b. Speak with References

PERF will request that semi-finalists provide five professional references that will be checked before they are permitted to move forward in the search. PERF will conduct preliminary reference checks with listed references and reach out to other trusted individuals in their network of police professionals to identify additional information on candidates in the semi-finalist group. Information provided on the resumes will be checked for accuracy through a variety of methods.

c. Database Search

In addition, PERF staff will conduct thorough Internet searches of all semi-finalist candidates using multiple search engines and news sites. In addition to speaking to references.

Step 7 - Recommend Pool of Finalist Candidates

Based on each candidate's background, experience and management philosophy, PERF will recommend a pool of approximately 10 to 14 of the most qualified candidates to the Personnel Department for interviews. PERF will transmit documentation related only to the PERF recommended candidates ("PERF recommended candidate packets") directly to the Search Committee. The Search Committee will select those candidates to be interviewed. PERF will assist the City in setting up the logistics of the interview process.

Step 8 - Provide Advice for Interviews and Interview Questions

PERF representatives will be available for advice and input during the interview phase of this search. PERF will prepare a list of possible questions for the interviewers and provide guidance on conducting the interviews and evaluating candidates.

Step 9 - Provide Advice for Developing a Compensation Package

PERF will also provide advice to the client on developing a competitive salary offer and relocation package and assist in contract negotiations as requested.

Step 10 - Maintain Documentation of Recruitment and Selection Activities

PERF will report progress to the Personnel Department on a routine basis and will provide important updates as needed between official conferences. Throughout PERF's involvement with the selection process, PERF staff will maintain detailed records of all activities related to the search and will make these records available to the Personnel Department on request. All search documentation will be retained by PERF for six years.

Step 11 - Notify Applicants of Final City Appointment

Through all stages of the search process, PERF will maintain correspondence with all candidates, including acknowledgement of resumes and applications. Upon the city's selection of a police chief, PERF will notify other applicants of the final appointment action.

Task	Time frame
1. Assess City Needs and expectations for Chief of Police	1/19/2010 – 2/10/2010
2. Develop detailed profile of the position and ideal candidate	1/19/2010 – 3/10/2010
3. Prepare and place position announcements	1/19/2010 – 2/5/2010
4. Actively recruit candidates	1/21/2010 – 4/12/2010
5. Receive, screen and assess application against pre-determined criteria	1/21/2010 – 4/12/2010
6. Recommend pool of finalist candidates	4/20/2010 – 6/30/2010
7. Provide advice for interviews and interview questions	4/21/2010 – 6/30/2010
8. Provide advice for compensation package	1/19/2010 – 6/30/2010
9. Notify applicants of final City appointment	4/21/2010 – 7/30/2010

Section 4: PAYMENT

A. The Total Authorized Compensation for services and expenses under this Agreement shall not exceed **$42,850.00 [FOURTY-TWO THOUSAND EIGHT HUNDRED FIFTY DOLLARS and NO CENTS]**. Travel expenses for Charlotte Lansinger to attend preliminary meetings and to participate in the interview and selection process are included. The parties agree that the fee includes all direct, indirect, and overhead costs incurred by the Consultant in performance of the work. Candidate travel and advertising costs are not included and will be paid by the City.

B. Payments under contracts negotiated on the basis of cost shall include only those costs allowed under Part 31 of the Federal Acquisition Regulations (FAR), the provisions of which are incorporated herein by reference.

Section 5: PAYMENT PROCEDURES

Payment shall be made by the City to the Consultant upon the City's receipt of an invoice itemizing the Work elements performed for the period covered by the invoice.

Section 6: ADDRESSES FOR NOTICES AND DELIVERABLE MATERIALS

All official notices under this Agreement shall be delivered to the following addresses (or such other address(es) as either party may designate in writing):

If to the City:
Pam Inch, Employment Manager
Employment Services Division
City of Seattle Personnel Department
PO Box 34028
Seattle, WA 98124-4028
206-684-4196
pam.inch@seattle.gov

If to the Consultant:
Chuck Wexler, Executive Director
Police Executive Research Forum
1120 Connecticut Avenue, NW Suite 930
Washington DC 20036
202-466-7820

Section 7: EQUAL EMPLOYMENT OPPORTUNITY AND OUTREACH

A. The Consultant shall not discriminate against any employee or applicant for employment because of race, color, age, sex, marital status, sexual orientation, gender identity, political ideology, creed, religion, ancestry, national origin, or the presence of any sensory, mental or physical handicap, unless based upon a bona fide occupational qualification. The Consultant shall take affirmative efforts to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, age, sex, marital status, sexual orientation, gender identity, political ideology, creed, religion, ancestry, national origin, or the presence of any sensory, mental or physical handicap. Such efforts shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising, layoff or termination, rates of pay, or other forms of compensation and selection for training, including apprenticeship.

B. If the Consultant will hire employees for this project, the Consultant shall make affirmative efforts to recruit minority and women candidates. Affirmative efforts may include the use of advertisements in publications directed to minority communities and other targeted recruitment efforts, and using the services of available minority community and public organizations to perform outreach.

C. Record-Keeping: The Consultant shall maintain, for at least 24 months after the expiration or earlier termination of this Agreement and permit access to the Consultant's records of employment, employment advertisements, application forms and other pertinent data and records requested by the Personnel Department for the purposes of investigation to determine compliance with the requirements of this section.

D. The Consultant, by executing this Agreement, is affirming that the Consultant complies with all applicable federal, state, and local non-discrimination laws, particularly the requirements of SMC Ch. 20.42 as incorporated in this Agreement. Any violation of the requirements of the provisions of this section noted in paragraph A, B and C above shall be a material breach of Agreement for which the Consultant may be subject to damages and sanctions provided for by the Agreement and by applicable law, including but not limited to debarment from City contracting activities in accordance with SMC Ch. 20.70.

E. The foregoing provisions of this section shall be inserted in all subcontracts for the Work covered by this Agreement.

Section 8: RESERVED

A. Compliance with SMC Ch. 20.45: The Consultant shall comply with the requirements of SMC Ch.20.45 and Equal Benefits Program Rules implementing such requirements, under which the Consultant is obligated to provide the same or equivalent benefits ("equal benefits") to its employees with domestic partners as the Consultant provides to its employees with spouses. At the City's request, the Consultant shall provide complete information and verification of the Consultant's compliance with SMC Ch. 20.45. Failure to cooperate with such a request shall constitute a material breach of this Contract. *(For further information about SMC Ch. 20.45 and the Equal Benefits Program Rules call (206) 684-0430 or review information at http://cityofseattle.net/contract/equalbenefits/.)*

B. Remedies for Violations of SMC Ch. 20.45: Any violation of this Section 9 shall be a material breach of Contract for which the City may:

(1) Require the Consultant to pay actual damages for each day that the Consultant is in violation of SMC Ch. 20.45 during the term of the Contract; or
(2) Terminate the Contract; or
(3) Disqualify the Consultant from bidding on or being awarded a City contract for a period of up to five (5) years; or
(4) Impose such other remedies as specifically provided for in SMC Ch. 20.45 and the Equal Benefits Program Rules promulgated thereunder, or as provided in this Agreement.

Section 9: AFFIRMATIVE EFFORTS TO USE WOMEN AND MINORITY BUSINESS ENTERPRISES

A. If a Consultant intends to subcontract out any part of a contract instead of performing the work itself, then the following requirement applies: Consultant shall use affirmative efforts to promote and encourage participation by women and minority businesses on subcontracting opportunities within the contract scope of work. Consultant agrees to make such efforts as a condition of the Agreement.

B. Outreach efforts may include the use of solicitation lists, advertisements in publications directed to minority communities, breaking down total requirements into smaller tasks or quantities where economically feasible, making other useful schedule or requirements modifications that are likely to assist small or WMBE businesses to compete, targeted recruitment efforts, and using the services of available minority community and public organizations to perform outreach.

C. Record-Keeping: The Consultant shall maintain, for at least six years after the expiration or earlier termination of this Agreement, relevant records and information necessary to document all Consultant solicitations to subconsultants and suppliers, all subconsultant and supplier proposals received, and all subconsultants and suppliers actually utilized under this Agreement. The City shall have the right to inspect and copy such records.

D. Consultant shall ensure that all employees, particularly supervisors, are aware of, and adhere to their obligation to maintain a working environment free from discriminatory conduct, including but not limited to harassment and intimidation of minorities, women, or WMBE businesses.

E. Non-Discrimination: Consultant shall not create barriers to open and fair opportunities for WMBEs to participate in any City contract and to obtain or compete for contracts and subcontracts as sources of supplies, equipment, construction and services.

F. Sanctions for Violation: Any violation of the paragraphs A, B, C, D or E of this section, or a violation of SMC Ch. 14.04 (Fair Employment), SMC Ch. 14.10 (Fair Contracting), SMC Ch. 20.42 (Equality in Contracting), SMC Ch. 20.45 (Nondiscrimination in Benefits), or other local, state or federal non-discrimination laws shall be a material breach of contract for which the Consultant may be subject to damages and sanctions provided for by the Agreement and by applicable law. Consultants found to be in violation of the requirements may be subject to debarment from City contracting activities in accordance with SMC Ch. 20.70.

Section 10: OTHER LEGAL REQUIREMENTS

A. General Requirement: The Consultant, at no expense to the City, shall comply with all applicable laws of the United States and the State of Washington; the Charter and ordinances of The City of Seattle; and rules, regulations, orders, and directives of their administrative agencies and the officers thereof. Without limiting the generality of this paragraph, the Consultant shall specifically comply with the following requirements of this section.

B. Licenses and Similar Authorizations: The Consultant, at no expense to the City, shall secure and maintain in full force and effect during the term of this Agreement all required licenses, permits, and similar legal authorizations, and comply with all requirements thereof.

C. Use of Recycled Content Paper: Whenever practicable, Consultant shall use reusable products including recycled content paper on all documents submitted to the City. Consultant is to duplex all documents that are prepared for the City under this Contract, whether such materials are printed or copied, except when impracticable to do so due to the nature of the product being produced. Consultants are to use 100% post consumer recycled content, chlorine-free paper in any documents that are produced for the City, whenever practicable, and to use other paper-saving and recycling measures in performance of the contract with and for the City.

D. Americans with Disabilities Act: The Consultant shall comply with all applicable provisions of the Americans with Disabilities Act of 1990 as amended (ADA) in performing its obligations under this Agreement. Failure to comply with the provisions of the ADA shall be a material breach of, and grounds for the immediate termination of, this Agreement.

E. Fair Contracting Practices Ordinance: The Consultant shall comply with the Fair Contracting Practices Ordinance of The City of Seattle (Chapter 14.10 SMC), as amended.

Section 11: INDEMNIFICATION

The Consultant does hereby release and shall defend, indemnify, and hold the City and its employees and agents harmless from all losses, liabilities, claims (including claims arising under federal, state or local environmental laws), costs (including attorneys' fees), actions or damages of any sort whatsoever arising out of the Consultant's performance of the services contemplated by this Agreement to the extent attributable to the negligent acts or omissions, willful misconduct or breach of this Agreement by the Consultant, its servants, agents, and employees. In furtherance of these obligations, and only with respect to the City, its employees and agents, the Consultant waives any immunity it may have or limitation on the amount or type of damages imposed under any industrial insurance, worker's compensation, disability, employee benefit or similar laws. The Consultant acknowledges that the

foregoing waiver of immunity was mutually negotiated and agrees that the indemnification provided for in this section shall survive any termination or expiration of this Agreement.

Section 12: INSURANCE

☒ **No insurance certification is required.** However, Consultant agrees that it will maintain premises and vehicle liability insurance in force with coverages and limits of liability that would generally be maintained by similarly situated consultants and workers compensation insurance as may be required by Washington State statutes.

Section 13: RIGHT OF INSPECTION

Upon request, the Consultant shall permit the City, and any other governmental agency involved in the funding of the Work ("Agency"), to inspect all pertinent books and records of the Consultant, any subconsultant, or any other person or entity that performed work in connection with or related to the Work, at any and all times deemed necessary by the City or Agency, including up to six years after the final payment or release of withheld amounts has been made under this Agreement. Such inspection shall occur in King County, Washington or other such reasonable location as the City or Agency selects. The Consultant shall supply the City with, or shall permit the City and/or Agency to make a copy of any books and records and any portion thereof. The Consultant shall ensure that such inspection, and copying right of the City and Agency is a condition of any subcontract, agreement or other arrangement under which any other person or entity is permitted to perform work under this Agreement.

Section 14: CONTRACTUAL RELATIONSHIP

The relationship of the Consultant to the City by reason of this Agreement shall be that of an independent contractor as defined by the City's Contracting Out Policy. This Agreement is not intended for the Consultant to act in anyway, in the capacity of a City employee. The parties agree that the City has neither direct nor immediate control over the Consultant or the right to control the manner or means by which the Consultant performs the work. The Consultant agrees that neither the Consultant nor any employee of the Consultant shall be deemed to be an employee of the City for any purpose. This Agreement does not authorize the Consultant to act as the agent or legal representative of the City for any purpose whatsoever. The Consultant is not granted any express or implied right or authority to assume or create any obligation or responsibility on behalf of or in the name of the City or to bind the City in any manner or thing whatsoever.

Section 15: ASSIGNMENT AND SUBCONTRACTING

The Consultant shall not assign or subcontract any of its obligations under this Agreement without the City's written consent, which may be granted or withheld in the City's sole discretion. Any subcontract made by the Consultant shall incorporate by reference all the terms of this Agreement, except as otherwise provided. The Consultant shall ensure that all subconsultants comply with the obligations and requirements of the subcontract. The City's consent to any assignment or subcontract shall not release the Consultant from liability under this Agreement, or from any obligation to be performed under this Agreement, whether occurring before or after such consent, assignment, or subcontract.

Section 16: INVOLVEMENT OF FORMER CITY EMPLOYEES

A. The Consultant shall promptly notify the City in writing of any person who is expected to perform any of the Work and who, during the twelve (12) months immediately prior to the expected commencement date of such work or subcontract, was a City officer or employee.

B. The Consultant shall ensure that no Work or matter related to the Work is performed by any person (employee, subcontractor, or otherwise) who:

(1) was a City officer or employee within the past twelve (12) months; and
(2) as such was officially involved in, participated in, or acted upon any matter related to the Work, or is otherwise prohibited from such performance by SMC 4.16.075.

Section 17: NO CONFLICT OF INTEREST

The Consultant confirms that the Consultant does not have a business interest or a close family relationship with any City officer or employee who was, is, or will be involved in the consultant selection, negotiation, drafting, signing, administration, or evaluating the Consultant's performance. As used in this section, the term "Consultant" shall include any employee of the Consultant who was, is, or will be involved in the negotiation, drafting, signing, administration, or performance of the Agreement. As used in this section, the term "close family relationship" refers to the following: spouse or domestic partner; any dependent parent, parent-in-law, child, son-in-law, or daughter-in-law; or any parent, parent-in-law, sibling, uncle, aunt, cousin, niece or nephew residing in the household of a City officer or employee described above.

Section 18: ERRORS & OMISSIONS; CORRECTION

The Consultant shall be responsible for the professional quality, technical accuracy, and the coordination of all designs, drawings, specifications, and other services furnished by or on the behalf of the Consultant under this Agreement. The Consultant, without additional compensation, shall correct or revise any errors or omissions in the designs, drawings, specifications, and/or other Consultant services immediately upon notification by the City. The obligation provided for in this section with respect to any acts or omissions during the term of this Agreement shall survive any termination or expiration of this Agreement.

Section 19: PROPERTY RIGHTS

The Consultant hereby assigns to the City all rights in the documentation and related information specific to the PERF recommended candidate packets as described in Section 3. Scope of Work; Step 7 of this agreement. The Consultant does not convey to the City, nor does the City obtain, any ownership right to any document or material utilized by Consultant that was created, produced or received separate from the PERF recommended candidate packets as described in Section 3. Scope of Work; Step 7 of this agreement or was preexisting material (not already owned by the City), provided that the Consultant has clearly identified in writing such material as preexisting prior to commencement of the Work.

Section 20: CONFIDENTIALITY

The parties agree that they will not permit the duplication or disclosure of any information designated in advance by the other party as "Confidential and Proprietary" to any person (other than its own employee, agent, or representative who must have such information for the performance of that party's obligations hereunder) unless such duplication, use or disclosure is specifically authorized in writing by the other party or is required by law. "Confidential and Proprietary" information does not include ideas, concepts, know-how or techniques related to information that, at the time of disclosure, is in the public domain unless the entry of that information into the public domain is a result of any breach of this Agreement. Likewise, "Confidential and Proprietary" information does not apply to information that is independently developed, already possessed without obligation of confidentiality, or rightfully obtained from a third party without an obligation of confidentiality.

Section 21: EXTRA WORK

The City may desire to have the Consultant perform work or render services in connection with this project other than that expressly provided for in the "Scope of Work" section of this Agreement. This will

be considered extra work, supplemental to this Agreement, and shall not proceed unless authorized by an amendment. Any costs incurred due to the performance of extra work prior to execution of an amendment will not be reimbursed under this Agreement or an amendment.

Section 22: KEY PERSONS

The Consultant shall not transfer or reassign any individual designated in this Agreement as essential to the Work, without the express written consent of the City, which consent shall not be unreasonably withheld. If, during the term of this Agreement, any such individual leaves the Consultant's employment, the Consultant shall present to the City one or more individual(s) with greater or equal qualifications as a replacement, subject to the City's approval, which shall not be unreasonably withheld. The City's approval shall not be construed to release the Consultant from its obligations under this Agreement.

Section 23: DISPUTES

Any dispute or misunderstanding that may arise under this Agreement concerning the Consultant's performance shall first be resolved through negotiations, if possible, between the Consultant's Project Manager and the City's Project Manager, or if necessary shall be referred to the Personnel Director and the Consultant's senior executive(s). If such officials do not agree upon a decision within a reasonable period of time, the parties may pursue other legal means to resolve such disputes, including but not limited to alternate dispute resolution processes.

Section 24: TERMINATION

A. For Cause: The City may terminate this Agreement if the Consultant is in material breach of any of the terms of this Agreement, and such breach has not been corrected to the City's reasonable satisfaction in a timely manner.

B. For Reasons Beyond Control of Parties: Either party may terminate this Agreement without recourse by the other where performance is rendered impossible or impracticable for reasons beyond such party's reasonable control such as but not limited to an act of nature; war or warlike operation; civil commotion; riot; labor dispute including strike, walkout, or lockout, except labor disputes involving the Consultant's own employees; sabotage; or superior governmental regulation or control.

C. For City's Convenience: The City may terminate this Agreement at any time, without cause and for any reason including the City's convenience, upon written notice to the Consultant.

D. Notice: Notice of termination pursuant to this section shall be given by the party terminating this Agreement to the other not less than five (5) business days prior to the effective date of termination.

E. Actions Upon Termination: In the event of termination not the fault of the Consultant, the Consultant shall be paid for the services properly performed prior to termination, together with any reimbursable expenses then due, but in no event shall such compensation exceed the maximum compensation to be paid under the Agreement. The Consultant agrees that this payment shall fully and adequately compensate the Consultant and all subconsultants for all profits, costs, expenses, losses, liabilities, damages, taxes, and charges of any kind whatsoever (whether foreseen or unforeseen) attributable to the termination of this Agreement.

Section 25: CONSULTANT PERFORMANCE EVALUATION PROGRAM

The Consultant's performance will be evaluated by the Personnel Department at the conclusion of the contract.

Section 26: DEBARMENT

In accordance with SMC Ch. 20.70, the Director of the Department of Executive Administration or his/her designee may debar a Consultant and prevent the Consultant from entering into a contract with the City or from acting as a subconsultant on any contract with the City for up to five years after determining that any of the following reasons exist:

1) The Consultant has received overall performance evaluations of deficient, inadequate, or substandard performance on three or more City Contracts.
2) The Consultant has failed to comply with City ordinances or Contract terms, including but not limited to, ordinance or Contract terms relating to small business utilization, discrimination, or equal benefits.
3) The Consultant has abandoned, surrendered, or failed to complete or to perform work on or in connection with a City Contract.
4) The Consultant has failed to comply with Contract provisions, including but not limited to quality of workmanship, timeliness of performance, and safety standards.
5) The Consultant has submitted false or intentionally misleading documents, reports, invoices, or other statements to the City in connection with a Contract.
6) The Consultant has colluded with another firm to restrain competition.
7) The Consultant has committed fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Contract for the City or any other government entity.
8) The Consultant has failed to cooperate in a City debarment investigation.
9) The Consultant has failed to comply with SMC 14.04, SMC Ch. 14.10, SMC Ch. 20.42, or SMC Ch. 20.45, or other local, State, or federal non-discrimination laws.

The Director or his/her designee may issue an Order of Debarment in accordance with the procedures specified in SMC 20.70.050. The rights and remedies of the City under these debarment provisions are in addition to any other rights and remedies provided by law or under the Agreement.

Section 27: MISCELLANEOUS PROVISIONS

A. Amendments: No modification of this Agreement shall be effective unless in writing and signed by an authorized representative of each of the parties hereto.

B. Binding Agreement: This Agreement shall not be binding until signed by both parties. The provisions, covenants and conditions in this Agreement shall bind the parties, their legal heirs, representatives, successors, and assigns.

C. Applicable Law/Venue: This Agreement shall be construed and interpreted in accordance with the laws of the State of Washington. The venue of any action brought hereunder shall be in the Superior Court for King County.

D. Remedies Cumulative: Rights under this Agreement are cumulative and nonexclusive of any other remedy at law or in equity.

E. Captions: The titles of sections or subsections are for convenience only and do not define or limit the contents.

F. Severability: If any term or provision of this Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Agreement shall not be affected thereby, and each term and provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

G. Waiver: No covenant, term or condition or the breach thereof shall be deemed waived, except by written consent of the party against whom the waiver is claimed, and any waiver of the breach of any covenant, term or condition shall not be deemed to be a waiver of any preceding or succeeding breach of the same or any other covenant, term or condition. Neither the acceptance by the City of any performance by the Consultant after the time the same shall have become due nor payment to the Consultant for any portion of the Work shall constitute a waiver by the City of the breach or default of any covenant, term or condition unless otherwise expressly agreed to by the City, in writing.

H. Entire Agreement: This document, along with any exhibits and attachments, constitutes the entire agreement between the parties with respect to the Work. No verbal agreement or conversation between any officer, agent, associate or employee of the City and any officer, agency, employee or associate of the Consultant prior to the execution of this Agreement shall affect or modify any of the terms or obligations contained in this Agreement.

I. Negotiated Agreement: The parties acknowledge that this is a negotiated agreement, that they have had the opportunity to have this Agreement reviewed by their respective legal counsel, and that the terms and conditions of this Agreement are not to be construed against any party on the basis of such party's draftsmanship thereof.

J. Use of City Office Space & Equipment: The City will not provide space or equipment on City premises for the performance of this work. Consultants are required to work from their own office space or in the field, as necessary.

IN WITNESS WHEREOF, in consideration of the terms, conditions, and covenants contained herein, or attached and incorporated and made a part hereof, the parties have executed this Agreement by having their representatives affix their signatures below.

CONSULTANT - Police Executive Research Forum (PERF)	**THE CITY OF SEATTLE - Personnel Department**
By _____ 1/22/10	By _____ 1/25/10
Signature **Date**	**Signature** **Date**
Chuck Wexler	Mark M. McDermott
Type or Print Name	**Type or Print Name**
Executive Director	Director of the Personnel Department
Title	**Title**

City of Seattle Business License Number: 0724198

Washington State Unified Business Identifier Number (UBI): 602-934-650

Federal Tax ID Number: 52-1101422

SEATTLE POLICE DEPARTMENT

CHIEF OF POLICE

The City of Seattle, Washington, seeks an experienced, innovative, and proven executive to serve as Chief of Police. The city's next Chief must lead the Seattle Police Department and support its mission of preventing crime, enforcing the law and supporting quality public safety by delivering respectful, professional and dependable police services.

Founded in 1869, Seattle is the largest city in the State of Washington. Located 113 miles south of the United States-Canadian border, Seattle is a commercial, cultural and advanced technology hub of the Pacific Northwest and a major port city for trans-Pacific and European travel and trade. Seattle combines a stunning natural setting and vibrant metropolitan center with world-class arts, entertainment, and cuisine. With a population of 598,500 residents, and an equivalent daytime workforce, Seattle is an active urban center with diverse neighborhoods, vibrant retail and commercial centers, and an outstanding quality of life. Seattle excels in livability with a mild climate, a wide range of housing options, arts and culture, sports and easy access to outdoor recreational activities in any season.

The Chief of Police reports to the Mayor, and has management oversight of an annual operating budget of more than $242 million, and a staff of 1900 employees (1330 sworn). Among available personnel, two-thirds are assigned to Patrol, responding to 911 calls, working to prevent crime, enforce the law, and educate members of the community about police services. The Seattle Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is currently undergoing a second re-accreditation process.

Working in partnership with citizens, businesses, and community groups, the Seattle Police Department is committed to programs of action to enhance public safety throughout the city of Seattle. This commitment includes identification and incorporation of best practices in policing, including programs of performance-based accountability and use of innovative technology. The Department is committed to strengthening police precincts and providing training and resources to patrol officers who concentrate on solving public safety problems in their assigned geographic areas of responsibility. The knowledge and commitment of the city's frontline patrol officers to their assigned police beats is the hallmark of the Department's service to the community. The Department is organized to support this focus in a manner that is efficient, effective, and responsive to the community.

The successful candidate must have strong leadership, organizational and management skills, as well as significant experience in working with members of the community and Police Department employees in a large urban multi-cultural environment. The desired candidate must have a strong character and possess excellent interpersonal and communication skills. Experience with and a strong commitment to innovation, technology and community involvement are required.

A four-year college degree and a graduate degree are preferred. A combination of other training and experience which provides the essential knowledge, skills and abilities will be considered. A minimum of 10 years of command-level experience in a large urban police agency is required. Municipal experience in an organization of comparable size and complexity to the Seattle Police Department is desired. Labor management experience and completion of senior-level management programs like the Senior Management Institute for Police (SMIP), FBI National Academy, and Southern Police Institute are preferred.

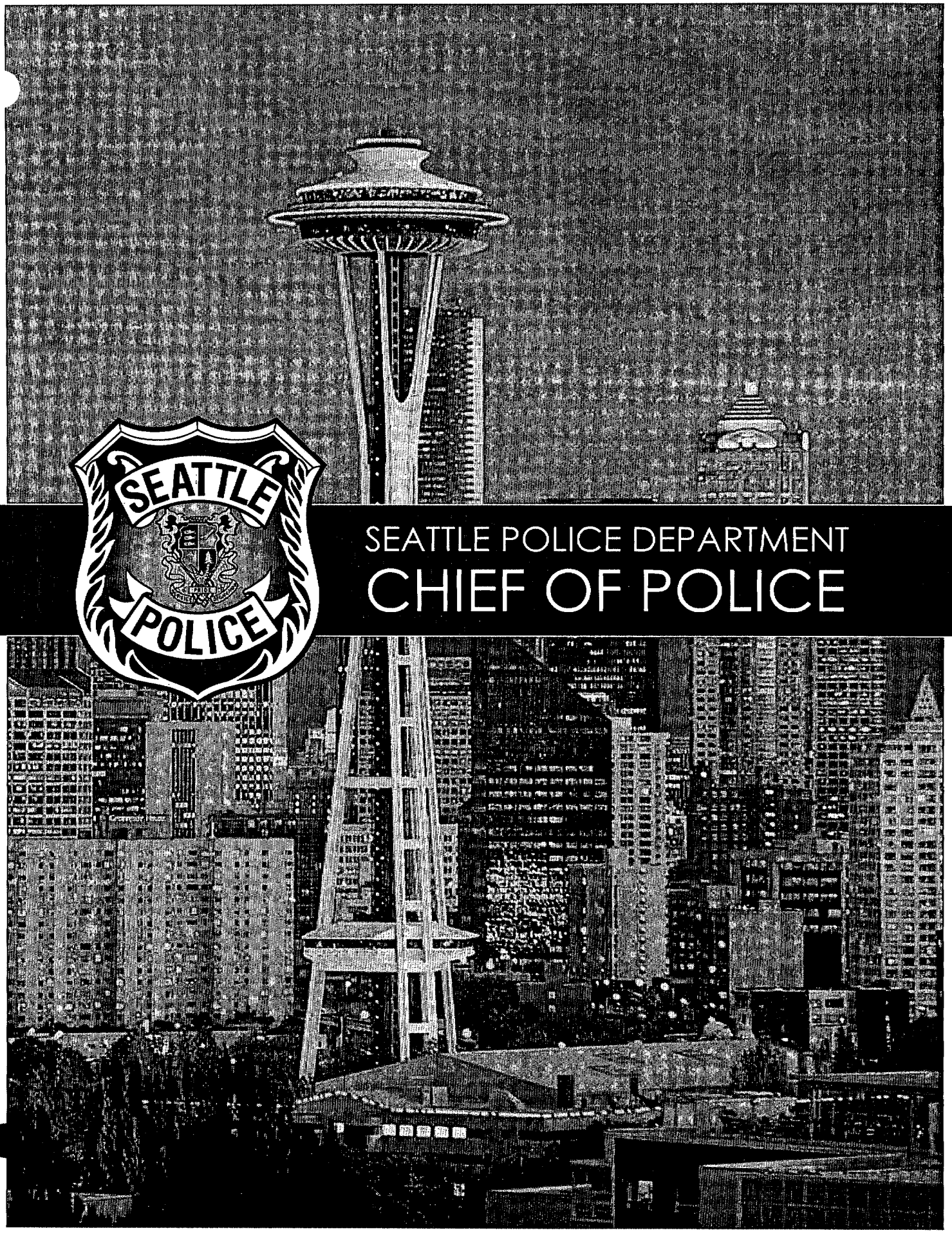
The Police Executive Research Forum (PERF) is assisting the city in the selection process. Salary range will be competitive and based on qualifications and experience. For additional information go to: www.Seattle.Gov/Police .

Please Note. Under Seattle City Charter provisions regarding the selection process for the Police Chief, candidate information submitted in response to this posting may be subject to public disclosure.

To apply, send a cover letter and resume summarizing your qualifications, along with the names and contract information of five references by March 18, to:

SeattleChief@policeforum.org
Or
Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036
Electronic submission preferred

THE CITY OF SEATTLE IS AN EQUAL OPPORTUNITY EMPLOYER



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CHIEF OF POLICE

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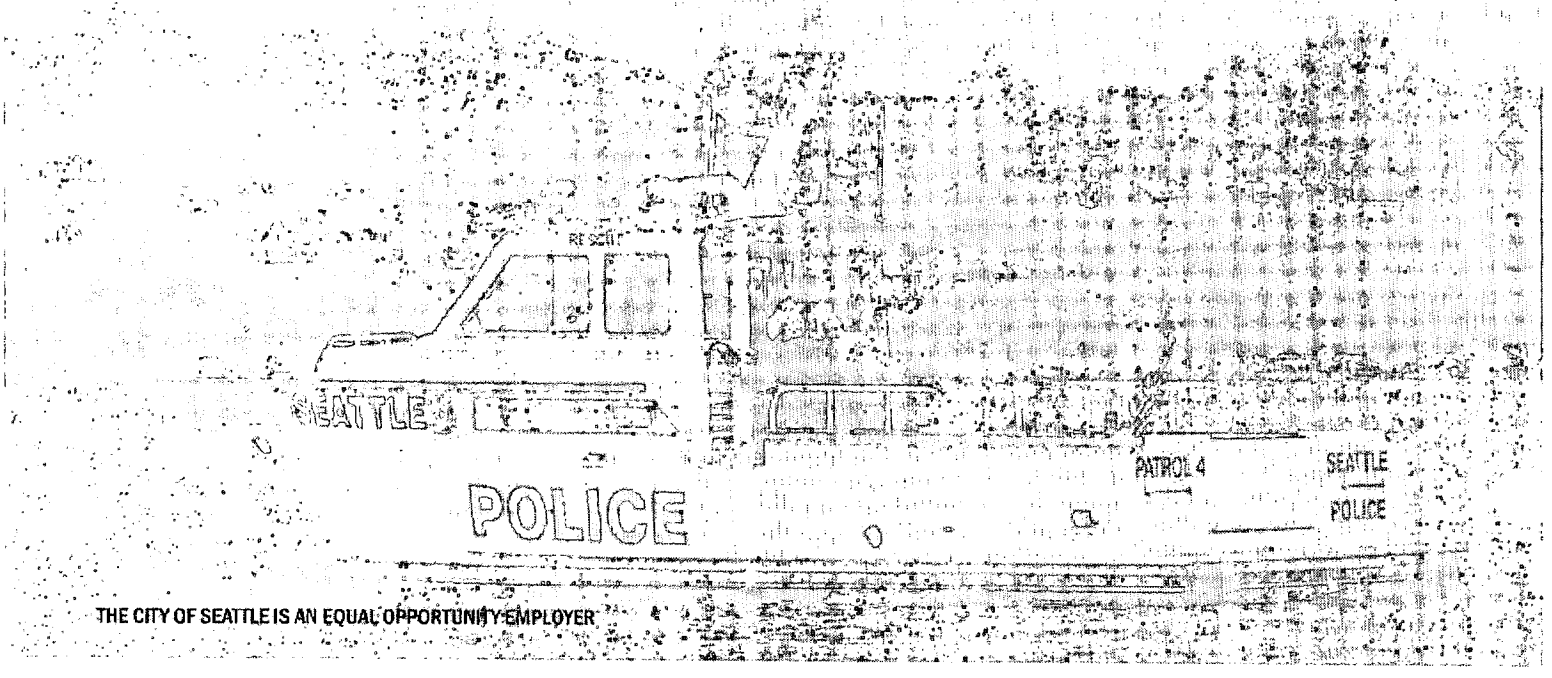

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SEATTLE POLICE DEPARTMENT

CHIEF OF POLICE

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TO APPLY:

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Please Note. Under Seattle City Charter provisions regarding the selection process for the Police Chief, candidate information submitted in response to this posting may be subject to public disclosure.

Deadline has been extended to April 19th.

To apply, send a cover letter and resume summarizing your qualifications, along with the names and contact information of five references to:

SeattleChief@policeforum.org
(Electronic submission preferred)
or
Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
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RESPONSIBILITIES:

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THE CITY OF SEATTLE IS AN EQUAL OPPORTUNITY EMPLOYER

Assessment Recommendation Form

Chief of Police

Panel A

Rater:

For each question circle the number that most closely represents your assessment of the candidate.

Question 1: What has been your approach to community policing? Please give specific examples of where you have implemented community-policing strategies that were successful in reducing crime and improving community relations in diverse communities.

1	2	3	4	5
Low		Medium		High

Question 2: What is your assessment of the Seattle Police Department? What is working well and what is not? What would be your priorities for the Department?

1	2	3	4	5
Low		Medium		High

Question 3: What would you do to develop credibility as the new Chief of Police? What experience would you bring from your previous jobs and assignments to help you to be successful as Seattle's new Chief?

1	2	3	4	5
Low		Medium		High

Question 4: Describe your experience building coalitions within diverse communities for the purposes of creating trust, solving community problems and promoting better relations between the police and the community.

1	2	3	4	5
Low		Medium		High

Question 5: What crime prevention and outreach strategies have you employed to foster support to the youth of the community and help to curb gang, drug and youth related crime?

1	2	3	4	5
Low		Medium		High

Assessment Recommendation Form

Chief of Police **Panel A**

Rater:

For each question circle the number that most closely represents your assessment of the candidate.

Question 6: Do you have experience in conducting or reviewing a significant officer misconduct investigation? If so, please describe your experience, including how you addressed any internal and external concerns about any discipline imposed - or the absence of discipline. If not, please describe the principles you believe should bear on the investigation of possible misconduct and the imposition of discipline.				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 7: Has your character or ethics ever been seriously challenged and, if so, what did you consider in your response and how did you deal with the consequences?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 8: Please tell us of a time when you had to lead your organization during a crisis. Explain what approach you took and the steps that were taken to insure that the situation was handled expediently, appropriately, and with success.				
1	**2**	**3**	**4**	**5**
Low		Medium		High

General Notes:

Overall Candidate Assessment

Assessment Criteria	**Low**	**Medium**	**High**
Professional Education			
Professional Experience			
Integrity (Strong Character)			
Strategic Leadership			
Management			
Interpersonal Communications and Community Relations Skills			
Labor Management Experience			
Police Experience			
Overall			

Assessment Recommendation Form

Chief of Police **Panel B**

Rater:

For each question circle the number that most closely represents your assessment of the candidate.

Question 1: If you were selected as Seattle's next Chief of Police, what would be your immediate priorities, and what steps would you begin to take to accomplish these priorities?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 2: Social Justice and Cultural Competency are two terms that frequently came up in discussion about our next Police Chief. Can you define what these terms mean to you and how they are reflected in a Police Department under your command?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 3: How would you go about building a leadership team that is cohesive and willing to take personal responsibility for their actions, and how would you hold them accountable for carrying out your vision and message to the rest of the organization?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 4: Can you give us an example of a time when you made a mistake in a management decision and what you learned from that situation?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 5: Provide us with an example of your approach to an organizational challenge that you have faced that reflects your leadership style.				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Assessment Recommendation Form

Chief of Police

Panel B

Rater:

For each question circle the number that most closely represents your assessment of the candidate.

Question 6: How would you measure the level of community satisfaction with the Seattle Police Department?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 7: Describe your experience in collaborating with organizations other than law enforcement agencies in a team approach to addressing crime related issues?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

Question 8: How have you utilized the data collected by your department (such as time of arrest, date of arrest, location of arrest, charge, race and ethnicity of arrestee) to guide your decisions regarding policing? In your opinion how can the Seattle Police Department best leverage data to better protect the community?				
1	**2**	**3**	**4**	**5**
Low		Medium		High

General Notes:

Overall Candidate Assessment

Assessment Criteria	**Low**	**Medium**	**High**
Professional Education			
Professional Experience			
Integrity (Strong Character)			
Strategic Leadership			
Management			
Interpersonal Communications and Community Relations Skills			
Labor Management Experience			
Police Experience			
Overall			

Essay Questions – Competitive Exam Process

Chief of Police

The following questions are part of the City's competitive exam process and will be utilized by the Search Committee and Mayor in the assessment of Police Chief Candidates. These essay questions are part of the competitive exam process and are subject to public disclosure.

Please answer each of the following questions in no more than two single spaced pages. Your responses will be reviewed by the Search Committee prior to your interview.

Question One

The City of Seattle is anticipating a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

Question Two

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to working conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

Question Three

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Clark S. Kimerer

Competitive Exam Material – Do Not Copy or Distribute

Essay Question #1: Response of Deputy Chief Clark Kimerer

The City of Seattle is anticipating a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

Let me begin, in the first three paragraphs, by setting out the challenge of the current budget crisis. At the most fundamental level, the budget of the Seattle Police Department substantially impacts the service levels for public safety in the City of Seattle. No honest or comprehensive analysis of budget reductions should minimize this fact. At 27% of the City's general fund budget, a proportional reduction to meet a $50+ million shortfall would require an almost $13 million reduction in the Police budget, or an almost 5.5% reduction in our annual budget of $252 million. While we are hopeful that the "worst case" budget reduction will not be the Department's ultimate target, this current shortfall remains the most significant in our history. Anyone who understands and works with police budgets cannot in good conscience make claims that the current budget shortfall will not substantially impact Department operations. Anyone who has had to make these difficult, painful decisions – as I have – knows the potential that at the heart of every budget cut is a human being. Up to now, these cuts have been born by our civilian workforce. No one is immune, in light of the fact that 86% of our budget is personnel.

Over the last five years (and from 1999-2001) I was the chief financial officer and budget director for the Department. During my tenure, we reduced the budget by almost $11.5 million, while at the same time implementing a hiring plan to increase the patrol force by a total of 104 officers as part of the Neighborhood Policing Plan (NPP). At this moment in time, we are on target with the NPP hiring plan, fielding 560 patrol officers, the highest in our Department's history. The means to achieve this somewhat contradictory outcome so far has been to hold the essential services of public safety – namely, Operations and basic Investigations – as well as the infrastructure supporting these essential services (e.g. Communications) as "untouchable", resulting in focused reductions in other sections of the police budget. Through diligent and rigorous analysis of budget options, and the conscientious work of the Command Staff supported by my Budget unit, we have been able to deliver balanced budgets and deal with the vast majority of position abrogation through retirements rather than layoffs.

We are now poised to address the greatest budget challenge in our history. It is important to take from the preceding paragraphs two overriding points: First, that *we* – that is, the current SPD Command Staff, which is one of the most respected in the country and which has worked together in times of crisis for many years – has a track record of addressing the most dire budget mandates while preserving the forward progress of essential programs, like NPP, and at the same time treating our personnel with the utmost dignity and compassion; but, second, that the Department is pared down to its operational essence, and that there is little left to cut or trim. Recall that the reduction of over $11 million occurred during a six-year period. The 2011-12 biennial budgets may well require Department budget cuts in excess of all that we have been required to cut in the previous six years. Returning to a previous theme, I assert that it would be irresponsible to characterize this situation as solvable through implementing novel efficiencies, or that the impacts to some Department functions would be marginal. This would be happy talk and false.

On the issue of *implementing reductions to the Department budget without compromising public safety,* I begin by reiterating the priority that has guided our budget processes for the last decade: Essential services must be protected and preserved at all costs in the budget process. The bedrock of these

essential services is 911-Patrol officers, basic investigations and the support services which enable the Department to discharge its duties. All our efforts and budget "science" – which is underway, at my direction, as this essay is being written – are focused upon ensuring that the 911-Patrol system, as envisioned under the Neighborhood Policing Plan – is preserved. The question of whether we will be fiscally able to sustain our hiring tempo is being analyzed, and there is considerable support for continuing the NPP hiring plan. In order to preserve our Patrol force, and its growth under NPP, it will be necessary to look for cuts in other police and civilian positions within the Department. Where possible, consolidation of critical functions may be an option. Many agencies throughout the nation have freed up positions through joining Homeland Security and Special Operations personnel. Consolidation of some major crime and crime scene investigation functions have also been effective, and have not compromised the effectiveness of investigations or overall public safety. While I cannot disclose specific proposals, I am prepared to elaborate on these and other initiatives at the Committee's request.

It is important to emphasize that these budget reductions are not initiatives which I seek or prefer, but are born instead of necessity. The most important operational entity we must preserve is Patrol, as it is a lifeline to citizens in need of help. But protecting the Patrol operation will come at a cost to other Department functions. This is not a professional responsibility I take lightly. I have personally informed many dedicated employees over the years that their jobs were being eliminated. To these good people, some of whom have worked their entire lives with the Seattle Police Department, this represented the worst news they ever received. To the extent that I was able to give compassion and support, and work to mitigate the impact to their lives, I have kept faith with the duty and executive responsibility that has been entrusted to me.

On the issue of *implementing reductions to the Department budget without compromising morale*, I begin by observing a simple fact born of experience: Morale is diminished by silence. While I confess that I have not found the magic formula to improve that elusive condition called "morale", I have seen the ways that lead to its decline. When a Department leader fails to engage his or her personnel in honest dialogue, and respectfully share the thought process leading to a decision – even an unpopular decision – then morale will inevitably decline. In the context of the current budget crisis, the Department strives to be transparent, respectful and present in an honest, timely and forthright manner the decisions that necessity demands. The value and ethos of compassion which I described above also contribute to creating positive morale. The formula for positive morale is basic: Look people in the eye, explain your decisions honestly, listen attentively, and take the time to walk in their shoes.

Finally, on the issue of *how reductions in the Department budget relate to innovation*, the soul of SPD for the last decade or longer has been innovation, much of which has been the result of budget shortfalls. In virtually every dimension of the Department, from information technology, to training, to the creation of units like CSI, to implementing a nationally recognized less-lethal and crisis intervention program, to – most significantly – Neighborhood Policing, SPD has taken the challenge of shrinking budgets and found programs and systems to advance our core mission of providing the highest level of public safety service.

I close by noting that while we are in the midst of a fiscal crisis, I am convinced that we are at the same time poised to become the most vibrant, safe and livable big city in this nation. I was born in this great city, and it remains the only place I have considered raising my family. But our challenges cannot be minimized, and I emphasize that if I am chosen as your Chief, I will be at my desk working on the challenges and opportunities that we need to address the morning after I am confirmed.

Essay Question #2: Response of Deputy Chief Clark Kimerer

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to working conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

It is important to begin an analysis of the relation between collective bargaining and strategic planning with a fundamental fact: Union interests and Management interests, specifically as concerns strategic planning are **not** mutually exclusive. During the nine separate union negotiations over the last 15 years I have undertaken as lead negotiator representing the Department, points of agreement and collaboration far outnumber those of disagreement and dissension. It has been my experience that when negotiating parties commit to the principles of interest-based bargaining, the outcomes are overwhelmingly successful for both. While this may seem counter-intuitive, the reality is that public safety employees and management share identical, fundamental objectives: A safe working environment; deployment systems which balance operational effectiveness with life quality; transparency and accountability, balanced by protections against false or malicious accusation; assignment options which provide opportunities for employees and strategic and tactical effectiveness for command; a fair wage and benefits. As with so much in both life generally and the public safety profession specifically, the beginning of any relationship is understanding what unites us, rather than itemizing what divides.

As mentioned above, I am the Department's most seasoned labor negotiator. My role as Lead Department Negotiator in collective bargaining with both the Seattle Police Officer Guild and Seattle Police Management Association has been unprecedented in our recent history, as I have been involved in nine separate negotiations over 15+ years. It is worth noting that I have also been involved in negotiations representing the Seattle Police Management Association on two previous occasions, so I have experience from a Union perspective as well. In addition to this experience, the most formative and influential academic experience in my professional life was attending the Harvard Negotiation Project at Harvard Law School, one of the nation's most prestigious certificate programs in interest-based bargaining. This program – popularized by its founder's authorship of the textbook, Getting to Yes – resulted in a commitment in Department union negotiations to apply wherever possible the basic principles of interest-based bargaining. This commitment has resulted in successful negotiations in each of these nine separate collective bargaining contracts without recourse to binding arbitration. Each and every one of these contract negotiations involved strategic planning initiatives proposed by the Department and City.

One of the most complex negotiations in the last 12 years was the implementation of the Office of Professional Accountability. This proposal had 20 separate elements, and involved myriad mandatory subjects of bargaining, specifically relating to discipline. I was asked to represent the Department in negotiating implementation of this new accountability system. There was substantial suspicion by the Union concerning these sweeping changes. After several false starts, and on the brink of impasse, I proposed that we table all proposals and counter-proposals and – taking a page from the Harvard Negotiation Project – review the criteria for negotiation. This led to an examination of the significant question of whether each proposed change constituted a "working condition", as changes to "working conditions" must be bargained. This experience taught me the value in establishing mutually agreed upon rules as to scope and legitimacy of proposals and issues for bargaining prior to engaging in

negotiation. In this situation, the outcome of the negotiation was the implementation of the OPA. In the course of negotiation, a number of recommendations advanced by the Union were implemented.

The most significant single initiative in the last two decades involved the comprehensive restructuring of the patrol deployment system, which resulted in the adoption of the Neighborhood Policing Plan, or NPP. As project commander and principle architect of NPP, I negotiated on behalf of the Department with the Seattle Police Officer Guild to change patrol shift start and end times, in order to match deployment with 911 workload. Other elements of NPP were also bargained, including the transformation of the Sergeant-Squad deployment model formerly called the "relief squad" model, as well as guidelines for minimum staffing. This series of proposals was the most complex and far-reaching change to the Department's staffing and patrol deployment structure in our history.

It is important, at this juncture, to reflect on the fact that NPP is not merely a staffing model, nor a plan to simply hire more officers. It is, rather, a structural and philosophical transformation of the Seattle Police Department to return officers to neighborhoods; establish minimum standards for emergency response; and create directed, purposeful proactive time for every officer, every shift, every day. This proactive time, to be meaningful, must take into account both the science of crime analysis and the perspective of neighborhood residents, so a central goal of the Neighborhood Policing Plan is to systematically engage our community members to identify their public safety needs and priorities. This is an important distinction, as the Officer Guild substantially agreed with and supported the principles upon which NPP is based. This is an ideal starting point, and one of the goals I have consistently integrated into my role as Department negotiator: Find common ground on important priorities. If we can agree that SPD patrol officers should be deployed to ensure that they can remain in their assigned neighborhoods; that they are positioned to respond to any emergency call in seven minutes or less, regardless of location, time of day or day of week; that they are safe and have sufficient back-up; and that they will have continuous opportunities to interact with and engage community members in their assigned neighborhoods to mutually identify public safety priorities and strategies to address crime, disorder and quality-of-life challenges - then, and only then, can we negotiate the technical details required to implement Neighborhood Policing. Which is precisely what the Department and Seattle Police Officer's Guild accomplished.

These two examples - with apologies for the mind-numbing description of each – are presented to illustrate some very basic points: First, every negotiation must begin with respect for the legitimate interests of all parties. This includes the process of discerning fundamental interests, and analyzing proposals with a view toward determining their legitimacy as subjects for bargaining; second, every negotiation must begin and end with identification of the principles and objectives that both parties agree to; third, options to meet those principles must be thoroughly and objectively examined, and an open mind must prevail towards the end of selecting the best options; fourth, the outcomes must be clear, unambiguous and meet the fundamental interests of both parties; and fifth, every effort should be made to establish a continuing relationship of trust and openness. These are the essential elements of successful negotiations, which I have learned over many years through both education and experience. At the heart of understanding the components of successful negotiation is the requirement for forthright, honest dialogue. This is the ethic I have brought, and continue to bring, to every contract negotiation I have been and will be involved in. Experience remains the best teacher, and there is no substitute for having worked – and lived through – the many long, complex and occasionally confrontational collective bargaining negotiations I have been privileged to be part of.

Essay Question #3: Response of Deputy Chief Clark Kimerer

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

This is the most important question yet posed. I will provide my answer in three dimensions: First, by examining the basic roles and responsibilities of a Seattle Police employee; second, by describing the policy and training commitments of our Department over the last several decades, culminating in one of the most comprehensive commitments to race and social justice among major cities in this nation; and, finally, by presenting my personal commitment to the cause of racial and social equity and fairness.

Every police officer swears an oath to uphold the U.S. Constitution and laws of the City of Seattle and State of Washington. At the very beginning of our public safety careers, peace officers are granted authority to enforce the law, with the expectation that both the letter and spirit of the law will guide decisions of how they discharge their duties. The Constitutional and statutory guarantees of due process, equality, fairness and objectivity have no place alongside bias, discrimination and unequal treatment of people based on who they are. Consequently, the Seattle Police Department considers the violation of any person's rights to be among our profession's most serious offenses, and - if proven – contemplates the most significant discipline, including termination and, if warranted, prosecution. There is no equivocation or compromise of this position at SPD, and I have been proud to be part of the Command Staff that has held this standard as inviolable. On the other hand, it is important to reflect upon the fact that the profession of policing, at its most noble, is the societal institution vital to the protection of individual rights against disparate treatment. What is it to be a police officer, after all, if not to protect every citizen against the tyranny of those who would deprive them of their rights based upon race, ethnicity, age, disability, and all those characteristics which, in truth, are ultimately found in each and every person in this society? These principles must guide our every action and decision. In our profession, they constitute a sacred trust.

To this end, the Department has a long and consistent history of institutionalizing unbiased policing and respect for all people. The most important statement of policy and expectations – The Department Mission Statement – is crystalline clear: we "deliver respectful police services by treating people the way we want to be treated"; we have the priority to "foster an organizational culture where fundamental values are integrity, accountability, ethical decision-making and respect for civil and constitutional rights"; and we define professionalism as "ethical policing" (SPD 1.040). In 2002, I worked with Gil Kerlikowske, John Diaz, Jim Pugel and other members of the senior Command Staff to author this mission statement. Shortly thereafter, I was asked to oversee the creation of a new policy section entitled "Standards and Duties" (SPD 5.001), which establishes the non-negotiable requirement of every employee to treat all people, inside and outside the Department, with respect and fairness. Our policies and training programs concerning racial profiling and unbiased policing are national models, (e.g. SPD 5.140, "Unbiased Policing") and are the basis for numerous specific operational protocols, such as the issuance of warning citations to ensure that traffic stops are fair, even-handed and justified. We are currently in the process of a Department-wide training program called "Perspectives in Profiling" which reinforces our fundamental values and provides a thought-provoking, interactive platform to address bias. Just this week we met with members of the deaf and hearing impaired community to roll out new protocols to assist in communication and education when the hearing impaired encounter Seattle Police Officers.

Our commitment to social justice is found in our actions, not just our words. Two instances of this commitment merit specific attention. In 1991, I was directed by then Operations Chief William Kramer to draft a new policy governing enforcement of immigration laws. After comparing other policies from around the nation (of which there were few, and none consistent) and consulting with community leaders and the City Attorney, I completed a policy statement which is in effect to this day, and which forthrightly states that the Seattle Police Department does not use a person's immigration status to enforce federal law, nor that Officers shall require that a person present identification concerning their immigration status, and that information concerning a person's immigration status is allowable only if it is relevant to the investigation of a crime. This was a controversial policy at the time, and upon witnessing the regrettable events unfold in Arizona and elsewhere, it appears to remain controversial to this day. But it is a controversy that our Department will not shrink from, and a policy that it steadfastly stands behind. The second program arose from a vision of Chief Gil Kerlikowske's to expose student officers to the institutions which serve the homeless, disabled poor, chemically and alcohol dependent, and those living with severe and persistent mental illness. Gil knew of my long-standing involvement on the Board of Directors of the Downtown Emergency Service Center, and asked me to construct this program. What emerged has become a centerpiece of our student officer training program. For one week, all student officers rotate through a series of shelters and human service programs, observing, talking with clients and clinicians, and even simply helping out. I personally debrief each of these student cohorts at the conclusion of their "human service week", and most of these young, future Seattle Police Officers plainly state that it was one of the most eye-opening and even life-changing events in their experience. Programs such as these, which reflect the essential values of this Police Department, go beyond high-sounding rhetoric. Compassion is about action, and equality is about what you do, not just what you say.

Finally, and in conclusion, I will hazard a personal reflection. I have been blessed throughout my life at both a personal and professional level to be in the company of mentors and role models who live lives of compassion and commitment to justice. The words of Martin Luther King Jr. resonate for me: "It is hard to sustain hatred of anyone after you have spent an hour with them in honest conversation". I have translated this wisdom into a personal commitment to the cause of social justice. Foremost among these inspiring leaders has been my mother, Noreen Skagen, who retired at the rank of Assistant Chief of the Seattle Police Department to accept appointment as the U.S. Marshal for Western Washington. She lives a life of humanity and understanding, with an emphasis on action. Throughout the years, these values have led me to become involved with church and civic activities, from youth coaching (speech, soccer and basketball) to volunteer programs such as Big Brothers of King County, to Board appointments to Childhaven International (on which my mother served as Chair), to projects to end homelessness and address AIDs housing, as well as the aforementioned Downtown Emergency Service Center, where I currently serve as Board Chair. The point of all this is not to add items to a résumé, but instead to guide my life and values. The overriding point is that our community wants and deserves a Chief who will be possessed of a clear and unequivocal dedication to race and social justice, who will bring this ethical commitment to both each and every decision he or she makes, and to every encounter with our officers, civilian staff, and community. The Chief of Police is one of society's most conspicuous representatives of social justice, and it will be my first and foremost priority to act with courage and integrity on the issue of equity and fairness as this Department discharges its legal and ethical responsibility to enforce the law and enable all people, regardless of their place and condition in life, to pursue their dreams and exercise their sacred rights.

Semi-Finalist Essay Responses
City of Seattle

Essay responses for Police Chief Candidate:

Anne Kirkpatrick

Competitive Exam Material – Do Not Copy or Distribute

Seattle Chief of Police
Candidate
Interview Questions

Prepared by

Anne E. Kirkpatrick

Question #1

In your current position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

In the past 14 years as a Chief, I have prepared eight budgets. All of those budgets involved belt tightening. However, in Spokane, the last two budgets (2010 and 2011) have been draconian in nature.

Although the actual budget size is smaller in Spokane than in Seattle, the budget principles and impacts are the same.

When I arrived in Spokane in 2006, the economy was healthy. I wanted to move the Department in a direction where we could enhance our presence in our neighborhoods and have more of a community-oriented policing approach in the delivery of our services. So we adopted Seattle's Neighborhood Policing Plan (NPP) in totality, with the exception of a different shift platform. In order for us to implement our Neighborhood Policing Plan, we had to negotiate a new shift. A shift had to be chosen to balance workload to calls for service. We negotiated an eleven hour shift. It met the balance of workload with a built-in proactive time ratio of 40%, but it did not have an overlap day for training. Under that model, training expenses were not sustainable in the pending budget crisis. In addition, the Neighborhood Policing Plan required 24 more officers. We were going to hire those 24 officers over a two year period; twelve in 2008 and twelve in 2009. Full implementation was scheduled for 2010.

Based on our geography, I had planned a phased in approach to Neighborhood Policing. With the first twelve officers, I implemented NPP on the North side of the river. By mid-year 2008, it was clear that the economy was going into a full recession, so I stopped hiring immediately. In 2009, the City was not going to meet it's year end budget so not only did I have to stop completing the implementation of the NPP city-wide, but the City took back 10 of the 12 positions I had just hired. That effectively put an end to Neighborhood Policing.

As the recession lingered in 2009, the City prepared for a shortfall of 4.07% for 2010. The political will of the City was to do an *across the board equal budget cut* from each City Department. The Police Department is the largest budget in the General Fund (32%) and that equated to 22 FTE's.

The Mayor worked creatively with her twelve unions to try to win concessions. She offered early retirement incentives, was willing to look at any revenue generating options, and she allowed each bargaining group to come up with its own unique resolutions as long as it met the City's shortfall.

I have four unions. All four unions came up with their own creative options. The Police Guild was the last to settle with the City. However, they agreed to give up their 2010 COLA. In exchange, the Guild's concession did save ten police officers I had just hired

and they got some morale boosting "wants". They gained 52 extra hours of vacation, they returned to their much preferred 10-40 schedule, they received on-duty workout time, and no one got pink-slipped.

However, the budget crisis has continued and the Mayor has directed her Department Heads to do another *across the board 2.85%* cut for the 2011 Budget. This represents an additional cut of 18.5 FTE's.

In preparing the 2011 Budget, we used a Priority of Government methodology for decision-making. The following were our guiding principles for preparing the 2011 Budget:

- Maintain our Must-Haves
  - Emergency Response
  - Officer Safety and Citizen Safety
- Provide Secondary services as budget allows
- Adhere to strategic plan of proactively targeting repeat offenders
- Examine Business Practices for Sustainability, Reductions and/or other Efficiencies (using our Lean Six Sigma Green Belts and Black Belt)
- Position for recovery
- Minimize organizational disruption
- Maintain infrastructure like fleets, safety equipment, technology

The Mayor has made it clear that she has no revenue generating options in her 2011 budget. Hence, she has made it equally clear that 2011 will be a year of service reductions.

With that in mind, my budget decisions include reducing size of units but not eliminating them in totality. I am taking cuts in my detective units, information systems, dispatch services, Neighborhood Resource Unit, the Academy, clerks, Drug K-9 unit, and our volunteers services unit that oversees our twelve standing COP (Community Oriented Policing) Shops.

To try to mitigate the morale impacts to patrol, we are rolling detectives back into patrol to make sure that our patrol teams stay fully staffed. And to mitigate the roll back for the detectives, I am not demoting any detective who goes to patrol

In any event, cuts of this magnitude -- 28.5 FTE's -- in two years equates to 10% of my commission workforce. Such cuts in staffing cannot be sustained without cuts in services. Hence, we have made decisions that certain property crimes will not be investigated unless they meet a certain value threshold, and certain low level crimes will not be prosecuted such as possession of small amounts of marijuana.

In summary, I am very experienced in handling tough budgets in tough times.

Question #2

In your current position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

I have a unique advantage with respect to working with bargaining units in Washington State. First, I have been working as a police officer in this state for the past 22 years. I sat on my Police Association's (Guild) Executive Board for many years and I was a union President myself. I was President of the Redmond Police Officer's Association.

Second, I have worked with Seattle's labor lawyer, Chris Vick, and his law partners for over 20 years. In the 1990's I served on Redmond's (Guild) Executive Board and Chris Vick's law firm represented our Association (Guild). Later, when I was the Chief of Police of Federal Way, Mr. Vick's law firm represented my Guild there, as well. Lastly, Chris Vick is currently Spokane's Police Guild's labor lawyer. I have sat on both sides of the bargaining table with Chris Vick.

Third, as an attorney myself, I have a great deal of experience in labor law.

When I came to Spokane, I did a modified FTO program in patrol. I observed that the dispatchers and officers did not engage in geo-based policing. They simply were assigned to teams North of the river and South of the river. They basically roamed large portions of the city and the calls were dispatched somewhat at random but with a homegrown system that just kind of developed over time. However, if it there was a call of any interest, too many officers would show up on the scene. There was little discipline in the deployment of patrol officers. Despite the lack of discipline, this system worked for them because they truly did not have appropriate staff to deploy in any other way. Spokane had always been known for their Community Oriented Policing, but it fell apart in 2004 due to a huge budget cut where they lost almost 40 FTE's.

I saw an opportunity to move the department back toward community-oriented policing by implementing a geo-based deployment strategy. Seattle's Neighborhood Policing Plan was the best model out there so we stole it.

As I stated in Question #1, in order to implement the Neighborhood Policing Plan, we too had to negotiate new shifts and hours to make the plan work. It also required hiring more officers. However, in that contract, the officers also negotiated a minimum staffing requirement for each patrol team which I fully supported, although it can be quite expensive to maintain. Nevertheless, officer safety should never be compromised and certainly not over money.

Due to the budget crisis, I had to abandon Neighborhood Policing as it was designed and I had to re-negotiate our patrol shifts. Change of this magnitude is disruptive to the organization and affects morale.

In addition to the Neighborhood Policing Plan implementation and its attendant labor issues, I have negotiated three other major Initiatives that effect our policing strategies, missions and deployments. One is the Fatal Incident Protocol, another is the new Ombudsman position – Civilian Oversight, and the last is the new Lexipol Policy and Procedure Manual.

Under the Fatal Incident Protocol, Spokane has mirrored, for the most part, Snohomish County's SMART team. It is a protocol that calls for a team of outside agency detectives to investigate police-involved fatal events. It is very controversial, especially for bigger cities. Although I wanted it for Spokane and I implemented it while I was the Chief of Federal Way, I do not necessarily think it is something that Seattle needs. One size does not fit all agencies.

Likewise, the Ombudsman was also controversial in Spokane. I support Civilian oversight, but I have insisted on being the final disciplinarian. Civilian oversight was met with resistance here in Spokane. In the end, Spokane chose a model that is similar to Boise, and negotiated an Ombudsman role that does not have investigatory or discipline power.

We call our new Policy and Procedure manual – Lexipol. It is the name of the company that we contracted with to create the manual. It reflects the nation's "Best Practices". The company is owned in partnership with Gordon Graham. Captain He is the nation's premiere law enforcement risk manager. I chose him because of his reputation and emphasis on Best Practices. However, because the manual touched on so many working conditions most of it had to be negotiated. It is comprised of 127 policies and procedures. Unfortunately, we could not finalize implementation of the manual for several months because the Guild leadership could not agree on a firearms policy and on a truthfulness policy. After two years, we recently signed off on it within the month.

As a result of losing officers in the budget, we have focused our policing strategy on Repeat Offenders. We call it our ROPS Program. To deploy a proactive approach to support our ROPS program, we wanted to make ACT teams permanent. Although it is popular with the officers, the Guild and Administration could not agree to its deployment of resources. Today we do not have a permanent ACT team, but we were able to come to a good compromise. We will field ACT Teams only on those days when the patrol teams are properly staffed for that day.

I am a believer in having five year strategic plans. Such plans focus our mission. However, I have also learned over the years to be flexible in the deployment of those plans. Economic crisis, wars that call men and women back into service and depletes resources, public policy changes, etc. effect strategies and deployment. I am seasoned enough and been through enough storms to not be thrown by these changing dynamics.

Question #3

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Spokane is geographically located in the hotbed of the Militia Movements. Ruby Ridge is only 60 miles away, and the Aryan Nation was headquartered in Hayden Lake, Idaho which is only 15 miles away. Recently, the Militia Movement has exploded in this area, and there is a strong resurgence of the white supremacy factions. Because of that, the FBI houses a Joint Terrorism Task Force in the Spokane area. Spokane is also one of the Nation's largest urban areas for Native Americans. Over 200 Indian tribes are represented in Spokane, and some of the largest Indian reservations surround the area.

Spokane has many disparity issues that affect all our racial communities. Yet, disparity issues also affect our LBGT community, the homeless population, those suffering from mental illness, and our disenfranchised street kids.

By virtue of what I stated above, I saw the social and racial disparity in my own department. I have a very low number of people of color within my commission rank, as well as, my civilian staff. When I arrived four years ago, I learned I only had three African Americans out of 400 employees. I did have, however, 33 women police officers, which is about 10% of my commission workforce. Regardless, I only had one of these women in any rank above detective. I have tried to rectify this disparity by changing our recruiting strategies and encouraging women to take promotional exams. To try to expand our applicant pool, we put a team of recruiters together who travelled beyond our boundaries to recruit from more diverse areas. Unfortunately, I have only been able to hire one African American. As for promoting more women, although I have a Rule of One, I have been able to promote two women into rank.

The first line of rectifying disparity is to build a bridge between the community and the police, and I have taken the lead in building that bridge. I am known for my community outreach. As the Chief of Police, I am the face of the police department so I have purposefully reached out to build relationships with those groups that are most disenfranchised.

In March of 2006, our community and police department were rocked by a high profile case that involved an in-custody death of a mentally ill janitor. It is known as the Otto Zehm case – the name of the person who died in custody. That case resulted in the Federal indictment of one of my officers for Excessive Use of Force and for False Reporting. We are presently under a second Grand Jury review for a department-wide cover up of that death. Several more officers might be indicted for Obstruction of Justice.

In addition to that very high profile case, within a few months after I got here, a mentally ill man jumped to his death from a bridge in downtown Spokane in front of many on-lookers. The controversy in that case is that the man jumped after a team of negotiators

attempted to tase him. Hence, after these two cases involving mentally ill persons, the mental health community was very apprehensive about the police.

I reached out to the public by having a Town Hall meeting called a "Chat with the Chief" to give the public an opportunity to vent and to hear suggestions about how to interact with the mentally ill. As a result of that meeting, I made several changes to our police practices. First, we partnered with Spokane Mental Health to develop a new protocol to deal with the mentally ill and particularly with those who may be in a state of Excited Delirium. Every member of the department was trained on this new protocol. Second, I recertified 40 CIT (Crisis Intervention Trained) officers. Third, I restricted the use of the Taser.

Another very high profile case involved the shooting of a Native American by one of my off-duty officers who was very intoxicated at the time. The victim had stolen the officer's truck and after a pursuit in a private vehicle, my officer gave foot chase and shot the suspect in the head. He survived. The Native American Community is still in an uproar. The officer was arrested and went to trial for a felony, he was acquitted. The officer knew I was going to fire him, so he resigned in lieu of termination. We have had several reconciliatory meetings with the Native American Community and we have designed special in-service training for our officers on Native American culture. The relationships are still tender but are in the healing stage.

As for the LBGT community, again Spokane can be less than tolerant. Right before I came to Spokane, former Mayor Jim West was recalled from office. Mayor West had been private about his sexual orientation. Unfortunately, he became the target of a public scandal that involved his sexual orientation and eventually lead to his recall. I know that the LBGT community is still concerned about reporting crime to the police, so I have recently made two officers points of contact just for the LBGT community.

Lastly, we do have a relatively large homeless and street kid population. This is due to the fact that Spokane is the largest city between Seattle and Minneapolis. Spokane serves an urban area of 500,000 and a retail community of 1 million. Hence, all the social services are in Spokane. Like Seattle, this population is heavily involved in panhandling at our city gateways and in the downtown retail core. Our focus is on getting these people into services rather than enforcement. However, we have provided a lot of police presence in the areas where they congregate, and the presence alone discourages quality of life crimes. We also recently went to a mandatory Alcohol Impact with the hope of breaking the cycle of chronic inebriation.

I have policed in very racially diverse cities from Memphis to Federal Way. I have also witnessed social disparity. It has been quite a challenge to police in Spokane where there is relatively low diversity and the culture is so entrenched. However, wherever, I have served, I have always reached out to address the concerns of racial and social disparity and I will continue to do so in Seattle.

Semi-Finalist Essay Responses
City of Seattle

Essay responses for Police Chief Candidate:

Rick Gregory

Competitive Exam Material – Do Not Copy or Distribute

Rick S. Gregory

Seattle Chief of Police
Essay Questions-Competitive Exam Process

Question 1

In early 2009, New Castle County realized that our government faced a projected budget shortfall of over $40 million for fiscal year 2010. A number of measures were taken to close the shortfall that included property tax increases, budget cuts, hiring freeze, and salary rollbacks. The police department's budget was approximately $54 million, which makes up approximately one-third of the general fund budget for the government. A large portion of the budget provides for personnel costs. A smaller, but significant portion is applied to internal government costs for information technology services and fleet. For FY 2010, the department needed to reduce personnel costs by 5 percent, or about $2.2 million. In addition to personnel costs we reduced other non-personnel budget items, to include fleet costs.

We began discussions with employee union leaders and the Fraternal Order of Police (FOP), the union that represents police officers. I worked closely with the union leaders and the government's contract negotiating team to gain the agreement for the rollback versus layoffs. We were able to avoid layoffs and achieve the equivalent of the 5 percent salary rollback by slashing overtime, exchanging overtime for compensatory time and by asking personnel to pay an additional surcharge for their health care benefits.

Overtime and training were areas that had to be reduced as well. Tasking police department staff with the job of cutting, we managed to reduce non-employee costs by over 10 percent. We are fortunate in that our department relies on state and federal grant money to pay for most training and large equipment purchases, but we made the decision to limit training and cut equipment purchases. We sought and received grant funding for problem-solving overtime (planned and defined use overtime); to help augment staffing in needed areas of the county. This overtime enabled us to continue to apply the necessary crime fighting and problem solving preventative measures to areas that otherwise would not have gotten the coverage due to the budget reductions.

Since overtime funding had been reduced in both current and projected budgets, I implemented a weekly overtime report and review process that coincided with weekly staff meetings. Commanders were required to report all incidental overtime, court, and call-out overtime, and to justify its use. Squad commanders were responsible for approving all incidental overtime and explaining its need and use

Fleet costs were reduced by $1.1 million, in part by reducing our fleet and in part by forgoing new vehicle purchases for one year. And, we completed internal reviews of staff configurations and where possible we used specialty units such as traffic services, mounted patrol, and other uniform services to augment patrol.

I solicited cost-saving ideas from each member of the department. One idea that came from an officer recommended that the department reevaluate the types of calls for service officers were being dispatched to. A committee of officers and supervisors was created and several ideas were implemented that did reduce or eliminate some calls for service by either moving the calls to tele-serve, eliminating a police response, and/or shifting the call to another department such as an animal complaint. This helped us reduce incidental overtime and preserve staffing in patrol.

In 2008 we created the Volunteers in Policing program, and were able to harness existing volunteer services but expand the program as well. Volunteers support non-police functions such as clerical, Crime Prevention Area Watch (CPAW) programs, community and crime prevention projects, and generally supporting the mission of the department. One specific example of how our volunteers helped us reduce our costs and yet continue to provide excellent services was with our mounted patrol unit. With the support of volunteers we were able to reduce the FY 2010 budget for the mounted patrol unit by $100,000. Volunteers, known as the "Friends of the Mounted Patrol" assisted staff with the care and feeding of the horses. They also engaged in fund raising efforts to help with equipment and other related costs for the herd.

Overall, we reduced our FY-2010 budget by over 5 percent and managed to finish FY 2009 with a savings of over $700,000.

Question 2

Like Seattle, as chief of the department in New Castle County my ability to alter work schedules and/or to change assignments was limited. Having a supportive and productive working relationship with the union leadership helped me to have some flexibility when making minor, temporary adjustments to assignments and schedules, but my flexibility was limited due to specific contractual language.

Early in my tenure as chief, I completed a top to bottom review of the department. I also began work to develop a strategic plan (3 year). The department was without a plan, and its mission, philosophy, and values were in need of updating or change. With input from officer, supervisors, and other stakeholders, we completed and implemented a three year plan with specific goals, objectives and action items.

In 2008 we completed a comprehensive staffing analysis and plan that recommended a five year incremental increase to the authorized strength. The plan was presented to council and community groups to educate them on the needs of the department and shared with members of the department. It focused on proactive and dedicated time, case load for detectives, case clearance performance, crime reduction and response times.

Based on input from department members, we also reor ganized the department and created a Special Operations Section. The special operations section was comprised of the mobile enforcement team, mounted patrol unit, traffic services unit, community services unit and the undercover drug unit. By creating this section, we grouped most of our "proactive" units under one command. This section also provided us with a nimble, rapid deployment squad capable of mobilizing and responding to areas needing the specialized coverage. In addition, the special operations section provided very critical support to patrol when staffing became light. Because these units were not attached to patrol, their hours, days off, and schedules were easily adjusted based on needs of the department. This allowed us to abide by specific contract language that applied to officers and supervisors assigned to patrol, and yet create unique deployment units and sections with more flexibility.

In 2008 we experienced an increase in overall crime, specifically Part 1 crimes. Faced with the limitations on staffing and the aforementioned limitations on changing the schedule or configuration of patrol we created a crime reduction strategy. As mentioned, I was limited in my ability to alter schedules and also squad configuration due to collective bargaining contractual language... With input from officers, supervisors and command staff we developed and implemented a crime reduction strategy.

First, we expanded crime analysis to ensure we had 16 hour daily coverage allowing for real time data and support to investigators, commanders and supervisors making decisions about resource deployment. Second, using crime data and calls for service, we identified the top five areas (communities) within the county for both crime and calls for service. We reassigned the community services unit from the special operations section, and deployed them as walking patrols in each of the top five areas during the spring and

summer months of 2009. There was no fiscal impact, but removing the community services officers meant we were shifting our priority for that unit away from their assigned communities. Initially, community leaders and members of county council were disappointed that they lost individual community services officers for the duration for the assignment. However, after some time the change in assignments was accepted and applauded.

The traffic services unit and the mounted patrol unit were assigned to support the walking patrols and other areas that were experiencing crime trends. Additionally, we created community response teams within our patrol section and allowed platoon commanders the flexibility to assign these teams to areas needing focused attention. The CRT teams remained attached to patrol and thus their schedules remained the same. Each platoon commander was given the authority to assign the teams to the various hot-spots or to the areas where crime analysis identified crime trends. These officers were deployed on foot, using bicycles, and at times in covert surveillance mode.

Other changes included the formation of a surveillance team to support the major crimes and property crimes units with necessary surveillance, fugitive apprehensions, and warrant services. The combination of the surveillance teams and the investigators allowed for targeted enforcement, prevention of additional crimes, and the apprehension of suspects.

Finally, because we were participants in various federal law enforcement task forces, we were able to create a "force multiplier" to the county and department. Leveraging the task force resources, equipment, and expertise we were able to take full advantage of the individual task force and more broadly the agencies involved. Complex investigations, anti-gang initiatives, drug investigations, and fugitive apprehensions that would normally have tied up several officers were shifted to task forces for handling.

Overall crime dropped by over 12 percent in 2009 as compared to 2008. A secondary and important byproduct of the deployment was the reduction in calls for service, specifically in the top five areas. We also saw an increase in community involvement, positive media stories, and an increase in community satisfaction.

The internal review of our staffing allowed us to look closely at our proactive policing efforts. By creating a special operations section we gained flexibility in deploying a small number of resources. The gains were significant. These changes in staffing were innovative and creative. By taking advantage of state and federal grant money we were able to focus on problems and crime trends using problem-solving overtime, at a time when our budget was shrinking.

Question 3

According to the U.S. Census Bureau, New Castle County has an estimated population of over 534,000. The diversity of the population is approximately 71 percent white, 23 percent black, 7.4 percent Hispanic or Latino origin, and a small percentage of American Indian, Asian, and other Pacific Islander. Since 2000 Black and Hispanic populations has steadily grown. Persons at or below poverty level were reported to be approximately 9.6 percent.

The importance of outreach and building trust within the various communities is a priority. On behalf of the department, I have built strong relationships with the NAACP, Hispanic community leadership, the Interdenominational Ministers Action Council (IMAC), community leaders, civic groups, and political leaders. These relationships had multiple goals and results, but none more important than to build mutual understanding, support and trust.

Seeking support for initiatives, crime reduction efforts, recruitment of future officers, and a venue for educating the community are but a few of the goals for the outreach. We also broadened our reach and solicited the help of such organizations as the Police Athletic League of Delaware, Boys and Girls club, Family, Inc., and other non-profit social service organizations. Our partnership and collaboration with these organizations allowed us to focus on problems and develop solutions. Drug plagued communities, single parent households living in poverty, or families with various ethnic backgrounds that faced multiple challenges transitioning into the community are but some examples of the work done and the focus of the outreach.

One specific area that needed our attention was the Hispanic community. With the increase in the Hispanic population and many with illegal status, we began to see an increase in reported and un-reported crime. It was important that we address not only the obvious language barriers, but the challenges to crime prevention that their culture and status presented. Spanish speaking officers assigned to community services and these areas we had identified helped, helped us build trust and overcome the obstacles that language and culture presented.

I directed a focus on prevention in the identified communities and sought the help of the Latin American Community Center (LACC), a non-profit organization that provides a venue for the outreach and support for crime prevention and other related initiatives. Through our partnership with the LACC, we garnered the support of local banks, health care providers, the Attorney General's Office, and other community support groups. We continue to make steady progress in integrating the prevention message. But more importantly, we have developed widespread trust within the Hispanic community between the community and the police department.

This same approach was implemented in other communities as well. Because we had existing programs and established community centers in many parts of the county, we

just reinforced our commitment to being partners with these organizations. Using the same template as the Hispanic community we integrated our outreach and prevention via our community services officers, community leaders and partnered with the same organizations as those in the Hispanic community. I personally met with NAACP leaders and members, solicited help of local Pastors, community leaders and political representatives to build relationships.

To obtain the critical support and buy-in from department personnel, we communicated our vision of working closely with these communities and organizations at the squad level, unit and staff meetings, and during training sessions.

We recognized the cultural challenges we faced in being able to reduce the crime and to build trust. By educating officers about the nature of the unique crimes and social issues in these various communities it assisted them in building trust and enhancing relationships in these communities.

Another challenge to addressing racial concerns within the jurisdiction was the diversity of the department's operational units, and my concern for future diversity of the department. I felt it was important to insure units were diverse, so to that end we implemented a career development program with specialized and advanced training, temporary duty assignments (similar to job shadowing) improving officer's skills and building a stronger pool of future investigators, or other specialized officers. During annual transfers we were able to diversify specialized units helping us accomplish our goals of outreach, crime prevention and reduction. We also improved overall performance and succession planning.

To address our concerns with youth violence and youth involved crimes, we expanded our police explorer program, enlarged our youth police academy, youth summer camps, and partnerships with the Police Athletic League, Community Services, and Children and Youth activities. While these programs were small in comparison to the population, they were and remain very successful.

Our community policing philosophy shifted to a problem-solving model. We expanded the partnerships we had, added stakeholders, and leveraged our state and federal partners to create innovative and creative solutions to long-standing problems in some communities. We found that failures in some efforts were as a result of our lack of follow-up and ability to sustain efforts. Resource limitations made our collaboration with key stakeholders and non-profit partners the key to sustaining success and maintaining the advancements we made.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Jim Pugel

Competitive Exam Material – Do Not Copy or Distribute

Essay Questions – Competitive Exam Process

Chief of Police

The following questions are part of the City's competitive exam process and will be utilized by the Search Committee and Mayor in the assessment of Police Chief Candidates. These essay questions are part of the competitive exam process and are subject to public disclosure.

Please answer each of the following questions in no more than two single spaced pages. Your responses will be reviewed by the Search Committee prior to your interview.

Question One

The City of Seattle is anticipating a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

It is my understanding that a 50 million City-wide shortfall has translated into a possible 12.5 million shortfall for the police department. To that end, the cuts will be draconian as there is nowhere to reduce except in sworn strength. It would be my responsibility as chief to be extremely judicious in assignment of personnel, the type of cases investigated, work with the mayor, Council and communities to determine the types of calls to be dispatched and the allocation of resources to ensure the continued safety of the city and the safety of the employees. I would rely greatly on all of the commanders and supervisors to see this through. During previous budget reductions I have also found it useful to reach out to retired commanders, as well as contacts throughout the nation in various police jurisdictions who experienced the same in previous decodes. I would have to respectively argue for maintaining base services, regardless.

Having said that we as a command staff are no stranger to budget reductions and we bring a history of implementing them on a narrow and wide basis. As a leader it is imperative to use the professional and institutional knowledge of all of the members of the Department to contribute to solutions to meet the budgets reductions and to explore alternatives to service. A series of relatively small and incremental ideas, when combined together, can result in meaningful savings. A present day example follows.

From 2004 to December of 2008 I was assigned as assistant chief of the Field Support Bureau. One of several responsibilities was the 'Executive Sponsor' for replacing the existing Computer Assisted Dispatch (CAD) and the Record Management System (RMS). Additionally I was responsible for implementing a

never before used 'Mobile Report Entity (MRE) which allowed officers to submit electronic reports from the field, instead of 'pen and paper'. In mid-2009, with warnings of pending, and continued, budget shortfalls, I assembled a work group that through their work has resulted in all investigations being sent electronically (instead of by paper) directly to the City Law Department. It is believed that Seattle is one of the few, and one of the largest, departments in the nation to have completed the 'electronic path' from generating the report in the field to sending it to the Law Department.

Savings in time and paper are and will continue to be significant. Previously, the Department would send 10,000 to 20,000 reports/investigations to the Law Department each year. Each report would contain 10 to 100 pages. The average was 30 pages. By converting from paper to electronic transmission, the Department saves 300,000 to 600,000 pieces of paper each year. Additionally, by allowing the detective to send her/his own report, many civilian staff in the Data Center, who previously were solely responsible for down loading and copying then sending all of the reports can now be assigned to other more important assignments, or assigned to other areas of the department.

Other efficiencies and times savers were identified as well. Detectives currently hand write or record victim/witness/suspect statements, the statements are then transcribed by paid staff to a 'Word' document, and that document is printed. Much more often than not the statement is not needed by the prosecutor. The work group suggested a new policy that statements will continue to be recorded, but only transcribed if the prosecutor requests it. In addition to the paper saved this will save hundreds of human hours of transcription time, much of which is currently done on overtime.

Several other innovative pilot projects have spun off of this work group, all of which appear to have promising results that will further reduce officer 'report time' time in the field, detective time in the follow-up investigation and staff time in the Data/Records section.

The point is that with the right employees, they can identify many small savings that synergistically result in large and sustained savings.

Question Two

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to working conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

I have had to learn to work effectively with the represented work force in every leadership position I have held in the Department. I know it is imperative that the chief and the commanders all the way to the rank of sergeant be aware of the fundamentals of applicable labor agreements and understand the importance of asking for advice even in situations that might seem like a simple exercise of management

rights such as planning a transfer, re-organization a work group, or anything that conceivably relates to wages, hours or working conditions. Additionally, the chief/commander must have a reliable person in the area of employment and labor law to consult with as this area of law that is expanding and being re-defined.

While an officer, I was elected several times as a board member of the Seattle Police Officers Guild (SPOG) and I learned valuable lessons. While at various levels of command, I have had to make numerous decisions that touch upon collective bargaining agreements. Fortunately my experience on the SPOG Board, my education in labor relations, and the good legal advice I sought out before the transfer, helped me navigate these decisions effectively.

Part of every day of the week involves me assisting a captain, lieutenant or civilian manager with a 'contract' issue in relation to a reassignment or transfer within their command. They ask for direction, interpretation, and the proper course of action before implementing change within their command. I am in regular contact with the City Law Department assisting them in defense preparation or contract interpretation, because I was one of two command level persons who was assigned to represent the Department in the last round of bargaining with the SPOG.

The most recent decision for change that involved being aware of collective bargaining agreements was during the creation of a new unit. There are both sworn and civilian personnel who currently possess the skills for the work. In the past many budget and training issues have occurred when units are staffed only by sworn personnel because significant time and money is spent training and recertifying them in specific skills. This is all good; however sworn personnel traditionally transfer, promote or retire much more frequently than civilian personnel. This leads to a continual recruiting, screening, assignment and subsequent training and re-certifying of sworn personnel. The down side is loss of institutional knowledge and time/cost of training new persons. This is particularly problematic when there are budget constraints.

During this pilot project, the work of the new unit will be shared by both sworn and civilian personnel. Both sworn and civilian employees who know and understand the work and who are capable of performing it [have been, will be??] identified. The resulting unit is combines employees with strong skills from different bargaining units who are doing the same work. If the pilot is successful and if the unit experiences the anticipated frequent turnover of sworn personnel, the work should continue at a high level because of the remaining experienced civilian personnel while we bring the new sworn member up to a level of expertise. Allowing two bargaining units to perform the same work from the start prevent successful allegations of 'skimming' later when portions of the Department are reorganized.

Question Three

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Addressing concerns regarding racial and social disparities in the development and implementation of police practices is a goal in every commander's work and is a common thread that runs through our daily profession.

As a commander a paramount goal is to ensure that the work done by the employees is devoid of racial or social bias. This is the essence of fair policing. The philosophy must always be clear: regardless of where or when a victim presents themselves, or who they are, they will receive the same level of courtesy and service, with the only variable being the severity of the crime and the availability of resources at any one time. The Seattle Police Department is a leader in fair and professional policing and that is a result of all of the good work that is done by the individual employees. When I am out in the community attending meetings with various groups, such as the East African Advisory Council or the Lesbian, Gay, Bi-Sexual, Transgendered and Questioning (LGBTQ Council, I often hear comments about the good work our officers are doing to support the members of those specific communities. I believe we do an excellent job of identifying officers who are not only capable of good police work, but also exercise compassion and empathy in their work. I recently heard of an investigation of a juvenile from an immigrant family who had been caught shoplifting. The items taken in the shoplift were things like bread, peanut butter and other staples. The officer investigating the crime learned that this child's family was struggling to eat and he took up a collection to help buy groceries and had the ability to direct the family toward local social service agencies available to help. This kind of policing not only addresses the immediate concern, it also builds trust within the community.

As an individual I have participated at all of the ranks and in all the commands I have been assigned in ensuring that we deliver professional police service; a sub-component of which is social and racially fair service. In 2004 I was directed by the Chief to begin hiring 60 to 100 new officers each year after the department had only hired 35 the previous two years. We selected a team of recruiters, and in additional created an 'ad-hoc' team of other employees who were the 'recruit support team' . In their free time they would assist the two primary recruiters in going to traditionally under represented communities to recruit. I pulled together the 14 African American females on the department and we brain stormed ways to encourage African American females to successfully compete for employment. I recruited a team of background detectives who I knew to be fair investigators to ensure applicants were thoroughly back grounded and not summarily disqualified based on perceived or non-applicable qualities.

As a leader, the only way to ensure racially and socially fair policing is to constantly pay attention to the recruiting, training, and re-training of the employee, and to clearly state the expectations of behavior by all. If a violation of behavior is detected, it is imperative that it be corrected through counseling or

discipline, based on the type of transgression. Additionally, it is important to regularly meet and listen to the myriad community and cultural groups in Seattle, to further refine and develop the delivery of police services. Since 2001 I have been assigned as the command staff liaison to the Lesbian, Gay, Bi-Sexual, Transgendered and Questioning Advisory Council and the East African Advisory Council. These two councils meet at least once a month to exchange issues, grievances, ideas and to further assist each other in how to further improve our relationships, including racial, cultural and social issues. The work we have accomplished has prevented several minor issues from developing into major problems. Additionally, the relationships have allowed the peaceful resolution of potentially violent confrontations. Most importantly, they have developed trust, leading to these community members calling to alert us to crimes that were going to be or had been committed.

Regarding addressing race and social issues in my most recent assignment, I have directed my commanders and supervisors to work with the prosecutor's office and the community on planned enforcement to ensure the community has a stake in the results. Two recent examples concern drug enforcement and disproportionality of minority suspects. The Narcotics Section met with the East Precinct, and together with the prosecutor's office and the community agreed to conduct a repeat of a project completed on the East Coast, specifically called the Drug Market Initiative. The end result was high-level dealers were arrested and charged federally and low-level dealers were offered a deferred prosecution if they completed a battery of recovery and restorative programs. We are currently meeting with the defenders association, the prosecutor's office and non-governmental groups on a program named Law Enforcement Assisted Deferral (L.E.A.D.) where certain low level drug dealers, meeting community and criminal justice agreed upon criteria, will be diverted before jail pre-booking to community recovery and restorative services. While much work remains, it appears promising.

Another example in my current assignment is my participation on the Prostituted Youth Advisory and Steering Committee. This committee, again made of numerous justice system and community groups, is re-defining youth prostitutes as 'high risk victims', and raising significant money and identifying services to assist the prostituted youth in breaking from the street and their pimp, and returning to a 'normal' life. I have directed the Vice Unit to redirect its enforcement with the primary goal being rescuing prostituted you and prosecuting pimps and the 'johns'. This direction has resulted in the Vice Unit creating cases that are now state and national models. Just last week, the lieutenant requested that the Unit be renamed to the Vice and High Risk Victim Unit.

Last, the department has followed the current and previous mayor's direction in identifying women and minority owned vendors for equipment and supplies whenever possible. My commanders have and continue to make every effort to use these vendors when they meet the City purchasing requirements.

Semi-Finalist Essay Responses
City of Seattle

Essay responses for Police Chief Candidate:

John Diaz

Competitive Exam Material – Do Not Copy or Distribute

Response to Question One by Interim Chief John Diaz

Communities both large and small are being forced to resort to layoffs, furloughs and reductions of services to an extent that was unheard of for many years. These reductions are coming at a time when the nation is suffering an economic crisis not seen in decades. Cities such as ours, that have enjoyed historic reductions in crime, are beginning to see increases in crime. Desperation rises as people are losing their jobs and homes, and social safety nets that had been available in normal economic times are fraying and disappearing. The City of Seattle is anticipating a 50 million dollar shortfall in 2011. Unanticipated cuts to social service programs that may be inevitable will make the efficient use of police resources an even greater operational imperative to ensure a high level of public safety for our citizens.

In my 30 plus years with the Seattle Police Department (SPD), it has only been in the last decade that my involvement with the budget process has given me a new appreciation of the challenges that need to be met in order to balance the budget without compromising public safety, morale or innovation. A brief overview of my history can give you an insight into the approach I have taken in the past on SPD's budget, and then I will discuss my approach to this current economic crisis.

Prior to 2001, my over 20 years of experience with SPD was working in Operations – the Patrol Bureau, Investigations Bureau, Internal Investigations Section. During that time I never worked solely as an administrative professional or budget manager. As a Captain in various sections, I oversaw budgets that ranged from 2.5 million dollars to over 15 million dollars. The approach I took in each unit was to ensure that there were clear guidelines for the use of the money and oversight of how the money was spent. During this period of time our organization's approach to the budget was quite decentralized. The challenge that we experienced, and frankly will always struggle with, is that many situations were outside of the direct control of the police department. Critical criminal investigations, increases in criminal activity in various neighborhoods, special events, and unplanned visits by dignitaries, all challenged the Department's ability to operate within its allocated budget. The reputation of the Department during that time was that SPD was not a good steward of the public's resources.

In 2001, Chief Gil Kerlikowske promoted me to the rank of Deputy Chief and, to my surprise, moved me from my comfort zone in running Operational Sections to becoming the Deputy Chief of Administration – in essence an administrative professional and budget manager. Chief Kerlikowske gave me two mandates; one, to lead the Seattle Police Department towards attaining National Accreditation, and second, to overhaul our budget process (which was over 200 million dollars at the time) to ensure it came in balanced each year. What I first viewed as a curse by our new Police Chief became a key factor in my growth as a leader. I was fortunate in having innovative and experienced staff within the department, such as Valarie Anderson and Marian Merkel, as well as city budget assistance from individuals such as Dwight Dively and Doug Carey.

I took a straightforward approach to meet this challenge of managing the administration and budget of a large police agency. My initial impressions of the budget process were that, unlike private business, government tends to be less nimble in making changes in how it conducts its business practices and less able to react to changes in the economy. I immersed myself into every detail of SPD's budget. One of the first steps I took in reaching a balanced budget was to develop a procedure that required my signature for approval on all expenditures. Previously, expenditures were approved by different commanders throughout the Department in a highly decentralized process without close oversight. Next, I began a practice to meet with the budget staff each week to review the necessity of every single expenditure request and compare it to the overall needs of the Department. We began to look at where we could trim costs in a way that would not impact our services or morale. These procedures resulted in both small and large changes to our overall budget.

One aspect of the budget we looked at was what might be termed "outlier expenditures" to see if there was a more efficient way of doing business. An example of such costs was how we were using copy machines in the Department. We had numerous contracts with four different vendors for copy machines at different police facilities around the City. We worked with users to evaluate their needs with the goal to significantly reduce the lease costs of our copiers. As a result of this effort, we stopped compartmentalizing our copier business, switched to one primary vendor and realized savings of over $120,000 in one year. Another innovation that occurred was establishing a procedure to provide more oversight on how we staffed officers at special events. Requiring final approval for all officers working a special event by the event commander drastically reduced costs in overtime for the Department. These additional steps of oversight and stricter review of expenditures resulted in five years of balanced budgets and some years with a surplus that could be returned to the City's general fund.

When given the assignment of overhauling the Department's budget process, the approach I took was a radical departure from our previous history of having an extremely decentralized budgeting culture. And while I did have procedures in place that allowed for bringing in additional resources as needed to ensure public safety, these new procedures did have ramifications for morale. Some commanders rightly believed that their budget authority had been stripped. I also believe that they felt this approach shifted the responsibility of the budget from everyone's responsibility to only one person's responsibility – mine.

Recognizing this unintended effect required another viewpoint, which resulted in many changes in how we now address budget oversight. A few examples of how the Department is balancing a more centralized budget process with shared responsibility are the following: with respect to training expenditures, we now have a training committee, run by a Captain; in a similar vein, overtime allocations for each section are evaluated by the respective bureau's commander, allowing direct involvement by section commanders and greater flexibility in the process. We continue to have a culture of central oversight and, I am proud to say, have gained a reputation of strong fiscal responsibility.

Your question rightly asks how we reduce budgets without compromising public safety, morale or innovation. In the past budget reductions, we instituted a process that set functional priorities for every line of business in the Department. These priorities placed emergency response, follow-up investigations and oversight at the forefront of our core mission. In this current economic crisis there may be lines of business that we will have to either suspend or cancel, but having established our functional priorities provides us with a solid framework from which to proceed.

Despite the current fiscal situation in the City, we are extremely fortunate on a couple of different fronts in our ability to sustain the Department's commitment to innovation. We have over 17 million dollars in grants that help us in a variety of areas, from homeland security to gang violence reduction. We are also very fortunate to have the Seattle Police Foundation as a partner. The Foundation is made up of highly successful business and community leaders who have put together a grant process to fund new ideas. It has funded items such as Blackberries for bicycle officers and having Automated External Defibrillators in every patrol car. We continue to look at new ways to improve our Department through resources external to the City, as they come available.

In conclusion, our current budget practices now have a more inclusive approach to decision making on priorities but with a strong central, oversight component. The Criminal Justice System has in many ways become the default mechanism to deal with many of the social conditions facing our society today. This tendency not only will continue to stress our budgets, but also will give us an opportunity to leverage and collaborate more closely with our partners throughout various public and private institutions. In my years serving as an administrative professional and a budget manager, I believe that I created balanced budgets while at the same time ensuring that public safety needs are being met, allowing for innovations and creating solutions to raise morale, when cuts or changes had to be made.

Response to Question Two by Interim Chief John Diaz

Over 90 percent of the personnel in the Seattle Police Department (SPD) are represented by a union. Under Washington State law, changes to working conditions are generally subject to collective bargaining agreements. SPD has eight different unions that it works with on a regular basis. Until the last 10 years of my career at SPD, I had been a member of either the Seattle Police Officers Guild (SPOG) or the Seattle Police Management Association (SPMA). During the last decade, I had been the lead in our monthly Joint Labor Management Committee (JLMC) meetings with SPOG until I was appointed Interim Chief of Police. I also represented the Department as part of the City Negotiation Team for the last SPOG contract. These experiences strengthened my belief that in the overwhelming majority of issues that arise during the normal course of business, unions and management have a similar vision for the police department. We jointly share a belief in providing the best service possible to our community in order to keep them safe, in providing the best tools and training to keep our officers safe, and in a belief in oversight and transparency.

An ongoing concern for unions and management will always be how best to deploy our scarce resources in such a way that we maximize efficiencies and do so in a way that works in keeping within the boundaries of our labor agreements. There is a process codified in labor agreements that allows changes in deployment through our Employment Involvement Committee (EIC). Committees such as the EIC are formed with participation from both labor and management to look at efficiencies and changes in work schedules that jointly benefit both. As a member of the JLMC I know that this process is effective and valuable. A current example would be the change in work hours that has taken place in the Harbor Patrol Unit, allowing more efficient deployment of their resources. Many different options were considered, but through cooperation by both the unions and management, an agreeable and optimal shift schedule was created.

We have had a succession of ten-year strategic plans over time, each one bringing new ideas and innovations to the Department. The cornerstone of our current deployment of resources is based on our Neighborhood Policing Plan project that was led by Deputy Chief Clark Kimerer. This plan took a detailed look at the workload, staffing levels and metrics of the entire patrol force and made some significant changes. The changes included the balancing of workloads, the realignment of districts and, most importantly, brought back the concept of geographic integrity into our patrol operations. The last phase of this plan requires changes in the shift hours and times for patrol to align more closely with workload peaks and valleys. Although somewhat radical in police circles, this approach – align your staff and schedules to mirror your workload – is considered a basic, best practice to most private businesses. A similar examination of staff schedules and workload is being conducted for our detectives and is currently being led by Assistant Chief Jim Pugel and a team of detectives in the Investigations Bureau.

The change in working conditions by an employee represented by a union requires that we bargain the impacts of that decision. In the case of the Neighborhood Policing Plan (NPP), we went through an extensive negotiation process that is spelled out in the current SPOG contract to work through the variety of issues that come into play in order to make these changes. Our current budget will have great impact on when and how NPP can be fully implemented. I plan to continue to work collaboratively with our unions in upcoming negotiations to determine how best to meet the needs of the Department and community with regard to patrol staffing.

Several years ago prior to opening contract negotiations, union representatives, Chief Kerlikowske, members of the mayoral executive team and I went through a two-day Interest Based Bargaining Training Course. The approach taken in the course, which I continue to feel has great promise, encourages a problem-solving aspect within contract negotiations. It has been my experience that early involvement and collaboration with labor on issues of concern creates higher-quality solutions and lasting results. One

example where this has occurred in our current contract, SPOG leadership had great input on designing how officers would bid for shifts under the new schedule.

Our City will be dealing with a budget deficit of a magnitude never before seen. We must ensure that we are communicating with the unions in any upcoming deliberations. The priorities of the Department are to deliver rapid and quality 911 response, to conduct timely and accurate follow-up investigations, and to stay focused on prevention – as these services are paramount to the Department and the community. An open line of communication between unions and management is the best way to work through any unexpected issues that may arise in these uncertain economic times.

In conclusion, the change in deployment for any of our employees will be conducted within the parameters of our labor agreements. It has been my experience that differing interpretations of those agreements by the unions and management cause the most tension and, left unchecked, can result in distrust on both sides. My personal approach is to try and resolve conflicts whenever feasible as early as possible. However, we do have a well-detailed grievance process that can be used in times when a mutual decision cannot be reached. I am a believer that the grievance process should only be used as a last resort and that the mere fact there is a grievance process does not eliminate the commitment to collaborate whenever possible in reaching a solution to an issue. Again, I believe overall that unions and management have a similar vision of what is best for the Department and community to provide the best possible service.

Response to Question Three by Interim Chief John Diaz

Race and social justice is an area that deeply concerns me. The opportunities and promise available in our country are the envy of the world. However, the issue of race continues to plague us. Racial disparities are outcomes of virtually all institutions in our society, regularly exhibited in the form of disparate academic achievement, health indicators, income and economic well-being. My concerns with race and social justice have both personal and professional origins. As the son of immigrants, my awareness of institutional differences was heightened and gave me particular insight into how law enforcement is perceived by different communities. In addition, rather than detracting from my desire to be in law enforcement, this experience gave me additional incentive to take on this career.

My professional concerns about race and social justice are rather straightforward. While many in our society may decry racial disparities, they may do so from a comfortable distance. Police officers cannot. Day in and day out, police officers confront persons – as victims, as witnesses and as offenders – whose circumstances have been shaped by racial inequities. Moreover, police officers are placed in the unenviable position of asking these same persons to comply with and have faith that the governmental institutions they represent will produce just outcomes. Needless to say, this is often a tough sell.

By the late 1990s the issue of racial profiling by law enforcement agencies was becoming a national controversy, with more and more departments being accused of engaging in racially motivated practices. In the interest of being part of the solution to address these issues, I joined a taskforce put together by then-State Supreme Court Justice Bobbe Bridge and King County Councilmember Larry Gossett. The taskforce included members of the Defenders Association, judges, prosecutors, corrections officials, and other program managers such as James Bell from the Law and Youth Justice Center of San Francisco. In this project, I volunteered our Department's statistics in traffic stops to be used to study the issue of profiling. I worked closely with Bob Scales, who at the time was with the Office of Policy and Management, and developed a detailed review of over 130,000 traffic stops the Department conducted in 1999.

The traffic stop data proved extremely valuable to the group, allowing it to study the issue using concrete information rather than abstract concepts of the outcomes in police encounters. For my work on this task force, I received the 2001 "Unsung Hero Award" by the San Francisco Youth Law Center. In some quarters there was concern that providing the traffic data had made the Department vulnerable to further accusations of profiling, but I was extremely proud of our Department for taking a leadership role on this crucial issue.

As a result of this work, I was then appointed to a number of different committees that focused on race and social justice issues. An early taskforce that led the way was the Racial Disproportionality Project in which I was the Department lead. In late 2001, the Seattle City Council passed a resolution addressing racial profiling and the Council and Mayor jointly worked with our Department in a multi-prong approach, including:

- Citizens' taskforce to design a data collection system
- Specific policy condemning racial profiling
- Training
- Studying the feasibility of using video cameras
- Increase strategies for building community partnerships
- Ongoing accountability measures

Those approaches within the Department's control, such as video cameras in patrol vehicles, and policy, training, accountability and outreach initiatives, have been undertaken. In addition, this early work has

been built upon and we continue to move forward in this area. For example, I meet with each police academy graduating class and their families. I discuss our City's race and social justice agenda and make sure that each graduate receives a copy of our policy against bias-based policing. I begin each discussion with the fact that as police officers they have an incredible responsibility in how they handle their duties. I always quote Lincoln's statement that "most can handle adversity, but the true test of their character is how they handle power". In speaking with new officers, I have incorporated the idea that it is not what you *can do* as a police officer, but rather what you *should do* that can make the most difference.

I continue to work with some of the best and brightest of our Department to try new initiatives to address systemic disparities. The Drug Market Initiative is a good example of such an approach. This initiative tries to ensure that the community is safe, while enlisting their assistance to stop the drug dealing on their streets, without resorting to incarceration of the suspects. This approach has shown promise and we will be replicating the program in another neighborhood shortly.

I have worked with members of the Department's Race and Social Justice Core Team to strengthen ties between our Department and our community in a variety of ways. Working with our finance director Valarie Anderson, Chief Administrative Officer, I was proud to see her expand the economic opportunities for women and minority-owned businesses, as our Department spending with such businesses has grown from 3 percent to over 20 percent over the last five years. Working closely with OPA Director Kathryn Olson, I have been intent on ensuring that we thoroughly investigate misconduct cases and that we are transparent in our work. Such efforts continue to pay dividends in strengthening our community partnerships. Working with a professor from the University of Washington, we continue to assess the responses by our officers to persons who call 9-1-1. This effort helps to build continuous improvement in our service. Our Department's policy of not asking for citizenship status helps strengthen our ability to work closely with all of our communities.

Other activities of the Department testify to our initiative and innovation in reaching out to all parts of the community. Successful attainment of National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA), for example, highlights the commitment by the men and women of our Department to adhere to the highest standards of our profession. Our new initiative, the Neighborhood View Point, introduces the idea of customizing our police response for every neighborhood in the city. Our outreach in dealing with gang violence, providing school resource officers, our truancy and mentoring programs, our outreach to women prisoners and their daughters, are but a few of the many initiatives of this Department, designed to change the institutional outcomes for many.

I am personally involved in the following groups and organizations that address racial and social disparities:

- City of Seattle's Race and Social Justice Initiative
- Latino Advisory Council
- Salvation Army – multiple programs that assist the most needy in our community
- Scoutreach – bringing lessons from scouts through sports
- Center for Children and Youth Justice – work on system changes in how we handle youth

This last year has been one of successes and great tragedies in our city. The men and women of our police department were successful in solving some horrific crimes. I continue to assert that we need three ingredients to succeed: excellent police officers, innovative science and community involvement. A progressive police department is one that understands we must work in close partnership with our community to be effective. Racial and social disparities – left unaddressed – only lead to a community that distrusts the police and to frustration on both sides. It is my desire to address these issues head on, jointly and openly, in order to better serve the community and the Department that I lead.

Semi-Finalist Essay Responses
City of Seattle

Essay responses for Police Chief Candidate:

Lisa Womack

Competitive Exam Material – Do Not Copy or Distribute

Essay Questions – Competitive Exam Process

Chief of Police

Lisa Womack

Question 1:

The City of Seattle is anticipating a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

The economic downturn has resulted in significant budgetary impacts and resource reductions in cities nationwide. It is not a temporary or short term situation but one that requires long term strategic planning and commitment to finding the most efficient and effective provision of services. Like the City of Seattle, the City of Elgin, Illinois has been significantly affected by reduction in revenues, resulting in budget shortfalls for the last two fiscal years. City-wide reductions were required. As Police Chief, I was faced with providing continued high levels of public safety while also managing a budget reduction of over 12% in a 2 year period across all budget funds. This created substantial challenges but also provided opportunities to develop and implement positive changes.

I took a very specific and targeted approach to addressing the necessary budget and resource reductions. This approach was guided by the following priorities: public safety, employee safety, community priorities for police service, and personnel/position maintenance. During periods of financial challenges, it is important to focus on core services based on clearly defined priorities. Core services for any police department must be determined based on community needs.

To address the budget and resource reductions mandated for the Elgin Police Department, I began with a complete administrative review of each funding account of the department. This review included a detailed line item assessment within each account. This assessment focused specifically on ensuring that expenditures in each account where directly related to the delivery of core services or directly supported core services. Expenditures not meeting that criteria where targeted for reduction.

Meetings where held with supervisory staff, union representatives, and employee groups to communicate clearly the financial challenges and steps being taken to address the mandated reductions. During each of these meetings, input was sought from employees regarding ideas and suggestions for monetary savings. Open lines of communication where established in order to foster cooperation and understanding during a very difficult time in order to minimize

employee fear and distress. In addition, I worked closely with other Departments within the City to seek joint solutions to and pursue cross department options for service delivery.

As a result of the mandated reductions, numerous cuts were required in both personnel and non-personnel areas. It was necessary to implement a hiring freeze for sworn personnel and reduction in force/layoffs for managerial and civilian support staff. Positions targeted for layoff were in areas determined to be non-essential or not within core service areas. Duties and responsibilities were combined or redistributed. Selected non-essential services were eliminated. In addition, non-personnel cuts were made in areas that did not negatively impact core services, public safety or employee safety. For example, overtime expenditures were reduced by over 30%. This was accomplished by reassignment of personnel to core areas such as patrol operations to reduce minimum staffing overtime. All reductions were clearly communicated to employees and cooperation was fostered.

As Chief, I also looked for opportunities for innovative, positive approaches to improve services and departmental operations. We looked to utilize advanced technology to improve efficiency such as computer-based field reporting for officers, on-line crime reporting for the community, and internet based applications for information dissemination. In addition, in areas such as training, that faced a 50% reduction in funding, we sought ways to maximize funding available through web-based training applications and on-site training opportunities.

Steps taken to address the budgetary crisis were communicated clearly to the community as well. Information was provided through a variety of means including neighborhood meetings, media releases and web-site based information to ensure the community was fully informed. Although significant reductions were made, crime continued to decline in the City of Elgin and public safety was not compromised. Community priorities such as the Resident Officer Program of Elgin (ROPE), Senior Services, public outreach, and Victim Services were maintained. The level of employee cooperation was a significant factor in successfully addressing the budgetary issues.

The approach I took in Elgin was based on open communication, clear definition of priorities, and utilization of best practices that I believe would also serve the City of Seattle as well.

Lisa Womack

Question 2:

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to working conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

Union representation of employees, both sworn officers and civilian support personnel, can be a very positive tool in managing police organizations. Upon review of Washington State law, the current Seattle Police Officer's Guild contract and Seattle Police Management Association, I find numerous similarities between Seattle and the environment in which I operated most recently as Elgin Police Chief.

As Elgin Police Chief, I worked closely with bargaining units that represented sworn officers as well as civilian staff. I had a very positive working relationship with union representatives of all employees. I took very specific steps to create that positive relationship so that management changes and employees concerns could be addressed in an open, cooperative manner. I started by creating a standing, open meeting with the Board representatives of the Police Benevolent Patrolman's Association (PBPA) who represented all police officers. I held this meeting monthly to ensure scheduled regular communication between the office of the Chief and the Union occurred. In addition, discussions were held as specific issues arose, as needed. Through these meetings and discussions, clear expectations were established, communication was encouraged, and trust was built. Communication, trust, and mutual respect are the cornerstones to successful management in a strong union environment.

Throughout my tenure in Elgin, changes were implemented that supported management priorities for the department. I took steps to ensure that all changes met collective bargaining obligations or were clearly agreed upon by affected bargaining units. I was successful in fostering a positive relationship with the employee groups and limited disagreement between police administration and unions occurred.

For example, given the financial situation and required budget reductions described above in question 1, through this positive relationship, each of the unions representing police employees were active and engaged participants in making necessary changes, cuts, and reductions to address the crisis. Concessions to bargaining agreements were necessary in order to reach the required level of cuts. This was accomplished through open communication and mutual trust.

Specific changes that were controlled by the bargaining agreement included re-assignment of officers from specialized assignments to patrol, changes in overtime call-backs, and compensatory leave availability.

I believe strongly that the presence of collective bargaining and union representation can be a very positive situation if approached properly. Bargaining agreements are tools that establish clear expectations and understanding. They are a basis for communication. With the establishment of a relationship between management and employees that is based on trust and mutual respect, necessary changes that support the strategic plan of the department can be made and community needs met.

Collective bargaining agreements also provide an opportunity to establish clear expectations with regards to employee performance and expectations. Clearly defined and agreed upon disciplinary procedures that define management authority and employee rights are important to a positive working relationship between management and employees.

I have utilized this same approach throughout my career. While Sugar Land, Texas Police Chief and throughout my career with the Arlington, Texas Police Department, I worked closely with the police associations and other employee groups to successfully address employee issues and effect departmental change.

Lisa Womack

Question 3:

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

One of the most important factors that must be understood and incorporated into decisions regarding the delivery of police services in any community is diversity that includes cultural, racial, gender, and other community characteristics. The police chief must clearly understand needs and issues of all members of the community in order to appropriately direct services and meet the needs of all residents. Throughout my career, I have been involved in very diverse communities and have taken steps to be engaged and understanding of all issues.

As Police Chief in Elgin and Sugar Land and throughout my career with the Arlington Police Department, I have been very committed to addressing issues and concerns of the community. As Chief in Elgin, I addressed various issues that were perceived as racial and cultural issues and disparities. One such example was a specific concern from the African American community regarding police officer actions and the department's process for addressing complaints from citizens. There was a perception that the police department was discouraging the community from complaining about officer actions relating to use of force and racial profiling. Based on these concerns, I held a series of open meetings, entitled Community Engagements, calling for communication, information, and open discussion of concerns. Through these Community Engagements, recommendations were received regarding community requested changes to the police department complaint process. The recommendations received were successfully implemented resulting in improved community satisfaction. In addition, the police department was able to provide information to the community regarding procedures and actions that reduced community concerns.

Also as a result of the Community Engagement discussion, I proposed, planned, and established the Elgin Police Citizen Advisory Committee (EPCAC). The purpose of this committee was to act as a liaison between the community and the department in an advisory capacity relating to all matters of police/community relations. At my request, members of the committee were recommended and selected by a volunteer group of community leaders. The EPCAC was formed in 2006 and continues to function today. Its membership includes community activists, neighborhood group leaders, faith-based representatives, business leaders, and interested individual citizens. This group has made recommendations for further changes to the complaint process, reviewed recommended budget reductions and disseminated information, and acted as

advocates for the community and individuals to address concerns, including racial and cultural issues.

Other examples of my commitment to addressing racial, cultural, and social disparities is my involvement in programs and activities throughout the community. I have participated in activities conducted by the Illinois Commission on Diversity and Human Relations and other groups to provide information and facilitate community discussion regarding racial issues.

I have taken steps to appropriately deploy police resources in distressed neighborhoods in an appropriate manner to meet needs created by social disparities. One example of this is the Resident Officer Program of Elgin (ROPE). This program includes the purchase of homes in distressed neighborhoods where police officers are established as residents. Officers are expected to be fully engaged in the neighborhood to address issues, provide support, establish neighborhood groups, and help create a sense of community solidarity and commitment to neighborhood problem-solving. This is a very successful program in Elgin that enjoys a tremendous amount of community support.

Racial and social disparities can create a variety of issues in a community. The City of Elgin has a very diverse population. One particular issue being faced within the community involves a rapidly growing Hispanic population. Immigration and residency status of many residents has become a point of contention within the community. In order to address this issue, I took steps to clearly communicate the appropriate role of the Elgin Police Department regarding this issue and to implement specific procedures that targeted criminal behavior as defined by the laws of the State of Illinois and ordinances of the City of Elgin. I believe it is important to provide public safety to all residents and create an environment that encourages all crime victims to call for assistance. I have also participated in national discussions on this issue. In the capacity as a member of the International Association of Chiefs of Police (IACP) Executive Committee, I represented local law enforcement in discussions with the Department of Homeland Security regarding this matter.

My commitment to community engagement and understanding of the needs of a diverse community has been strong throughout my career. While with both the cities of Sugar Land and Arlington, I took steps to understand issues and be involved in the community. While with Sugar Land, I specifically reached out to large Asian community by participating in numerous Chinese radio broadcasts to provided information and attended various meetings with religious leaders from the Indo-Asian community. While with Arlington, I was engaged in every aspect of the community, creating and implementing numerous programs to address racial, cultural, and social issues. I will continue this commitment if selected to serve in Seattle.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Rick Braziel

Competitive Exam Material – Do Not Copy or Distribute

1. In your current position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

The City of Seattle is facing similar challenges to what the City of Sacramento has experienced for the past several years. Sacramento suffered a $39.7 million deficit in FY2008, $47 million deficit in FY2009, $67.5 million deficit in FY10, and is projecting a $43 million deficit for FY 2011. The reductions to the police department since I assumed command are approaching $20 million. A December 2007 headline/story in the Sacramento Bee described my challenges, "city woes will test new chief."

The need to cut department spending required that we establish clear measureable goals. The goals must be consistent with our primary mission and input from the community and labor was essential to success. We needed to distinguish public safety from public convenience while recognizing that transparency in all aspects of budget and priority development required community and employee participation.

The first priority was to refocus the Sacramento Police Department to services that directly support our mission of enhancing the quality of life in our city. We have refocused and reaffirmed our commitment to reducing crime through Community Oriented Policing and Problem Solving strategies. Strategies and tactics are driven by accurate, timely, reliable, and actionable information. This approach requires analysts, officers, sergeants, lieutenants, and captains to come together in a defined way. We have transitioned from a traditional CompStat model to one that is more responsive and predictive.

Through focused crime reduction efforts, during difficult financial times, Sacramento has experienced significant reductions in serious crime. Comparing crime between 2007 and 2009 shows a two year overall reduction of 14.8%, with violent crime down 18.7%, and property crime down 13.9%. Serious crime is down an addition 7.6% in 2010.

To reduce crime and better serve our community we held fourteen town hall meetings in 2008. The meetings were designed to allow for community input into the development of service level expectations. During the town hall meetings, a service level survey was conducted. For those unable to attend a town hall the survey was distributed through community leaders as well as on-line. The results of the survey served as a foundation for the department's master plan.

The second goal of the department is to invest in our employees as our greatest department asset. During difficult budget times investing in the workforce in innovative and appreciative ways helps to build teamwork, and improve morale. The third goal is great customer service. I constantly remind employees that service can be defined in areas of quantity and quality. The quantity portion of the formula is influenced by funding and resources, which is something they have little control over. Quality of service is within the control of each employee and should be a focus of every interaction.

All of the strategies played a role in navigating the organization thorough difficult budget problems including the possible layoff of 67 Police Officers, an unacceptable option and politically difficult for the City Council.

Working with the Sacramento Police Officers Association President and the City Manager's Office, we designed a two-part plan. First, we held work area meetings to give all employees a transparent look at the city's budget problems and options. During the briefings, we were candid and forthcoming on options and impacts. I also posted regular updates on my Chief's Forum within the Police Department's Web-based training site (SacPDU).

Secondly, the SPOA agreed to reopen the collective bargaining agreement if the overall proposal included more than economic reductions from employees. The negotiations process served as an opportunity beyond labor concessions to develop programs that employees would value as well as modify the agreement in ways that benefitted both the employee and the organization.

Unlike traditional negotiations where the decision makers are deliberately absent, I insisted that all the City decision makers be at the table, including myself. This was done to demonstrate the seriousness of the situation as well as create an environment of transparency and trust.

In March 2009, the SPOA membership voted overwhelmingly to defer all salary increases and extend their contract until July 2013. The SPOA's leadership not only allowed the department to mitigate a serious budget problem it created opportunities for the city to gain concessions from most of the city's labor unions. The Sacramento Bee summarized the approach.

March 6, 2009

...City leaders and Sacramento residents owe the cops their thanks. In contrast to other city unions that have publicly rejected wage concessions, Sacramento police leaders have stepped up at a time of economic crisis in a way that will make our city safer.

Month after month, as the city's budget shortfall has grown more serious, police have absorbed difficult cuts in the most responsible way possible with a minimum of whining.

A big part of the credit goes to Police Chief Rick Braziel and the culture he has helped build within the department. Braziel assumed his position last year just as the economy began tanking. As cuts were made, Braziel included union leaders in decision-making. Both sides, labor and management, recognized that patrols must be the department's highest priority, and cuts were made with that priority in mind. The chief also created an internal online forum, sharing with management and line officers the reasons that certain actions were taken and giving them an opportunity to ask questions...

During difficult economic times, the department has been able to experience unprecedented levels of community involvement, reduce serious crime, aggressively invest in our employees, and improve morale to the highest level in years.

2. In your current position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

As mentioned in question one, the Sacramento Police Department has experienced significant budget reductions. The reductions have required changes to organizational priorities and staff deployment. The decision making process used to make these changes has been done in an open setting with involvement from labor and the community. After establishing clear goals the organization was tasked with identifying the level of support, individual programs provided department goals. Strategic reductions were made based upon level of support to identified goals.

Additional, patrol and the 911 Center were two areas that needed additional staffing. As policy, we established minimum staffing levels in patrol as identified by sergeants and lieutenants assigned to patrol. Previously we spread vacancies equally throughout the department. We also increased authorized staffing in the 911 Center to handle call volume. In establishing this policy, I limited transfers to units outside of patrol.

Simultaneously we overhauled our CompStat process. Our previous CompStat process was heavy on reporting and light on crime predictive analysis. To accomplish a more robust, agile, and predictive posture we added sworn and civilian staff to our Crime Analysis and CompStat units. We also changed the hierarchy of decision making within CompStat to address our need for agility. In prior years, the deployment of resources to address a crime pattern or crime series was done in a Chief down process that was slow to respond and lacked flexibility. The revised CompStat process places redeployment decisions at the lieutenant level. Using real time data lieutenants come together with the responsibility and authority to redeploy units within the department to address emerging crime. The targeted redeployment of resources is done every week within existing resources and assignments. We are careful to work within the requirements of the collective bargaining agreement, particularly when it involves assignment of personnel.

To allow for relentless follow-up a crime strategies team was created. The team receives direction from the lieutenants who attend the weekly CompStat meeting. The team members, including the sergeant, rotate through the team based upon experience level, skills, and needs of the team. This has become a sought after volunteer assignment that allows employees to develop their skills. Again, the selection and length of assignment are consistent with the collective bargaining.

In addition to crime fighting staff deployment changes I also value career development opportunities as well as partnerships with other city departments and law enforcement agencies. Despite fiscal challenges, I have assigned several detectives to work with federal partners on three key initiatives. Two detectives have been assigned to the FBI "innocence lost initiative," two detectives are working with federal and state agents on gang violence reduction, one detective is assigned to a terrorism task force, and one detective to an IRS task force. All of these assignments are force multipliers for critical issues affecting Sacramento.

From a city perspective, we temporarily assigned a lieutenant to the city Finance Department to assist in budget preparation. As the city struggles to balance budgets, the opportunity to learn while sharing the needs of an operating department is ideal. I also placed a sergeant in the Community Development Department so that crime prevention is considered at the design phases therefore streamlining the process.

Changes in staff deployment are not exclusive to the officer and sergeant rank. Shortly after assuming command, I made significant changes at the captain and lieutenant levels. Previously we had a practice of rotating command staff every three years. Rotation for rotation sake weakened our ability to successfully lead the department through difficult financial times. I therefore assigned command staff based on their unique skill set. Captains talented at community mobilization were given area commands, those with a knack for financial or personnel issues were assigned accordingly.

All of the changes in staff deployment, including those described above, were done with input from labor and with consideration of labor agreements. Too often management and labor see each other as adversaries, particularly in the collective bargaining process. This attitude greatly reduces an organizations ability to deliver the best possible service to the community. My approach is to work in collaboration with labor. My strategy involves many deliberate and transparent steps to create an atmosphere of trust between labor, employees, and management so that issues related to change within the organization can occur swiftly.

An example is the policy "red team" that is charged with table topping critical policies and procedures to expose weakness and potential failures before policies are issued. The SPOA President serves on the "red team," in addition to reviewing all proposed policies or revisions.

I formed a work group that includes labor that is charged with reinventing Internal Affairs. The group is looking for efficiencies in internal investigations to shorten turn-around times, improve accountability, and reduce repeat offenders. The Department has revised the existing early warning policy in order to establish a standard protocol to identify officers who may be candidates for an early intervention program and/or additional training. Both the SPOA and Department command staff contributed to the drafting and completion of this policy. In addition to revising the policy, the proposed response to this recommendation includes:

1. Fostering open communication among line staff and management
2. Institutionalizing positive recognition of exemplary employee performance
3. Addressing morale issues that may arise
4. Reaffirming Department goals and expectations

As police chief, I must respect collective bargaining agreements. It is also a necessity that labor be active participants in the efficient and effective deployment of resources. Through open honest dialogue, decision can be made that are in the best interest of the community and employees.

3. How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Community trust is directly related to collaboration and partnerships. Historically communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police. Organizations committed to Community Policing will be much more successful in enhancing quality of life, particularly in diverse communities.

As the Chief of Police for the most diverse city in the U.S[1]., my interaction with minority communities is constant. There are many examples of working with minority communities around very sensitive issues such as racial profiling and immigration.

While we in law enforcement may not measure community support with a return on investment calculator, community support is currency that can be used to enhance our neighborhoods.

An example is my commitment to unbiased policing. The Sacramento City Council, in March 2004, established the Community Racial Profiling Commission (CRPC) to provide equitable representation, accountability, and reporting from Sacramento residents on this issue of national importance. The Commission was also established to provide the City with a greater opportunity to be inclusive. I served as Vice Chair from the inception of the Commission thru 2007.

Immediately upon assuming my position as Chief, I began remedial steps necessary to address the issues and perceptions related to profiling. Waiting for formal research results was not an option.

The Department has successfully implemented a Cultural Immersion Program at the Sacramento Police Academy. We also worked in partnership with external stakeholders to design and train existing officers. A major focus area for tenured employees has been first line supervisors and field training officers. As part of our ongoing training program, the Department has incorporated Implicit Association training and facilitation based on Harvard University's Project Implicit program. Most significantly, the Sacramento Police Department has been chosen by the Corrections Standards Authority (CSA) of the California Department of Rehabilitation and Corrections to implement Disproportionate Minority Contact training. The Sacramento Police Department is the first municipal law enforcement agency in the state to be afforded this unique opportunity. CSA intends to expand their training to other local law enforcement agencies based on the Sacramento model.

Racial profiling is a symptom of much broader societal issues that the Police Department cannot resolve alone. I am working with key community leaders to discuss

[1] A 2002 study conducted by the Civil Rights Project at Harvard University identified Sacramento as the most diverse city in the United States.

all the issues directly and indirectly related to profiling. I am committed to work in partnership with community leaders, schools, business, and local government to make a difference.

I have met on numerous occasions with Hispanic leaders in our community related to immigration enforcement. This outreach became increasing important during several high profile crimes involving undocumented immigrants. Victims and witnesses were fearful that their immigration status would be checked if they came forward. I reassured Hispanic leaders that it was not in the best interest of the community to review immigration status of victims and witness. We continue to reach out to the undocumented immigrant population for support and help in reducing victimization.

The Mexican Consulate in Sacramento has been very helpful in our outreach efforts. I have assigned a member of my immediate staff as the liaison between the Consulate and the Police Department. The Consul General and I have met regarding victimization within the immigrant community, education of immigrants regarding reporting crime and police interaction, training programs for police employees related to immigration.

I formed a Police Advisory Committee that represents the diverse community I serve. The 18 members represent African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community.

I also formed a Youth Advisory Committee made up of representatives of each of the area high schools. They also serve as an advisory committee. I use the group to identify issues related to gang involvement, drop-out/attendance issues, and hiring opportunities. We ask the committee for perceptions of the police, and how to bridge the gap between youth and law enforcement.

I have set strategic goals to develop a more diverse police force, and reduce violent crimes among youth. To achieve these goals, the department has created the Criminal Justice Career Pathway program to recruit high-risk youth from high-crime communities, provide them with career-path training in law enforcement, and positioned them as role models and mentors to other at-risk youth. The program will provide a meaningful career pathway for at-risk youth and deter their participation in violent and criminal activities.

Finally, I am committed to being proactive, transparent, and inclusive. I am a believer of the power of community-police partnerships. I insist on it within the organization, and I practice it as a leader. I promoted these principles by co-authoring the book, COP Talk: Essential Communication Skills for Community Policing. Through authoring my book and by instructing leadership in several courses, I endeavor to create a legacy of diversity, tolerance, and social spectrum wide community collaboration. Characteristics that will help me establish productive relationships within the diverse communities of Seattle.

Semi-Finalist Essay Responses
City of Seattle

Essay responses for Police Chief Candidate:

Ronald Davis

Competitive Exam Material – Do Not Copy or Distribute

Question #1

The City of Seattle is facing a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

This question reveals the sobering reality that the economic crisis facing this nation has changed the definition of successful police leadership. The police chief of today must possess skills beyond traditional competency and learn a new language when it comes to budgeting and staffing. No longer can we simply throw money at problems. The chief must be able to get the job done with the resources they have, and supplement those resources through grants, private-public partnerships, and strategic relationships with the community and other government agencies. This requires creativity, innovation and the use of technology and best-practices to increase organizational effectiveness and efficiency.

During my tenure as the East Palo Alto police chief, I have clearly demonstrated these skills and the resourcefulness and expertise in getting more done with less. When I was appointed chief of police, the city faced the 2nd highest murder per-capita rate in California and the 5th highest rate in the nation. The Police Department was among the lowest funded and staffed police agency in the state; staff morale was extremely low, and public trust and confidence in the police had been severely diminished by several high profile scandals. My challenge was to develop a strategy to improve police-community relations and dramatically reduced crime and violence while operating in a fiscally challenging environment. I accomplished these goals by focusing of the following key areas:

Alternate Funding

Working with the Mayor, City Council and City Manager, I secured about $15 million in grants and alternate funding to implement progressive community policing initiatives, such as the Parole-Reentry Program (also known as the Community-based Coalition); the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, Operation Ceasefire, and other youth and anti-gang programs. The majority of these grants involve police-community partnerships that strengthen relationships and focus on the root causes of crime. A few of these programs are now recognized as national models. Because of these grants, the Police Department will be able to fund at least 10% of its staffing to grants and reduce its projected overtime expenditures by over 30% in Fiscal Year 2011.

Private-Public Partnerships

I established partnerships with private corporations who purchased firearms, ballistic vests, video cameras, recorders, lockers, and other safety equipment for the Department. These donors also transformed a 1500 square foot modular unit to a fully functional Wellness Center equipped with a state-of-the-art gym equipment, flat-screen televisions and sound systems, and sleeping quarters for officers who work overtime or need rest before going to court. The Department is in the process of forming a Police Foundation and has received support from at least two Fortune 500 companies.

Increase the Use of Technology

Using federal grants, the Department purchased the ShotSpotter gunshot detection system to respond to and investigate shootings. East Palo Alto is the first city in the United States to implement the gunshot detection system citywide. The system has resulted in numerous firearms arrests and has aided the Department in homicide and assault investigations. The Department also purchased, via grants, crime analysis software to better track crime trends and patterns and provide real-time crime data so the Department can strategically and effectively deploy its limited resources. This system also allows community members to track crime in their neighborhood and receive email alerts. The Department now utilizes an online crime reporting system that has resulted in a 25% reduction in calls-for-service which provides officers more time for problem solving and allows for more strategic deployment of resources. Using a risk-management grant, the Department installed video cameras in all patrol vehicles to reduce citizen complaints and civil claims and litigation.

Strategic Law Enforcement Partnerships

By establishing strategic partnerships with local, county, state and federal law enforcement agencies, the Police Department was able to implement strategic enforcement programs, such as:

- "Project Safe Neighborhoods". This program involved enforcement operations with numerous law enforcement agencies that resulted in key arrests and weapons seizures.
- "Operation Disrupt and Dismantle". The Department partnered with 14 law enforcement agencies to dismantle one of the city's most notorious gangs. A member of this gang was recently convicted of killing East Palo Alto Police Officer Richard May in the line of duty.
- The Department partnered with the California Department of Justice (DOJ) to conduct special gang and narcotics investigations resulting in numerous arrests of mid-level drug dealers.
- "Operation Impact". The Department partnered with the California Highway Patrol and numerous local police agencies (neighboring jurisdictions) to conduct anti-gang efforts. This effort was critical in stemming a spike in violence that occurred in early 2009.
- "Operation Crackdown". The Department partnered with the FBI to conduct an intensive 18-month investigation that dismantled one of the most violent gangs in the Bay Area. Over 40 gang members were indicted. It was the largest multi-agency gang operation in Bay Area history.

Strategic Community Partnerships

The Department also partnered with numerous community and faith-based organizations to implement intervention and prevention programs such as:

- Gang Resistance, Education And Training (GREAT). Officers provided a 13-week curriculum in the schools. Over 250 kids have graduated from this program.
- Parole-Reentry Program. The Police Department secured a grant/contract with the California Department of Corrections to partner with local community and faith-based organizations to provide parolees programming services designed to reduce recidivism. This includes funding for a job program with the California Department of Transportation.
- Project Safe Neighborhoods (PSN). As part of this grant, the Police Department sponsored an annual Youth Summit with over 150 youth in attendance.
- Police Chaplain Summit. The Department works with faith-leaders to identify long-term solutions to violence and garner support from youth in the community.
- Anti-Graffiti Campaign (in coordination with Public Works and Community Services). Graffiti has been removed from over 150 locations in the City.
- Graffiti Arts Project. The Department received a grant from the Department of Justice to partner with the Mural, Music and Arts Project (MMAP) to implement an anti-graffiti campaign.
- Youth Court. The Department is working with the East Palo Alto Youth Court to provide juvenile first-time offenders alternatives to incarceration and provide much needed social services.

Strategic Planning

To increase efficiency and reduce costs, the Police Department must have a clear vision for the future and a plan on how to achieve that vision based on existing and projected resources. I engaged staff in a formal strategic planning process to produce a 3-Year Strategic Plan that has enabled staff to identify tenable goals and objectives and keep the Department focused on its priorities and not waste resources.

Closing

Despite our tight fiscal constraints, the Department has worked effectively with the community to achieve five primary goals: 1) dramatically reduced crime and violence; 2) improved police-community relations; 3) enhanced the professionalism and image of the Department; 4) enhanced the internal capacity of the Department, and 5) strengthened the Department's community policing efforts.

Since 2007, murders are down 30%, overall crime is down 16%, and police and community relations have vastly improved. Yet, the Police Department's budget has remained static for the past four years. In fact, the Police Department's General Fund expenditures for Fiscal Year 2009-10 are the same as Fiscal Year 2005-06. This represents a significant budget reduction considering cost of living increases.

Question #2

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to work conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decision?

Upon my appointment as Chief of Police, the City Manager and City Council provided me a clear mandate to adopt community policing and establish an organizational structure that supports this effort and enhances the Department's accountability to the community. After extensive research and careful consideration, I decided to implement the Area Command structure, which is a progressive policing structure that has been adopted in cities across the nation, such as Washington, DC, Richmond, CA, and most recently, Oakland, CA. The Area Command structure provides both ***"Managerial" and "Geographic"*** accountability and allows the Department to utilize the CompStat (Computer Statistical) process to measure success.

In order to implement the Area Command structure, the Department had to eliminate the traditional "Division" structure and the Lieutenant classification. Instead of three lieutenants in charge of three Divisions, the Department now has two captains (one captain in charge of each Area) and a civilian Administrative Services Manager to oversee the critical administrative and support functions of the Department. The civilianization of the administrative function of the Department was necessary to address the severe administrative deficiencies noted in previous management studies. Below is a list of the benefits of Area Command:

- Flattened the organization
- Enhances community policing and crime reduction efforts
- Makes Department more responsive to community
- Provides both "Managerial and Geographic" accountability
- Strengthens internal capacity and operational systems
- Enhances managerial accountability through the use of Captains (managers operating with increased responsibility and greater accountability) versus lieutenants
- Provides for succession planning. The use of captains that serve as Area Commanders are more qualified and prepared to assume the duties of police chief
- Increases the administrative capacity of the Department
- Increases Department's ability to obtain and maintain grants
- Reduces Costs

I worked closely with the Police Officers Association (POA) and the civilian union in developing and implementing this model. I conducted several leadership retreats with members of the POA, civilian union and supervisory and management staff. I also attended roll-calls to discuss Area Command and answer questions from staff directly. The new Area Commanders and I provided update training as part of the Department's quarterly training sessions.

I also sent numerous officers and civilian employees to conferences including the Community-Oriented Policing (COP), Problem-Oriented Policing Conference (POP), the International Association of Chiefs of Police (IACP), and National Organization of Black Law Enforcement Executives (NOBLE) conferences to learn more about community policing, problem solving, and to get an opportunity to talk with agencies that use the Area Command structure. The Department's transition to Area Command was also incorporated into the Department's annual goals and objectives.

Because I involved the unions in the Department's reorganization and conducted extensive outreach and information sharing sessions throughout the Department, the POA provided its unwavering support for the reorganization. In fact, the POA president provided her support publicly at the City Council meeting in which the Area Command structure was presented and approved.

This support was obtained despite the fact that the restructure plan represented significant change and would result in the elimination of the Lieutenant classification.

I believe the key to working effectively with the POA and all collective bargaining units is communication. I meet with the POA monthly to discuss issues, share ideas and information, and receive unfiltered feedback from the rank and file. Within the past five years I have not received a grievance related to working conditions or a personnel transfer.

Most recently I engaged the POA to garner support for the adoption of the Advanced Community Policing (ACP) concept and to start the national accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Using a similar process, I engaged the unions in a dialogue during my monthly meetings and as part of our formal strategic planning process. In fact, I presented the ACP idea during the strategic planning sessions, which allowed the group to decide whether to incorporate it as part of the 3 Year Strategic Plan. The concept was adopted and is now incorporated in our strategic plan.

As part of our strategic plan, we also crafted a Vision statement that identifies our desire to become "...nationally accredited agency and industry leader." Again, through open communication with the unions, the Department did receive support for the accreditation process. The POA President asked to attend a CALEA conference in Utah with the Department's Accreditation Manager to learn more about the process and identify the role of the POA in this process. Both attended this conference and they are working together to develop an accreditation plan. We recognize that throughout this process we will have to conduct several "Meet and Confers" because some of our new policies and practices will impact working conditions. However, I am confident that we will be able to work together and resolve all differences because the unions are stakeholders in this endeavor. Numerous union members have even volunteered to serve on CALEA committees. It is clear that this endeavor represents a joint-venture.

Recently the Department received a grant to implement Operation Ceasefire – also known as the Boston Gun Project. The Department created a specialized unit called the Violence Interdiction Team (VIT) to serve as the enforcement "levers" and strategically target violent offenders. The current collective bargaining agreement with the POA requires the Department conduct a "meet and confer" when developing a specialized unit to determine if that unit is eligible for incentive pay. This was accomplished with little fanfare and the unit is in operation.

The effective police chief must be able to work with the unions and maneuver successfully amid rigid collective bargaining agreements. Respecting the union, its focus and obligations, and negotiating in good faith are critical to effective relationships. This is not to suggest that the chief seek union approval for management decisions nor does communicating with the union weaken the management team. It does suggest that the chief recognize the leadership role the unions do play in the organization, and that the role be used to accomplish the mission and benefit the staff and the community.

For example, after transitioning the Police Department to Area Command I had to hire two new police captains. Although this position is an at-will classification, I decided to use a competitive process and invite the police union to participate in the selection process. The candidates were also required to appear before a panel of city department managers that involved civilian unions as well. This allowed me to assess whether a candidate could effectively work and communicate throughout city government and with civilian and sworn unions.

Question #3

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

The first step in addressing racial and social disparities in policing is to understand that they actually exist. Too often, law enforcement denies this reality and retreats to a defensive posture whenever the hint of race is mentioned. Consequently, we fail to learn from our mistakes and miss opportunities to engage the community in proactive dialogues rather than reactive debates. To simply bury our heads in the sand hoping that nothing happens to bring the issue of "race" to the forefront is dangerous and places the organization, city and community at risk.

As the police chief in one of the most diverse communities in the United States, I have obtained an authentic and in-depth understanding of these issues and possess an expert ability to face them in an effective and tempered manner. I have linked police and race relations to community policing and the Department's ultimate effectiveness. Through the strategic planning process I have been able to focus the Department on the concept of Advance Community Policing (ACP) which requires the police and community to establish strategic partnerships that focus on the root causes of crime. ACP also requires the community to gain an even higher level of trust and confidence in the police. It is therefore critical that the Department work with the community to remove the historic barriers to public trust and confidence such as police and race relations; especially in diverse communities.

I have established an organizational tone against discrimination. This was accomplished through organizational policies, practices and training, and the establishment of the "Five Deadly Sins": Untruthfulness, Discrimination, Brutality, Retaliation Against a Witness, and Accepting Gratuities. Any violation of these deadly sins results in the immediate recommendation for termination. I also established a model anti-racial profiling policing that also requires stop-data collection. The Department is in the process of forming a stakeholder group to partner with researchers at Stanford University to conduct data analysis. The Department has also reinforced the focus on racial parity through its hiring and promotional process. We have one of the most diverse police departments in the country.

In 2009, the Police Department launched the Cultural Competency Training series for all police department personnel. The purpose of this training is to provide staff training on the varying cultures in our community and allow staff and the community to engage in meaningful dialogue with the leaders from these cultures. The first session involved the then-Mayor, who is Hispanic, and a panel of Latino community leaders including representatives from Community Legal Services and the Mexican Consulate to discuss Latino Culture and specific issues facing this segment of our community.

The second Cultural Competency Training session focused on the African American community. The present mayor, who is African American, convened a panel of African American community leaders to discuss issues facing this segment of our community. Staff also received training on the American Civil Rights Movement and the roll the police played in segregation. This provided staff a better understanding of the existence and impact of generational mistrust. The third Cultural Competency Training Session is scheduled for June and will focus on the Asian/Pacific Islander community. These trainings also include a cultural lunch in which the community provides staff a taste of their culture and history.

The Police Department also conducted a Youth Summit hosted by the Police Chaplains and Police Explorers in partnership with the local youth and numerous community and faith-based organizations. The issue of racial profiling and disparate incarcerations rates were discussed during this summit.

In December 2009, a neighboring police chief made a comment that all blacks in the downtown area of that City should be stopped because of a recent spike in robberies involving black males. Obviously this statement was inappropriate and constituted racial profiling.

Because of the proximity of this city to East Palo Alto, and what many residents described as decades of racial profiling by this police department, emotions ran extremely high. Over 300 residents marched from the East Palo Alto city hall to this jurisdiction. What was extremely revealing was that the group invited the Police Department to participate in its planning meetings for the march and made a specific request that "their" police department escort them into the neighboring jurisdiction and stay with them during the march. This reflected a level of trust and comfort that had been established based on our outreach efforts.

One month later, an unarmed black youth was shot in the back and killed on camera by a transit police officer. Both of these incidents sparked racial strife and brought the issue of police and race relations to the forefront. Although neither of these incidents occurred in East Palo Alto, I called a special community meeting to tackle this issue head-on. I advised the community that I wanted to talk about these incidents and provide them an overview of their Departments policies and procedures regarding racial profiling, the use of force, and overall police accountability. I also wanted to hear directly from them about concerns they may have regarding racial profiling, excessive force and police misconduct.

Another way in which I have addressed the issue of disparate incarcerations rates in through our parole reentry program. The Department received a $3.5 million grant from the Department of Corrections to implement a program that focuses on jobs and reducing recidivism rates. My Department is the only police agency in California to operate such a program. This program has been embraced by staff and the community. Both groups understand that one of the key benefits of this program, other than lower crime rates, is the reduction of disparate incarcerations rates of young men of color.

I recently distributed a paper entitled "Police and Race Relations – the New Dialogue" in which I discuss the controversy surrounding the recent arrest of Harvard University Professor Henry Louis Gates by the Cambridge Police Department. I believe this incident underscores the complex, emotional, and challenging nature of police and race relations. The Gates' incident revealed the divide that remains with regards to police and race relations despite the significant advances made over the past 30 years and the election of President Obama. In many ways, this incident removed the false sense of racial harmony that followed the historic election. Most Americans viewed the election of a black President as significant progress in race relations; however, defining what this progress represents is where the views differ.

For many non-minorities, the election signaled the end to the lingering effects of slavery, segregation and our troubled history with regards to police and race relations in this country. In other words, if we have a black president why do minorities still view the Gates' arrest (and other similar issues) through a race-based lens? For many minorities, however, the election represented a different progress – it increased their entitlement to the American dream, lowered their level of tolerance with regards to racial discrimination, and increased their outrage with police abuse of people of color. In other words, if we have a black president why am I still being stopped and abused by the police?

For some, these differing views were masked by the adulation of the election until the Gates' incident sent them on a collision course and sparked an old debate centered on the question of who's right, who's wrong. To improve police and race relations within my community I have created venues in which the police and community engage in a "new dialogue" that transcends that question. By its nature, the answer to who's right suggests that someone must be wrong. Thus, the debate is limited to legality and fails to address the issue of legitimacy for which there is a distinct difference. Legality simply requires the police action to comply with existing law. Legitimacy, however, requires that action meet a higher standard and achieve public approval.

Using this framework has allowed my Department and our community to engage in a dialogue about race relations and ask a different question: How do we enforce the law impartially while achieving legitimacy? The answer to this question not only addresses police and race relations; it is the basis for "advanced" community policing and effective crime-fighting strategy.

Semi-Finalist Interview Questions

Chief of Police

Panel A	Panel B
What has been your approach to community policing? Please give specific examples of where you have implemented community-policing strategies that were successful in reducing crime and improving community relations in diverse communities.	If you were selected as Seattle's next Chief of Police, what would be your immediate priorities, and what steps would you begin to take to accomplish these priorities?
What is your assessment of the Seattle Police Department? What is working well and what is not? What would be your priorities for the Department?	Social Justice and Cultural Competency are two terms that frequently came up in discussion about our next Police Chief. Can you define what these terms mean to you and how they are reflected in a Police Department under your command?
What would you do to develop credibility as the new Chief of Police? What experience would you bring from your previous jobs and assignments to help you to be successful as Seattle's new Chief?	How would you go about building a leadership team that is cohesive and willing to take personal responsibility for their actions, and how would you hold them accountable for carrying out your vision and message to the rest of the organization?
Describe your experience building coalitions within diverse communities for the purposes of creating trust, solving community problems and promoting better relations between the police and the community.	Can you give us an example of a time when you made a mistake in a management decision and what you learned from that situation?
What crime prevention and outreach strategies have you employed to foster support to the youth of the community and help to curb gang, drug and youth related crime?	Provide us with an example of your approach to an organizational challenge that you have faced that reflects your leadership style.
Do you have experience in conducting or reviewing a significant officer misconduct investigation? If so, please describe your experience, including how you addressed any internal and external concerns about any discipline imposed - or the absence of discipline. If not, please describe the principles you believe should bear on the investigation of possible misconduct and the imposition of discipline.	How would you measure the level of community satisfaction with the Seattle Police Department?
Has your character or ethics ever been seriously challenged and, if so, what did you consider in your response and how did you deal with the consequences?	Describe your experience in collaborating with organizations other than law enforcement agencies in a team approach to addressing crime related issues?
Please tell us of a time when you had to lead your organization during a crisis. Explain what approach you took and the steps that were taken to insure that the situation was handled expediently, appropriately, and with success.	How have you utilized the data collected by your department (such as time of arrest, date of arrest, location of arrest, charge, race and ethnicity of arrestee) to guide your decisions regarding policing? In your opinion how can the Seattle Police Department best leverage data to better protect the community?

May 8, 2010

Semi-Finalist Interview Questions

Chief of Police

May 8, 2010

Revised 4-26-10

The preferences I received were:
Kay Godefroy and Reverend Walden in the same group for commuting
Bob B and Mary Ellen Stone in a 7:30 am group

Here is my draft list:

Interview Group A 7:30 a.m.	Interview Group B 8:30 a.m.
Joncas	Rolland
Ali	Armstrong
Boruchowitz	Chernin
Kone	Freiboth
Levinson	Godefroy
Maestas	Harrell
O'Neill	Kessler
Satterberg	Malone
Stone	Potter
Taylor	To
Walden, J	Walden, H
Williams	

Not attending:
Bueche
Carroll
Jayapal

Semi-Finalist Candidate Profile

Chief of Police

Judy Bradshaw

Professional Education

Associate of Arts, Law Enforcement, Des Moines Community College
Bachelor of Arts, Public Administration, Drake University
Master of Public Administration, Drake University
Senior Management Institute for Police
Graduate, National Academy, FBI Academy

Command Level Experience

City of Des Moines, IA	Chief of Police	2007 - Present
	Major – Inspectional Services Bureau	2006 - Present
	Major – Detective Bureau	2005 - 2006
	Major – Inspectional Services Bureau	2003 - 2005
	Captain – Special Operations Section Commander	1999 - 2003
	Captain – Patrol Watch Commander	1998 - 1999

Department Profile (Current)

Number of sworn personnel: 344 (502 total employees)

Demographics: N/A

Budget: $53.5 M

Collective Bargaining: Yes

Community Profile (Current)

Population: 193,886

Demographics: White 82%; Hispanic/Latino 7%; Asian 4%; Pacific Islander less than 1%; Black 8%; American Indian less than 1%. 52% Female

Semi-Finalist Candidate Profile

Chief of Police

Rick Braziel

Professional Education

Bachelor of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Security Studies, U.S. Naval Postgraduate School
Senior Management Institute for Police
Graduate, National Executive Institute, FBI Academy

Command Level Experience

City of Sacramento	Chief of Police	January 2008 - Present
	Deputy Chief	August 2002 - 2008
	Captain	April 1994 - 2002
	Special Investigations Division, City Manager's Office – Strategic Planning Unit, Metro Division, Sector Commander	

Department Profile

Number of sworn personnel: 701 (1,197 total employees)

Demographics: White 72%; Hispanic/Latino 12%; Asian/Pacific Islander 9%; Black 6%; Filipino 1%; Native American 1%. 36% Female.

Budget: Less than $150M

Collective Bargaining: Yes

Community Profile

Population: 453,781

Demographics: White 48%; Hispanic/Latino 22%; Asian 17%; Pacific Islander 1%; Black 16%; American Indian 1%. 51% Female

Semi-Finalist Candidate Profile

Chief of Police

Adam Burden, II

Professional Education

Bachelor of Arts, Liberal Studies, Barry University
Senior Management Institute for Police
Southern Police Institute, University of Louisville

Command Level Experience

City of Opa-Locka, FL	Deputy Chief of Police	February 2010 - Present
City of Miami, FL	Assistant Chief of Police – Administrative Division	July 2004 - 2009
	Police Major – Specialized Operations Section Commander	July 2003 - 2004
	Police Major – Patrol North District Commander	November 1999 - 2003
	Police Major – Field Support Commander	November 1998 - 1999

Department Profile (Previous)

Number of sworn personnel: 1,431

Demographics: N/A

Budget: $100M

Collective Bargaining: Yes

Community Profile (Previous)

Population: 404,048

Demographics: White 67%; Hispanic/Latino 66%; Asian 1%; Pacific Islander less than 1%; Black 22%; American Indian less than 1%. 50% Female

Semi-Finalist Candidate Profile

Chief of Police

Ronald Davis

Professional Education

Bachelor of Science, Southern Illinois University
Graduate, Senior Executives in State and Local Government, Harvard University

Command Level Experience

City of East Palo Alto, CA	Chief of Police	June 2005 - Present
City of Oakland, CA	Captain	1999- 2005
	Inspector General, Area Commander, Criminal Investigations Commander	

Department Profile (Current)

Number of sworn personnel: Less than 100

Demographics: White 24%; Hispanic/Latino 14%; Asian 20%; Black 20%; Pacific Islander 8%; Native American less than 1%. 26% Female.

Budget: Less than $9M

Collective Bargaining: Yes

Community Profile (Current)

Population: 32,784

Demographics: White 27%; Hispanic/Latino 59%; Asian 2%; Pacific Islander 8%; Black 23%; American Indian 1%. 48% Female

Community Profile (Previous)

Population: 397,067

Demographics: White 31%; Hispanic/Latino 22%; Asian 15%; Pacific Islander 1%; Black 36%; American Indian 1%. 52% Female

Semi-Finalist Candidate Profile

Chief of Police

John Diaz

Professional Education

Associate of Arts, Administration of Justice, Skyline College
Senior Management Institute for Police
Graduate, National Academy, FBI Academy

Command Level Experience

City of Seattle	Acting Chief of Police	March 2009 - Present
	Deputy Chief of Operations	2006 - 2009
	Deputy Chief of Administration	2001 - 2006
	Assistant Chief, Operations Bureau II	2000 - 2001
	Captain, Violent Crimes Section	1999 - 2001
	Captain, Commander of East Precinct	1995 - 1999
	Captain, Commander Coordinated Criminal Investigation	1993 - 1995
	Captain, Commander Crimes Against Property Section	1992 - 1993

Department Profile

Number of sworn personnel: 1,330 (1,900 total employees)

Demographics: White 76%; Hispanic/Latino 5%; Asian/Pacific Islander 8%; Black 9%; American Indian 2%. 14% Female.

Budget: $245M

Collective Bargaining: 5 bargaining units

Community Profile

Population: 582,454

Demographics: White 70%; Hispanic/Latino 5%; Asian 13%; Pacific Islander 1%; Black 8%; American Indian 1%. 50% Female

Semi-Finalist Candidate Profile

Chief of Police

Rick Gregory

Professional Education

Bachelor of Arts, Business Administration, Barry University
Master of Science, Administration of Justice, Wilmington University
Graduate, National Academy, FBI Academy

Command Level Experience

New Castle County, DE	Chief Administrative Officer/Acting Public Safety Director	September 2009 - Present
	Chief of Police/Acting Public Safety Director	January 2009 - September 2009
	Chief of Police	September 2006 - 2009
Florida Highway Patrol	Lieutenant Colonel/Deputy Directory – South and East	2003 - 2006
	Bureau Chief	2002 - 2003
	Major, Troop Commander	1997 - 2002
	Captain, Assistant Chief of Training	1995 - 1997

Department Profile (Current)

Number of sworn personnel: 365

Demographics: Not available

Budget: $276M (Public Safety $77M)

Collective Bargaining: Yes

Community Profile (Current)

Population: 534,634

Demographics: White 71%; Hispanic/Latino 7%; Asian 4%; Pacific Islander less than 1%; Black 23%; American Indian less than 1%. 51% Female

Community Profile (Previous)

Population: 159,012

Demographics: White 60%; Hispanic/Latino 4%; Asian 2%; Pacific Islander less than 1%; Black 34%; American Indian less than 1%. 53% Female

Semi-Finalist Candidate Profile

Chief of Police

Clark S. Kimerer

Professional Education

Bachelor of Arts, Classics and Liberal Arts, St. John's College, Santa Fe, New Mexico
Graduate, National Executive Institute, FBI Academy

Command Level Experience

City of Seattle	Chief of Staff – Deputy Chief of Administration	2006 - Present
	Deputy Chief of Operations	2001 - 2006
	Director, City of Seattle Emergency Operations Center	1999 - Present
	Assistant Chief – Chief of Staff	1999 - 2001
	Captain, Vice and Narcotics	1997 - 1999
	Captain, Internal Investigations	1995 - 1997
	Captain, West Precinct	1992 - 1995

Department Profile

Number of sworn personnel: 1,330 (1,900 total employees)

Demographics: White 76%; Hispanic/Latino 5%; Asian/Pacific Islander 8%; Black 9%; American Indian 2%. 14% Female.

Budget: $245M

Collective Bargaining: 5 bargaining units

Community Profile

Population: 582,454

Demographics: White 70%; Hispanic/Latino 5%; Asian 13%; Pacific Islander 1%; Black 8%; American Indian 1%. 50% Female

Semi-Finalist Candidate Profile

Chief of Police

Anne Kirkpatrick

Professional Education

Bachelor of Arts, Business Administration, King College
Master of Science, Counseling, University of Memphis
Juris Doctorate, Seattle University Law School
Graduate, National Academy, FBI Academy
Graduate, National Executive Institute, FBI Academy
Graduate, Law Enforcement Executive Development School, FBI Academy

Command Level Experience

City of Spokane, WA	Chief of Police	2006 - Present
City of Federal Way, WA	Chief of Police	2001 - 2006
City of Ellensburg, WA	Chief of Police	1996 - 2001

Department Profile (Current)

Number of sworn personnel: Less than 500

Demographics: White 99%; Hispanic/Latino less than 1%; Asian less than 1%; Black 1%; Pacific Islander less than 1%; Native American less than 1%. 10% Female.

Budget: $47M

Collective Bargaining: Yes

Community Profile (Current)

Population: 198,081

Demographics: White 90%; Hispanic/Latino 3%; Asian 2%; Pacific Islander less than 1%; Black 2%; American Indian 2%. 52% Female

Community Profile (Previous)

Population: 84,166

Demographics: White 69%; Hispanic/Latino 8%; Asian 12%; Pacific Islander 1%; Black 8%; American Indian 1%. 51% Female

Semi-Finalist Candidate Profile

Chief of Police

Jim Pugel

Professional Education

Bachelor of Arts, Political Science and English Literature, University of Washington
Senior Management Institute for Police
Graduate, National Academy, FBI Academy

Command Level Experience

City of Seattle	Assistant Chief of Police, Criminal Investigation Bureau	January 2009 - Present
	Assistant Chief of Police, Field Support Bureau	2004 - 2009
	Assistant chief of Police, Patrol Operations	2001 - 2004
	Captain, Precinct Commander	1999 - 2001

Department Profile

Number of sworn personnel: 1,330 (1,900 total employees)

Demographics: White 76%; Hispanic/Latino 5%; Asian/Pacific Islander 8%; Black 9%; American Indian 2%. 14% Female.

Budget: $245M

Collective Bargaining: 5 bargaining units

Community Profile

Population: 582,454

Demographics: White 70%; Hispanic/Latino 5%; Asian 13%; Pacific Islander 1%; Black 8%; American Indian 1%. 50% Female

Semi-Finalist Candidate Profile

Chief of Police

John Romero

Professional Education

Bachelor of Science, Police Administration, St. Francis College, New York
Graduate, National Academy, FBI Academy

Command Level Experience

City of Lawrence, MA	Chief of Police	January 1999 - Present
City of New York, NY	Deputy Inspector	June 1996 - 1999
	Managed Washington Heights Precinct of Manhattan	

Department Profile (Current)

Number of sworn personnel: Less than 200

Demographics: White 69%; Hispanic/Latino 27%; Asian less than 1%; Black 4%; Pacific Islander less than 1%; Native American less than 1%. 17% Female.

Budget: $14M

Collective Bargaining: Yes

Community Profile (Current)

Population: 70,662

Demographics: White 49%; Hispanic/Latino 60%; Asian 3%; Pacific Islander less than 1%; Black 5%; American Indian 1%. 52% Female

Community Profile (Previous)

Population: 8,214,426

Demographics: White 45%; Hispanic/Latino 27%; Asian 10%; Pacific Islander less than 1%; Black 27%; American Indian 1%. 53% Female

Semi-Finalist Candidate Profile

Chief of Police

Lisa Womack

Professional Education

Bachelor of Science, Criminal Justice, Texas Women's University
Master of Public Administration, University of North Texas
Senior Management Institute for Police

Command Level Experience

City of Elgin, IL	Chief of Police	August 2005 – April 2010
City of Sugarland, TX	Chief of Police	April 2004 –2005
City of Arlington, TX	Deputy Chief of Police	June 1992 – 2004
	Patrol Operation West Arlington; Personnel/Recruiting; Training	

Department Profile (Most Recent)

Number of sworn personnel: 190

Demographics: Not available

Budget: $32M

Collective Bargaining: Yes

Community Profile (Most Recent)

Population: 101,903

Demographics: White 71%; Hispanic/Latino 34%; Asian 4%; Pacific Islander less than 1%; Black 7%; American Indian less than 1%. 50% Female

Community Profile (Previous)

Population: 79,943

Demographics: White 66%; Hispanic/Latino 8%; Asian 24%; Pacific Islander less than 1%; Black 5%; American Indian less than 1%. 51% Female

Anne E. Kirkpatrick

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

March 1, 2010

Dear Members of the Search Committee:

I am very interested in the Chief of Police position in Seattle and I wish to apply. I have enclosed a resume for your review.

I am the Chief of Police of Spokane, WA – the second largest city in the state. I am a seasoned professional with 27 years of law enforcement experience. I have served in five very diverse police departments and as Chief of three of them. I have a total of 14 years as a Chief.

My educational background includes a BA in Business Administration, an MS in Counseling, and a law degree. I have been a licensed attorney in the State of Washington for 20 years. In addition, I am a graduate of three of the top FBI leadership schools and I am a frequent guest speaker in one of them.

I am a known and proven leader in Washington State's law enforcement community. I have gained a strong reputation as an effective and progressive leader. I am known for my ability to build positive community relationships and for my principle-based leadership style.

I am a long-time resident of Seattle and I have maintained a home there for 23 years. I offer Seattle the fresh perspective of an outsider coupled with the insights and established relationships of an insider.

Thank you for your time and interest in my application.

Sincerely,

Anne E. Kirkpatrick

Anne E. Kirkpatrick

EDUCATION

Juris Doctorate (1989) *Law*, Seattle University Law School
Master of Science (1984) *Counseling*, University of Memphis
Bachelor of Arts (1982) *Business* Administration King College
FBI National Academy (2000) Quantico, Virginia
FBI Law Enforcement Executive Development School (LEEDS) (2003) Quantico, Virginia
FBI National Executive Institute (NEI) (2009) Australia

EXPERIENCE

Chief of Police (2006 to Present)
Spokane, Washington

Second largest city in the State of Washington with a population of 203,000 and the largest city between Seattle and Minneapolis. The metro community serves 500,000 in population and is the retail and medical hub for 1 million people. The department has 400 members and over 100 volunteers. $47M budget.

Accomplishments include:

- Implemented AIM (an accountability management system - type of Comp-Stat)
- Supported and Negotiated Spokane's first Ombudsman (Civilian Oversight)
- Revised the entire Policy and Procedure Manual to reflect the Nation's "Best Practices". First revision in 17 years.
- Implemented the Leadership Mentoring Program
- Reorganized the Command Rank for better efficiency and to improve communication
- Negotiated Fatal Incident Protocol (use of outside agencies to investigate officer involved shootings and other deadly force encounters)
- Implemented Red Light Photo Enforcement
- Implemented DOJ - funded Gang Net data base
- Actively involved in successful 1/10th 1% sales tax for Interoperability ($42M project to bring critical radio infrastructure into compliance with FCC mandates)
- Created the Auto Theft Detective Division under new State - funded Auto Theft Authority
- Reduced homicide rate by 50% in 2009 from 2008.

- Reduced False Alarms by 84% since 2006 after implementation of our Enhanced False Alarm Verification Program.
- Built better community relations through a myriad of outreach efforts such as our Police Advisory Committee (PAC). PAC is an advisory board to the Chief of Police that is mainly comprised of our more underrepresented populations such as those suffering from mental illness, the Native American, NAACP, the LBGT, the physically challenged, and Asian and Russian/Ukraine communities.
- Restored healthy/transparent relationship with the media

Chief of Police (2001 to 2006)
Federal Way, Washington

Federal Way is a suburb city of Seattle and Tacoma with a population of 87,500 in a metro area with a population over 1 million. The department is a "start up" police agency. At the time of start up it was comprised of almost all laterals representing 17 states and 85 agencies. The department has 158 members. $17M budget.

Accomplishments include:

- Achieved initial CALEA accreditation and re-accreditation
- Reorganized the Command Rank
- Embarked on creative recruitment strategies to hire the best officers
- Engaged in strong community-oriented policing strategies with the Build the Bridge coalition that resulted in an incredible reduction of crime in a particular high risk area and improved the neighborhood's quality of life. Other examples of COP enhancements included our Cops and Docs programs in the high schools.
- Oversaw new police facility construction
- Served as lead agency to reduce jail costs in King County (significant savings of $500,000)
- Integrated advanced WIFI technology to in-car mobile data units
- Served as Co-Chair of King County Police Chief's Association
- Served as Co-Chair on the King County Car Theft Initiative Task Force (27% reduction in auto theft first year)

Chief of Police (1996 to 2001)
Ellensburg, Washington

A college town in Eastern Washington and the County Seat. Home of Central Washington University and site of one of the nation's biggest professional rodeos. Population of 15,000 with an impact population of 30,000 counting students, impacts of the county seat government services, and the impacts of the regional retail center. A 30 member department. $8M budget.

Accomplishments include:

- Achieved the agency's first state accreditation
- Reorganized the department's chain of command
- Developed excellent working relationships with the union (Teamster's), City Hall, other city departments, schools, and community
- Significantly reduced Internal Affairs complaints from an average of 20 a year to 1 annually
- Created three successful ad hoc drug task forces: 95% conviction rate

- Implemented strong Community-Oriented Policing projects: Adult and Youth Citizen Academies, Downtown Foot-beats, Cops vs. Kids Softball games. Mystery Reading Programs in the public library, proactive team that verified registered sex offender restrictions.

Program Director /College Instructor (1995 to 1996)
Green River Community College, Auburn, Washington

Criminal Justice Department. Full-time faculty for one school year. Served as Ad Hoc Director of Criminal Justice Program. One of the largest law enforcement degree programs in Washington State's community college systems. Assigned to over 100 students

Accomplishments include:

- Revamped the course curriculum with a focus on combining more academic coursework with vocational studies.
- Designed and taught new courses on Community-Oriented Policing, Domestic Violence, and Police Administration.
- Received excellent ratings on student and faculty evaluations

Police Officer/Sergeant (1987 to 1995)
Redmond, Washington

Redmond is a suburb city of Seattle and the headquarters of Microsoft. Its population is 40,000 with a workday impact of 80,000. In addition to working uniform patrol. I held the following assignments as shown below:

Accomplishments include:

- Assistant Commander (1994 to 1995) Washington State Law Enforcement Academy. Full-time assignment
- Criminal Procedure Instructor and TAC Officer (1992 to 1993) Washington State Law Enforcement Academy
- Legal Instructor (1990 to present) Washington State Criminal Justice Training Commission – statewide trainer
- Named Officer of the Year (1989).
- President of the Police Officer's Association (the Guild)
- Earned law degree while working full-time

Educational Leave of Absence (1985 to 1986)
Seattle, Washington

Took educational leave of absence from the Memphis Police Department in late 1985 to move from Tennessee to Washington in order to begin law school in early summer 1986.

Police Officer (1982 to 1985)
Memphis, Tennessee

Memphis is a major urban city serving a population of 670,900. It is very diverse with a minority population of 65%. It has a history steeped in racial tension and is consistently rated in the Top 10 most violent cities in the nation. The Department has 2400 commissioned officers. I served in uniform patrol.

Accomplishments include:

- Earned Master's degree while working full-time
- Hand-selected to join a small team in Research and Development to design an entire new police rank structure for the entire department
- Recruited to join Organized Crime Unit and Narcotics Unit (I declined both)

PROFESSIONAL AFFILIATIONS

- Chair of the Executive Board for Washington State's Fusion Center
- WASPC committee member of Statewide Integrated Intelligence System
- Commissioner for the Washington State Criminal Justice Training Commission
- Member of Police Executive Research Forum (PERF)
- Member of International Association of Chiefs of Police (IACP)
- Member of Washington Association of Sheriffs and Police Chiefs (WASPC)
- Former President of Washington State Chapter of FBI Academy Graduates (2006)
- Member of Washington State Bar Association
- Former Co-Chair of King County Chiefs of Police
- Former Co-Chair of King County Police Chief's Association's Auto Theft Task Force
- FBI Academy Guest Speaker (speak three times a year from 2006 to present)

AWARDS/RECOGNITIONS

- **Officer of the Year** – named by my peers in 1989, Redmond Police Department
- **American Jurisprudence Award** – for top legal scholarship in Products Liability (1989), University of Puget Sound Law School
- **Police Chief's Medal of Meritorious Service** – the officers and staff of the Federal Way Police Department honored me with the medal for my service as their Police Chief

INTERESTS: traveling, running, biking, swimming, fishing, reading, Special Olympics

Anne E. Kirkpatrick

I was born and raised in Memphis, Tennessee and started my law enforcement career on the Memphis Police Department in 1982. I moved to Seattle in 1985 in order to go to law school. I have considered Seattle my permanent home for the past 25 years. I am single with no children.

By nature, I am a people-oriented person with a good sense of humor. I place high value on relationships and care deeply about the welfare of others. Having lived and worked all my life in a broad variety of communities and cultures, I am comfortable with diversity and walk well among differing camps.

I am a goal-oriented person who is disciplined and purposeful. For example, as a fitness enthusiast who enjoys biking, running, and swimming, I competed in the Portland Marathon and last year, to celebrate my 50th birthday, I climbed Mt. Rainier.

Reading is a great interest of mine, as well. Because I possess strong critical-thinking skills and I enjoy problem-solving, I prefer non-fiction and biographies to fiction and I consider myself to be a life long learner.

I am a person of integrity who is genuine and transparent. I am one and the same person in my professional life and in my personal life.

As a 14 year tenured Chief, I am seasoned and very experienced. I have gained a strong reputation as an **effective** and **progressive** leader. Many would call me a "cop's cop" and at the same time credit me with exceptional administrative skills. I know how to run the business of the department and how to bring tasks and initiatives to completion. I am not a micro-manager but I am a **delegator.** I work through others to provide them with the tools to accomplish their mission. I serve the people below me in rank -- not the

other way around. I invest in others by **mentoring future leaders.** I am **collaborative** but **decisive.** I value input, but action always follows. I am **visionary**. I get the big picture and I understand the end game.

I am **trustworthy.** My walk and my talk are the same. I follow through. I am **consistent and predictable.** I am **relational** and connect well with others. I build constructive relationships with the community, neighboring law enforcement agencies and with the rank and file. I am a **team player** with my fellow City Department Heads, the Mayor's Office and the City Council. I have **excellent communication skills.**

I **promote transparency** and open lines of communication within the department, the Community, and with the media.

I am **forward thinking**. I am always exploring and willing to try new crime-reducing strategies and technologies. Technology is a force multiplier.

I am a **change-agent**. In the three police departments that I have served as Chief I was brought in from the outside to be a change-agent. My vision for each agency has been the same: to make each city the safest city its size in America. To accomplish that vision, I have set clear and measurable goals to prevent and reduce crime.

Finally, I fully embrace **"Best Practices"** as the foundation upon which to build a successful police department. I believe in **excellence.** I strive to create a department that is the Flagship of the Fleet.

CLARK S. KIMERER
Deputy Chief/Chief of Staff
Seattle Police Department

April 16, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Dear Seattle Police Chief Search Committee:

This cover letter and enclosed résumé are submitted in support of my application for the position of Chief of Police for the City of Seattle.

These materials are, of necessity, "I" documents, but I would be the first to assert that every accomplishment and milestone itemized here was not mine alone, but always involved the hard work, wisdom and dedication of colleagues, peers, subordinates, superiors, neighbors and friends, detractors and critics, community leaders and public servants, all of whom made every one of my modest achievements possible. The next few pages reflect why I believe I am qualified to lead the Seattle Police Department as Chief, and define my vision for, and commitment to, the Department and the City of Seattle. Through a combination of intentional design, the care and goodwill of my mentors, and a little bit of luck, I have been given remarkable opportunities to obtain substantial experience in the three most important dimensions of police leadership: Operations, Administration and Community. At the operational level, my experience has been rich and rewarding, allowing me to exercise command in virtually every facet of policing a large, progressive city. This experience began in the most important police function – Patrol – starting as an officer and serving in every Precinct, then commanding a patrol watch as a Lieutenant, the West Precinct as a Captain, and ultimately serving as Chief of all Department operations from 2001 to 2006. In the areas of special and tactical operations, I started as the first training officer of the newly created SWAT Team in 1985, commanded the Hostage and Crisis Negotiation Team for seven years, and served as the Incident or Department Operations Commander in over 200 critical incidents over the last 20+ years. My experience and expertise also extend to the areas of emergency management and homeland security, where I have achieved a national and international reputation.

In the second dimension of police leadership, Administration, I have been the Department's Chief Financial Officer and Chief of Staff for a total of seven years, from 1999 to 2001, and again from 2006 to the present day, delivering balanced budgets in the most difficult economic times, including mandates to reduce the Department budget by 12+ million dollars during my tenure. I am the Department's most experienced labor negotiator, leading the SPD collective bargaining efforts with both the Officers' Guild and the Management Association for a total of nine contracts over 15 years. I have been deeply involved in Department accountability and transparency, as the Commander of the Internal Investigations Section from 1995-97, and as one of the principle architects of implementing the Office of Professional Accountability (OPA). In this latter role, I served as lead department negotiator with both sworn unions to adopt the provisions and requirements of the OPA. As part of my responsibilities as second in command and Chief of Staff, I have reviewed and made decisions on literally

thousands of internal investigations, have chaired nearly 60 firearms review and complaint appeal boards, and appeared as the Department representative in myriad legal proceedings, including testimony and deposition at the municipal, county, state and federal levels. Finally, it is also worth noting that for the nine separate collective bargaining negotiations with either the Seattle Police Officers' Guild or the Seattle Police Management Association where I was the Department lead, all were resolved without recourse to arbitration.
The third and final dimension of police leadership – Community – is the most important, and merits the most extensive commentary. I would begin by noting that the project I have commanded for the last five years – Neighborhood Policing, or "NPP" – represents one of the most ambitious attempts in this country to transform the theories of community policing into reality. The central tenets of NPP are: Equality of response to calls for service to all communities in Seattle, regardless of location, time of day or day of week; the creation of time in every officer's shift – called "proactive" time – to work with citizens to identify public safety needs and problems and collaboratively work toward their solution; and the establishment of an ethical commitment by every employee of the SPD to be an impeccable crime fighter, a guardian of community safety, and a professional who listens to, and respectfully engages, our neighbors and business leaders. The overriding objective of the NPP is to identify and implement tactics and strategies that improve the safety and security of everyone who lives, works, studies, visits and conducts business in Seattle.

My personal and professional devotion to this community may be seen in my commitment to civic service. The twelve years I have served on the Board of Directors of the Downtown Emergency Service Center (DESC), ten of them as Board Chair, remains one of the most important and rewarding experiences of my life. The experience has affected me profoundly, shown me the fragility of human existence and the power of compassion, and given me the opportunity to give voice to the needs of the helpless and vulnerable. Through my many years of youth coaching, my numerous years as a "Big Brother" as part of Big Brothers Big Sisters of King County, and in roles as a parish school board and council member and in similar positions in other community programs and projects, I have seen clearly the value of friendship, listening, partnering relationships, empathy and compassion.

My commitment and devotion to the City of Seattle is expressed through simple facts. I was born in Seattle, and have always lived in the city's North end, growing up in Meadowbrook and residing for the last 38 years in the Cedar Park neighborhood. After going away to college, my wife and I returned to Seattle, where we have raised three sons. Finally, though professional opportunities have been presented regularly, I have rather stubbornly refused offers of employment in public safety and other professions that would take me away from Seattle. I am also part of a family with a proud legacy and tradition of public service to this city, including my mother, Noreen Skagen, who retired as an Assistant Chief in SPD in 1988 to accept a presidential appointment as US Marshal for the district headquartered in Seattle; my step-father, Roy Skagen, also a retired SPD Assistant Chief; my great-uncle, Frank Hanson, who was Chief of the Seattle Fire Department from 1975-1980; and my brother, Scott Kimerer, who strayed a bit from the city limits, as he is a Major in the King County Sheriff's Department and serves as the Police Chief of the City of Burien. To me, this legacy is neither accidental nor merely circumstantial, as I believe that a person's essential values, devotion, dedication and aspirations are rooted in the community he or she calls "home".

Vision and Commitment to the Department. By every objective and subjective standard, the Seattle Police Department is a great police department in a great city. Our crime rate is the envy of all but a handful of major cities; we are nationally renowned public safety innovators; we have a deserved reputation as being one of the most progressive and effective big-city police agencies in the US; and we seek to continuously improve and become ever more effective, responsive, transparent and engaged with the people we serve and protect. These accomplishments did not happen overnight, or by accident, and I am proud to have been part of the leadership team that, for more than a decade, has been working to keep Seattle safe. In all candor, part of my professional vision as Chief of the Seattle Police Department will be to preserve the progress we have made in

such areas as use of force, accountability and operational readiness; and to continue the programs which have served this city with such distinction. The Neighborhood Policing Plan is central to this vision.

All this being said, now is not the time to merely preserve the status quo. Rather, it is a time for bold and decisive action. Our Downtown, the heart and economic engine of the city, is under considerable stress. It needs, in my view, a comprehensive strategic and tactical public and social safety overhaul that weds effective law enforcement and social service delivery systems to consistent, co-equal protections for the rights of all who travel its vital streets. This same challenge was present in the early 1990s, and then – as now – I am excited to be part of the team to reclaim our streets in ways that are both lawful and humane.

At the same time we confront challenges in our City Center, there are in every neighborhood people who go to bed accompanied by fear, and who feel helpless and without a voice. Through NPP, we are poised to implement systematic approaches to engagement, empowerment and collaboration which I believe will transform the theories of community policing into real-world, ground-level action that will make a difference in the life of every Seattleite. Through continual refinement of our systems of accountability and transparency, we have the opportunity to ensure that our policing practices and operations are accepted as fair and legitimate everywhere at all times. Finally, in the last five years, the technical and scientific progress seen in the public safety discipline has been breathtaking. From data management and information sharing, to DNA testing, crime pattern and crime scene analysis, and predictive and intelligence-led policing, there are now a host of proven and emerging crime fighting tools and tactics of great effectiveness. Seattle must remain on the cutting edge, employing the best that science and technology offer in order to advance our shared commitment to be one of the safest big cities in this country.

While I am prepared to elaborate at greater length upon my plan for the future of policing in Seattle, it must, of necessity, be set in counterpoise with the fact that we are in the worst economic downturn since the Great Depression. I note, in closing, that as the Chief Financial Officer for the Department for the last five years, we have been able to maintain our progress and standards during shrinking budgets and amid economic uncertainty.

Finally, and with respect extended to all others who are applying for this position, I note a unique and important fact applicable only to me and my colleagues from inside the Department. We are ready to start work without missing a beat, and will be on the job, in service to this great city, the morning after confirmation. I extend my fidelity and support to them, as I know they do to me. And I thank the members of the selection committee for persevering through this letter and attached résumé, and – more to the point – for helping this city that I love find the best Chief of Police.

Sincerely,

SIGNED

Clark S. Kimerer
Deputy Chief/Chief of Staff

DEPUTY CHIEF CLARK S. KIMERER
Chief of Staff/Administration
Seattle Police Department

SENIOR EXECUTIVE PROFILE

- Second in Command of the Seattle Police Department for the last 10 years. Served as Acting Chief of Seattle Police Department during absence of Chief Gil Kerlikowske (close to a year total in days) 2000-2010. Senior Assistant/Deputy Chief on the Command Staff.
- Lifelong Seattle resident with strong public safety family background (both parents retired SPD Assistant Chiefs, mother was later appointed U.S. Marshall for Western Washington, Great Uncle was Seattle Fire Chief, Brother is KCSO Major and contract Chief of Burien PD).
- Strong 25 year community and social justice commitment through private volunteer and departmental work, including 10 years as Chair of the Board of the Downtown Emergency Service Center
- Extensive experience in labor relations and union negotiations, having been the lead negotiator representing the Department in nine collective bargaining contract negotiations with both the Officer's Guild and Management Association over the last 15 years
- Project Commander and principal architect of the Neighborhood Policing Project, the most comprehensive restructuring of the 911-Patrol system in the last 3 decades, and one of the most substantive attempts to implement a community policing model in the country.
- For last decade was primary departmental lead/director/key participant on almost every significant incident, budget/policy, personnel, strategic planning, public information-media relations and major crime situation in the Seattle Police Department. For the last 5 years, the Chief Financial Officer of the Department, managing a now $250+ million dollar budget, and delivering a balanced budget each year, despite extensive requirements to reduce the budget
- Extensively involved at local, state and especially national/international level in Homeland Security and Emergency Management strategic planning, training and system design
- Dedicated professional life to continuous improvement in the disciplines of both leadership and management, and how the tell the difference between the two.

EMPLOYMENT WITH SEATTLE POLICE DEPARTMENT

CHIEF OF STAFF – DEPUTY CHIEF OF ADMINISTRATION — 2006 to Present

Responsibilities: Appointed by and report directly to the Chief of Police, act as second in command of the department. Direct command of 1 assistant chief, the chief administrative officer, 7 civilian managers/directors, 3 captains, 3 lieutenants, 14 sergeants, 35+ officers, and about 500 civilians. Command all administrative and technical support functions of the department, including: finance, policy and planning, information technology, communications, deployment, human resources, training, fiscal, property management, research and grants, and records and data. Operationally manage 20 percent of the department's functions; and direct the development of the Police Department's $243 million annual budget. Determine the quality, consistency, equity and operational efficacy of public safety for the city of Seattle. Have authority on all disciplinary and personnel decisions. Represent the Chief of Police with decision-making authority on regional, state, national and/or international law enforcement issues.

DEPUTY CHIEF OF OPERATIONS — 2001 to 2006

Responsibilities: Appointed by and report directly to the Chief of Police, act as second in command of the department. Direct command of 3 assistant chiefs, 12 captains, 37 lieutenants, 122 sergeants, 1100+ officers, and about 100 civilians, with a 2010 budget at $211 million. Command all operations and patrol deployment, investigations, emergency management, special events planning, and the field training of student police officers. Determine the quality, consistency, equity and operational efficacy of public safety for the city of Seattle.

DIRECTOR-CITY OF SEATTLE EMERGENCY OPERATIONS CENTER — 1999 to Present

Responsibilities: Serve and support the Mayor and his/her policy group during a disaster for the entire City of Seattle, incorporating all City-wide issues and not just exclusively police responsibility. Direct city personnel during a disaster, and direct/coordinate all City Departments and emergency support functions to address catastrophic incidents. Interact with Federal Homeland Security and State Emergency Operations officials, including the Governor. Participate and serve on policymaking bodies with cross-jurisdictional responsibilities. Direct planning for emergency management issues caused by terrorism, whether chemical, biological, or radiological.

(Key Accomplishments for above three positions: See *categorical accomplishments in following sections.*)

ASSISTANT CHIEF-CHIEF OF STAFF — 1999 TO 2001

Responsibilities: Similar to assignment as the Chief of Staff - Deputy Chief of Administration. Have command of 2 assistant chiefs, 8 civilian managers/directors, 3 captains, 3 lieutenants, 14 sergeants, 30+ officers, and about 500 civilians. Command all administrative and technical support functions of the department, including finance, planning and policy, information technology, communications, deployment, human resources, training, fiscal, property management, research and grants, and records and data. Determine the quality, consistency, equity and operational efficacy of public safety for the city of Seattle. Operationally manage 20 percent of the department functions. Oversee approval of all expenditures; and manage/direct the development of the Police Department's annual $161 million plus budget (in 2001). Have authority on all disciplinary and personnel decisions. Represent the Chief of Police with decision-making authority on regional, state, national and/or international law enforcement issues.

Key Accomplishments

- In addition to being second in command of the Department and responsible for development of the biennial budget, and overall commander of policy and personnel, oversaw the successful transition, including a far-reaching re-organization, to a new Chief of Police (Gil Kerlikowske) following an interim Chief (Herb Johnson). This included oversight of the development of all transition documents for the new Chief.
- Created and oversaw the Force Options Research Group in the wake of a fatal police shooting involving a mentally ill suspect. Implemented a nationally recognized less-lethal program, and increased the deployment of Crisis Intervention Team trained patrol officers almost tenfold.
- In 1999 was director of the task force that prepared the Department's Accountability Action Plan, which was a blueprint for improving relationships with the community in terms of transparency in investigation of citizen complaints toward officers. Also, outlined steps for creating better structure and processes for inclusion of community members in oversight of the department's internal investigations.

CAPTAIN — 1992 to 1995

- **Vice and Narcotics** from 1997 to 1999: Commanded 64 staff, including 3 lieutenants, 3 sergeants, 49 detectives, and 3 civilians.

- **Internal Investigations** from 1995 to 1997: Commanded 9 staff, including 1 lieutenant, 7 sergeants, and 2 civilians. Worked with Council appointed Citizen Auditor (Judge Terry Carroll)
- **West Precinct** from 1992 to 1995: Commanded 191 staff, including 4 lieutenants, 17 sergeants, 171 officers, and 3 civilians. The West Precinct is in many ways the most complex precinct throughout the city of Seattle as it is located in the heart of downtown Seattle.

Key Accomplishments

- Created a focus on treatment and other alternatives to incarceration through Drug Court and the NW HIDTA (High Intensity Drug Trafficking Areas), on who's respective Boards was the first SPD commander to be appointed.
- Worked with community to create a better relationship and understanding of the role of complaint investigations of officers involving citizens. During tenure, the average length of investigation of complaints was reduced from an average of over 160 days to less than 90 days.
- Commanded the West Precinct at a crisis point in the City's history, when downtown business was near collapse, and crime was at an all time high. Worked with community members, residents and business leaders on critical strategies that helped reduce crime, including, increased emphasis patrols in areas to decrease gang activity and drug use; additional bicycle and foot-beat patrols supporting businesses; development of a strong Precinct Advisory Council, Human Service Provider Forum and Private Security Advisory Committee designed to bring greater input and strategic vision to solve problems.

LIEUTENANT — 1989 to 1992

- **Watch Commander** of the West Precinct from 1990 to 1992: Commanded 71 staff, including 5 sergeants and 66 patrol officers on the late night shift.
- **Project Manager and Lead Planner** for the 1990 Seattle Goodwill Games from 1988 to 1990: As a special assignment, performed as project manager and lead planner for the U.S. Olympic Committee sanctioned world athletic competition, Olympics format, involving 2,800 athletes from 54 nations with an operating budget of $3.8 million for police support. (Began assignment as a Sergeant)

SERGEANT — 1987 to 1989

- **DUI Squad** from 1987 to 1989
- **Lead Planner/Project Manager, 1990 Goodwill Games Joint Planning Project** (see description above)
- **Chief Negotiator** for the Hostage/Crisis Negotiation Team from 1985 to 1990

POLICE OFFICER — 1983 TO 1985

- **SWAT** from 1985 to 1987: As an entry team member, was part of the Special Weapons Cadre. Principle responsibility was as the SWAT Team Training officer. Became the first training officer appointed to the newly formed SWAT created after the controversial Baldwin incident. Developed a model SWAT training curriculum for the use of force and tactical policies, many of which are employed today. I am also a founding board member of the WA State Tactical Officer's Association and a member of the National Tactical officers Association.
- **Field Training Officer** from 1984 to 1985: Trained 5 student officers before being transferred to the SWAT.
- **Patrol Officer** from 1983 to 1985: Was assigned to the South, East and West Precincts. I was designated "Top Officer in Patrol" with partner now Assistant Chief Jim Pugel, for one of the highest numbers of felony and misdemeanor arrests in 1984.

ADDITIONAL SEATTLE POLICE AND OTHER LAW ENFORCEMENT ACCOMPLISHMENTS

Operations

- Chief of Department Operations: Patrol-911, Special Operations (SWAT, K-9, Harbor, Mounted, Bomb-EOD, CBRNE, etc.), Investigations, Emergency Preparedness and Homeland Security. (2001-2006)
- Project Commander, N30 (WTO Anniversary Protests) After Action Report. (2001)
- Department Commander, Asia Pacific Cities Summit Meeting. (2001)
- Department Coordinator/Commander, SPD Emergency Preparedness Bureau, including its creation and implementation. (2000-2001)
- Project Commander, SPD Critical Incident/Demonstration Management Plan. (2000-2001)
- Project Commander, Force Options Research Group/Less Lethal Force (2000-2001)
- Project Commander, SPD After-Action Report: WTO Conference. (200)
- Project Coordinator, City-Wide Disaster Readiness and Mobilization Plan. (1994)
- Founder, West Precinct Private Security Partnership Forum. (1994)
- Founder, West Precinct Human Services Provider Forum. (1994)
- Planning/Project Coordinator, Civil Unrest/Critical Incident Management concerning Rodney King Verdict Preparedness and Response (1993)
- Appointment, IACP-Major City Chiefs Select Committee on Civil Unrest (1992)
- Department Coordinator, Community Diversion of Mentally Ill Offenders Project (1990-1992)

Incident Command System

"Major Incidents" or "critical incidents" include significant disturbances, riots, natural, accidental or human caused disasters, major conventions or national/international level meetings, protected dignitary visits, homicides or other major crimes that require extraordinary police response:

- Number of major incidents as Incident Commander, 100+
- Number of Major Incidents as Department Commander, 40+
- Number of Major Incidents as Lead Planner or Planning Commander, 70+
- SWAT/Hostage Negotiation Team Call-outs, 90+

Emergency Management, Disaster Preparedness and Response, and Homeland Security
(Federal Security Clearance-Secret)

- Chair, Investigations Committee, Department of Homeland Security Science and Technology Directorate, Virtual USA Project, Washington, D.C. (2009-2010)
- Advisory Board, National Alliance for Public Safety – GIS, Washington, D.C. (2009-2010)
- Advisory Board, John Jay College – Christian Regenhaard Center for Emergency Response Studies, New York, NY (2009-2010)
- Editor, Homeland Security Affairs Quarterly, Center for Homeland Defense, Naval Postgraduate School, Monterey, CA (2007)
- Syndicate Leader, Leadership in Counterterrorism (LinCT)-Pacific Rim Program Sydney/Honolulu. (2006)
- Director, City of Seattle Emergency Operations Center, performing 14 activations for a total of 42 days of 24-hour operations] (1999 to Present)
- Chair, City of Seattle Disaster Management Committee. (1999 to 2005)
- Member: DOJ-Global Justice Fusion Center Standards Work Group. (2004-2005)
- Consultant reviewer and publication of issue papers concerning the Homeland Security Exercise and Evaluation Program (HSEEP) for Major City Chiefs-CAN. (2004)

- Congressional Testimony, US House of Representatives, House Select Committee on Homeland Security, Re: National Exercise Plan and TOPOFF(2004)
- Major City Chiefs (MCC) Appointee to the following Advisory and Work Groups: National Response Plan Review; NIMS; HSPD-8 Universal Task List; HSPD-8 Target Capabilities List. (2003-2004)
- Federal TOPOFF 3 National Level Exercise Mentor and Subject Matter Expert. (2003-2005)
- Project Commander/City Point of Contact, TOPOFF 2 National WMD Exercise. (2001-2003)
- Coordinator of the creation, implementation and command of SPD Homeland Security Division and Emergency Preparedness Bureau. (2001)
- SPD Lead – Citywide Basic Disaster Plan development and implementation. (1995-1996)
- Nunn-Lugar-Domeneci/Metropolitan Medical Strike Team (MMST) SPD Program Coordinator-Point of Contact. (1994-1998)

Financial/Fiscal Policy Development and Implementation

Chief Financial Officer of the largest Seattle General Fund budget of $250+ million, with largest number of employees having 1,937 total FTEs and approximately 2,000 individual employees, including 1,350 authorized sworn officers; responsible for administration of fiscal control, budget development, and financial policies. Accomplishments from 2006 through end of 2009:

- Through tight expenditure control, oversaw return of funds to city general fund at each year end.
- Directed the reduction in overages in budgeted overtime hours from a high of 50% to 17% overage in 2009.
- Oversaw development of budgetary policies and practices used as model for other departments and city budget office.
- Worked successfully with City Budget Office on development of annual and mid-year reductions for 2007 through 2010 budgets supported by both Executive and SPD Command staff, with original proposals turned in within target cut guidelines and required due dates.

Strategic Planning

Project Commander, SPD Strategic Plan 2010 Geo-Policing Project. Known as the NPP, or Neighborhood Policing Plan, this project added patrol officers annually so that by full implementation, all Seattle neighborhoods will have their geo-based officers determined by a model considering crime rates, geography, etc., from a distribution of approximately 150 new officers over six year period. The objectives of NPP include the equitable and efficient distribution of patrol officers to achieve under 7 minute response time to emergency calls 24/7, and the creation of consistent proactive time for every officer to engage in community engagement and problem solving.

- Project Commander, SPD Deployment and Management Study. (2000-2001)
- Department Lead, SPD Accountability Action Plan. (1999-2000)
- Project Coordinator, SPD Recruitment Audit and Agenda for Action. (1999)
- Executive Committee, King County Drug Court. (1998-1999)
- Co-Chair, SPD Strategic Planning Committee/Co-Author of SPD Strategic Plan. (1996)

Labor Relations, Union Negotiations and Human Resource Management

- City Labor Negotiator—Current for union contract negotiations with SPOG (Seattle Police Officers' Guild) and SPMA (Seattle Police Management Association). Lead Department Labor Negotiator for nearly 15 collective bargaining years.
- Represented the Department as part of the City Negotiating Team: Seattle Police Officer's Guild (SPOG) for collective bargaining years 1995, 1998, 2000, 2006. Seattle Police Management Association (SPMA) for collective bargaining years 1999, 2001, 2003, 2005, 2008. [Total of nine contract negotiations]
- Represented SPMA on the labor side in 1995 and 1997.

- Appointee, representing SPMA, on the Mayor's Chief of Police Selection Committee, 1993-1994.
- Number of Depositions (principally involving employment actions, or Department policy and practices, e.g. accountability, use of force, arrests, police pursuits): 26.
- Testimony as Department Expert/Representative (on many of same issues itemized above): 17.
- Direct/approval all sworn and civilian hiring in Seattle Police Department. Sworn replacement and new hires range between 60 and 90 new hires per year. Civilian replacement and/or new hires range approximately 25 to 40.
- Chair, Department Firearm Discharge Review Boards: 17, including 9 fatality incidents.

Community and Social Justice Activities

- Downtown Emergency Service Center: Chair (2001 to date) & Member (since 1998) of the Board of Directors. Commentary: This center is the city's largest emergency shelter provider and one of the top three supportive housing programs for homeless, disabled adult men and women. DESC serves over 10,000 unduplicated homeless adults requiring emergency shelter each year. During my tenure, we opened 7 new supportive housing facilities, serving almost 400 homeless adults living with severe and persistent mental illness, physical disabilities, and chronic addictions to drugs and or alcohol. Our facility called the 1811 Building, providing supportive housing to homeless chronic public inebriates, was both extremely controversial and ultimately celebrated as a national model, and was the recent subject of a study by the Journal of the American Medical Association. This extended commentary reflects the priority I attach to my work in DESC. I am unaware of any other high ranking police commander in a major metropolitan jurisdiction serving as Board Chair of an institution like DESC. Bill Hobson, listed as a reference, is the Executive Director. More information is available at www.desc.org.
- Child Haven International Advisory Board: Member, 2003-2006. Organization provides support for abused and neglected children.
- AIDS Housing of Washington Services and Systems Integration Advisory Board: Appointed Member.
- Committee to End Homelessness: Appointed Member. 2007 to present
- King County Drug Court: Executive Committee Member 1997-99.
- Community Based Downtown Public Safety Task Force: Mayoral appointment & member 1992-94.
- Downtown Needle Exchange Task Force (Mayoral appointment) 1994
- West Precinct Human Service Provider Forum: Founder, Chair 1991-1995
- Big Brothers/Big Sisters of King County, 1980-88
- Our Lady of the Lake Parish: 47 year member, active in parish and archdiocesan charitable, human service and social justice initiatives. Parish Council 1996-98.
- Our Lady of the Lake School Board: 1996-2003, and serve President 1997-1999.
- Youth Soccer, Basketball and Speech Coach: for Neighborhood Recreational Leagues, AAU, Select Soccer and Catholic Youth Organization Programs, 1995 to present.

ADDITIONAL EMPLOYMENT

Juhl-Pacific Corporation, Seattle WA — 1979 to 1983
Assistant Director of Admissions, St. John's College, Santa Fe, New Mexico — 1978 to 1979
Adjunct Faculty, Naval Postgraduate School-Center for Homeland Defense and Security, (off-duty consultant employment as executive education program facilitator and subject matter expert) 2005-present

EDUCATION, ACADEMIC HISTORY AND SPECIALIZED TRAINING
Academic Curriculum Vitae

- Syndicate Director, Leadership in Counterterrorism (LinCT) – Pacific Rim, Sydney, Australia/Honolulu, HI. The first Pacific Rim iteration of the international counterterrorism program aimed at Chiefs and other executives

charged with emergency management and homeland security responsibilities. As a Syndicate Director, shared teaching and thesis advisor duties, as well as participated in the curriculum design. (2006)

- Graduate, National Executive Institute, Class 26, FBI Academy, Quantico, Virginia. The National Executive Institute (NEI) is the offshoot of the National Academy (NA) specifically aimed at Chiefs of Police and other law enforcement executives. Was the first Deputy Chief from a city the size of Seattle to be appointed to the NEI. (2003)
- Harvard University Law School, Program of Instruction for Lawyers, Harvard Negotiation Project, "Basic Negotiations & Mediation," Cambridge, Massachusetts. (1998)
- Advanced Hostage Negotiations, FBI Academy, Quantico, Virginia. (1987)
- Certificate, Washington State Criminal Justice Training Academy. 1st in Academics, 3rd Overall, Class President. (1983)
- Graduate Institute in Liberal Education, St. John's College, Santa Fe, New Mexico. (1979)
- Bachelor of Arts in Classics and Liberal Arts, St. John's College, Annapolis, Maryland. St. Johns College is one of the most distinguished – and unique – Liberal Arts College in nation. Nicknamed the "Great Books" college, the all required curriculum consists of four years each of math, laboratory science, foreign language (Greek and French) and the study and examination in seminars of the western world's seminal works of philosophy, literature, history, music and the arts, otherwise known as the "great books". More information is available at www.stjohnscollege.edu. (1978)
- Northwestern University, Evanston, Illinois. Matriculated. Transferred to St. John's College in 1975. (1974)
- Nathan Hale High School, Seattle WA. National Honor Society; nationally ranked in Oratory, Debate, and Impromptu Speaking. (1973)

SELECTED ACADEMIC PRESENTATIONS AND INSTRUCTOR CERTIFICATIONS

Facilitator and Subject Matter Expert, Naval Postgraduate School – Center for Homeland Defense and Security, Mobile Education Team (MET) Program. As a consultant/instructor for NPS-CHDS, I have participated as a either a Facilitator and/or Subject Matter Expert in over 40 executive education seminars throughout the nation. (2005-Present)

- Subject Matter Expert, DHS-ODP TOPOFF Program. (2004-2008)
- Adjunct Faculty/Visiting Lecturer, Sam Houston State University, Texas. Blackwood Law Enforcement Institute of Texas. (2003-2005)
- Adjunct Faculty/Visiting Lecturer, Southern Illinois State University (2005).
- Visiting Lecturer on less-lethal force options and programs, Defense Institute of Great Britain, Swindon, England (2003).
- Advisor and Presenter, State of South Carolina, on community diversion programs and options concerning the mentally ill offender (2001).
- Presenter/Facilitator, "Community Diversion of the Mentally Ill Offender," 1995 International Association of Chiefs of Police, Albuquerque, New Mexico.
- Advisor on police/security operations, 1992 Barcelona Summer Olympics and 1996 Atlanta Summer Olympics.
- Lecturer/Instructor, Seattle Police Department and Washington State Criminal Justice Training Academy: Undercover Operations; Interest Based Bargaining; Basic and Advanced Hostage Negotiations; Ethics and Internal Affairs; Community Policing and Problem-Solving; Incident Command; Civil Unrest and Critical Incident Management; Leadership; other topics. (1992 to present.)

MAJOR PAPERS AND PUBLICATIONS

Editor and Reviewer, Homeland Security Affairs Quarterly, Center for Homeland Defense and Security, Naval Postgraduate School, Monterey, CA, since 2008.

- Peer Reviewer/Contributing Editor, Promoting Effective Homicide Investigations, Chapter 3, "Managing Homicide Units for Effectiveness", Chapter 5 "Videotaped Interrogations" and Chapter 7, "Cold Case Investigations" c. COPS and PERF Publications, 2007.
- Principal Author and Editor, Twelve Tenets to Prevent Crime and Terrorism, Major City Chiefs Association, 2009 (briefing document for the Obama Administration)
- Neighborhood Policing in Seattle: Strategic Vision and 5-Year Plan, SPD 2007, Project Lead, Co-author, and editor.
- Contributing Author and Editor, Fusion Center Intelligence Standards, DOJ-Global Justice Information Sharing Initiative, c. 2005.
- Contributing Author and Editor, Community Policing in Action: a Practitioner's Eye View of Organizational Change c. June 2003, U.S. Department of Justice – Office of Community Oriented Policing Services.
- Project Lead, co-Author, and Editor, SPD Strategic Plans published in 1996, 2001 and 2004.
- Seattle Police Department Annual and Biennial Budgets —multiple volumes, SPD, City of Seattle, 1999-2001 and 2006 through 2010. (Directed development: General Editor and co-author.)
- Project Commander, Author and Editor, WTO After Action Analysis and Report, SPD 2000.
- Project Lead, Author and Editor, Recruitment and Employee Retention in the Seattle Police Department: A Comprehensive Review and Strategic Plan, SPD 1999.
- Contributing Author, Managing Innovation in Policing (Chapter V.5, "Communicate Before It's Too Late") c. Police Executive Research Forum (PERF) Publications, 1995.
- Contributing Author and Editor, Prevention and Control of Civil Disturbance: Time for Review c. 1993, Department of Justice, National Executive Institute Associates-Major City Chiefs.
- Contributing Author, Breaking the Barriers: The Mentally Ill, Criminal Justice and the Courts (Chapter 3, "The Police and Mentally Ill Offenders") c. 1992, CAMIO monograph.

ACADEMIC AWARDS AND PROFESSIONAL ASSOCIATION MEMBERSHIPS

- Recipient, (first annual) Mayor Norman B. Rice Award for Valuing Diversity in the Workplace (1993).
- Officer of the Year, CAMIO (for work on behalf of the mentally ill) – 1990.
- Distinguished Service Award, SPD SWAT Team (1987).
- Washington State Criminal Justice Training Academy, 1st in Academics, 3rd Overall, Class President (1983).
- Police Executive Research Forum
- International Association of Chiefs of Police
- National Executive Institute Associates
- Leadership in Counterterrorism International Associates,
- Major Cities Chiefs Associates

REFERENCES

SNAPSHOTS: PERSONAL STATEMENT OF SPD DEPUTY CHIEF CLARK KIMERER

AS A PERSON It is fitting to begin this reflection on a note of gratitude. All that I have that is meaningful to me has come through countless gifts of compassion and wisdom from family, friends, mentors, neighbors, colleagues, perfect strangers and even, on occasion, detractors and critics. Two of these gifts are commitments to *devotion* and *duty*. Of *devotion*, I am a native born Seattleite who would live in no other city. Save for attending Northwestern University and graduating from St. John's College, I have lived my entire life in the Meadowbrook and Cedar Park Neighborhoods, and it is as citizens of Seattle that my wife and I chose to raise our three sons. I am part of a family with a proud legacy and tradition of public service to this city, including my mother, Noreen Skagen, who retired as a Seattle Police Assistant Chief is 1988 to accept a Presidential appointment to become the U.S. Marshall; my step-father, Roy Skagen, also a retired Seattle Police Assistant Chief; my great-uncle, the late Frank Hanson, who was Chief of the Seattle Fire Department from 1975-80; and my brother, Scott Kimerer, who – while straying a bit from the city limits – serves as the Police Chief of the City of Burien. This legacy has taught me that a person's essential values, devotion, dedication and aspirations are rooted in the community he or she calls "home". Of *duty*, I am deeply committed to my community through civic service in my private life. I have served for twelve years on the Board of Directors of the Downtown Emergency Service Center (DESC), ten of them as the Board Chair. DESC is Seattle's largest emergency shelter and one of the most important providers of permanent, supportive housing to adult men and women living with severe and persistent chemical, alcohol or behavioral disabilities in addition to being chronically homeless. My experience with DESC has shown me the fragility of human existence, as well as the power of compassion. This experience has also taught me that compassion is an activity, rather than a frame of mind. This has been a life's lesson I regularly share with my sons, and the note on which I close this reflection: One must assert humanity, and practice compassion, just as an athlete prepares for the Olympics. This, I believe, is the path of virtue and courage.

AS A POLICE LEADER I have purposefully pursued professional experience and responsibilities to prepare myself to be the Seattle Chief of Police. In my 27 years in SPD, I have commanded virtually every Department function, always guided by my parent's maxim, "always try to leave your

area of command better than the way you found it". I served in Patrol, rising to Captain commanding the West Precinct, and finally serving as Deputy Chief for six years commanding all Department operations. I was on the SWAT Team in 1985-88, then went on to command the Department's Hostage and Crisis Negotiation Team as Chief Negotiator. I have been the Incident or Department Operations Commander in over 200 critical incidents. I teach homeland security, emergency management and incident command for the Naval Postgraduate School, and have achieved a national reputation in these crucial disciplines. In the area of administration, I have been the Department's Chief Financial Officer for a total of seven years, delivering balanced budgets in difficult economic times, which included mandates to reduce the Department budget by 12+ million dollars during my tenure. I am the Department's most experienced labor negotiator, leading the SPD management collective bargaining team for a total of 9 separate police union contract negotiations over the last 15 years. None required recourse to arbitration. I trained at Harvard Law School in the Harvard Negotiation Project, and received certification in this prestigious program. I have chaired nearly 60 firearms review and complaint appeal boards. I have had to look parents in the eye to tell them their child has died. For more than a decade, I have been part of the final decision-making team in virtually every significant promotional, disciplinary, budget, policy and – to put it plainly – crisis that the Department experienced. I have had my share of 48- hour days without sleep, and I have presided over the funerals of too many Seattle Police Officers. This is the life I choose, and I live it with pride, humility and gratitude. And I will be on the job ready to lead, listen, and be a decisive and responsible leader on the morning after confirmation. We have much to accomplish, and the only transition worth undertaking is one of action.

AS A PERSON AND POLICE LEADER One of the most tragic days of my professional life occurred in 2006 at the murder of 5 young people on Capitol Hill after attending a "rave" party. After spending hours consoling family and friends, briefing the media, and supporting the investigation, Chief Gil Kerlikowske asked me to accompany him to view the crime scene. I have been to hundreds of such scenes of human despair, and – for the first time – I told Gil that I would rather not, as I imagined I would see my children in the faces of the victims of this senseless crime. "That's the point" he told me, in his characteristically gentle way. He went on to remind me of why I became a police officer. First, he said, because you have devoted your life to prevent these tragedies, and to help victims find justice; second, because you need to show the world that you care; and third, you have to remind yourself that you care. This, then, is how I choose to summarize the most important quality I aspire to both as a person, and as a police leader:

To care.

Jim Pugel

15 March 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Dear Search Committee;

After 27 years in almost every facet of police work, I am seeking the opportunity to serve as the City's Chief of Police. I have watched this agency evolve from the perspective of a volunteer, a patrol officer, a Special Weapons and Tactics Teams supervisor, a Precinct Commander and commander during the City's W.T.O. riots and finally, an Assistant Chief supervising investigation units, patrol operations, and virtually all administrative functions at the Department. My resume details my specific accomplishments on projects and assignments over the years. I believe my varied experience in every area of modern policing has given me a unique perspective and insight that would serve the City well. This experience includes:

- Public safety - planning for and managing large events that involved numerous organizations with competing interests while ensuring the safety of all while maintaining essential police services.
- Budget - managing multi-million dollar budgets for complex projects while leading sworn and civilian employees in successfully delivering the project within scope and budget.
- Community involvement - working with various community groups, on and off duty, and their leaders for 27 years to successfully resolve or manage chronic public safety issues
- Program support - bringing innovation and a collaborative spirit in the support of mayoral, council and other public projects.
- Leadership – leading sworn and civilian employees during both calm and crisis while ensuring their safety and delivery of service excellence.

As a lifelong resident of Seattle I have a strong allegiance to the City and the people who live, work, recreate and visit this great City. I understand the nuances involved in working with the diverse community that we serve and all segments of City government. I have developed alliances with business leaders in the community and representatives from community organizations that have strengthened the ability to police effectively and fairly. My experience in working with other police departments throughout the nation, combined with my past consulting work in the private sector, provides me with access to national resources on best practices in policing. It also solidifies my belief that the men and women in this Department provide a high level of service. I would serve the Department and the people of the City while leading its employees to further excellence.

Respectfully submitted,

Jim Pugel

James V. Pugel

Education

Cascade Executive Management Program, Evans School Of Public Policy, University of Washington	2006
Senior Management Institute for Police, Boston University	2002
Federal Bureau of Investigation National Academy	1997
Washington State Basic Law Enforcement Academy	1983
University of Washington, B.A. Political Science English Literature	1981

Organizations

- Fulcrum Foundation Board of Advisors
- Co-chair, East African Police Advisory Council
- University of Washington Board of Rowing Stewards
- Co-Chair - Northwest Law Enforcement Information Exchange Steering Committee (LInX)
- Associate Member of Washington Association of Sheriffs and Police Chiefs
- Former co-chair, Lesbian, Gay, Bi-sexual, Transgender and Questioning Police Advisory Council

Career Experience

Twenty-seven years of progressive growth, achievement, leadership and project management in public safety, as well as continual education. Broad based 'hands on' leadership and management experience for numerous short and long term incidents and projects involving myriad people and agencies. This experience extends from the street to the boardroom in both the public and private sector.

Management: Strategic long and short term planning, operating plans, policies and procedures, staffing and supervision, service and material purchase negotiations and enterprise wide projects.

Problem solving: Analyzing long term, mid-term, and immediate problems using various resources and communication devices and developing short term and long term responses using various personnel, equipment, policies, laws, and other resources. Bringing together divergent groups from myriad organizations and developing mutually agreeable solutions.

Personnel: Extensive work with labor laws, rules, regulations and policies; labor negotiations, employee recognition, counseling and discipline; recruiting, application review, hiring and termination proceedings; labor contracts, arbitrations, grievance negotiations, staff reductions and reassignments.

Seattle Police Department (1983 - Present)

Assistant Chief of Police, Criminal Investigation Bureau

Manage 200+ sworn detectives, their commanders and 60 civilian support staff

- Overall command and strategic planning for personnel, investigation management, procedures and policies in the Investigation Bureau.
- Monitor and direct all investigations including domestic violence, sexual assault, financial exploitation, homicide, assault and property crimes including long term undercover investigations with federal agencies.
- Responsible for overseeing the review, re-write and on-going development of all of the policies and procedures specific to the investigations process.
- City Emergency Operation Center alternate commander.

(January 2009 to present)

Assistant Chief of Police, Field Support Bureau

Managed 350 civilian employees and 25 sworn.

- Led and managed Human Resources, Data, Records, Public Disclosure, 911/Communications Center and Information Technology personnel who support the day-to-day work of the entire police department.
- Project Sponsor and steering committee member of department wide effort developing a 7 million dollar Record Management System, Automatic Field Incident Reporting System, external messaging swithc and a Computer Assisted Dispatch.
- Project sponsor overseeing design, build and delivery within scope, time and budget of 1.2 million dollar patrol boat.
- Member of city team for police officer Guild contract negotiations.

(2004 to 2009)

Assistant Chief of Police, Patrol Operations

Managed 450 police and civilian employees patrolling one half of the City of Seattle.

- Commanded Harbor Patrol, SWAT, K-9, Mounted and uniform patrol officers and plain clothes police resources.
- One of 7 deputy and assistant chiefs appointed by the Chief of Police to support with leadership and command.
- Assisted in planning overall City goals and achievement of those goals with other City agencies and with Unit/Section commanders inside of the Seattle Police Department.
- Reviewed all use of force by officers.
- Liaison to Seattle Police Management Association and City Labor Relations representative to develop new labor contract.
- Planning and anticipating major events and staffing accordingly within bi-annual budget.

(2001 – 2004)

Captain, Precinct Commander

Managed 205 sworn and civilian personnel.

- Responsible for the public safety 24 hours a day/7 days a week in an 13.8 square mile geographic area of Seattle that included the sports stadium district, a heavy/light industrial

area, Chinatown, Pioneer Square, the government district, the financial and retail shopping core, the Belltown, Regrade, Cascade and Waterfront neighborhoods, as well as the Seattle Center and Queen Anne and Magnolia neighborhoods.
- Leading and motivating a staff of 205 employees involved in uniformed and plain-clothes police work, crime prevention, emergency response, demonstration management and other related areas.
- Commander of WTO demonstrations.
- Institutionalized 'Neighborhood Correction Initiative' (NCI), pairing a police officer with a department of correction officer to monitor released offenders.

(1999 to 2001)

Administrative Assistant to Chief of Police (4 months)

- Responsible for the day-to-day supervision and management of the Office of the Chief of Police for the City of Seattle.
- Responsible for the supervision of office support staff, media relation officers, and the mayor's security detail.
- Duties included completing written correspondence for signature of the chief as well as coordinating continual requests for information or assistance from outside private and public entities.
- Managing competing interests for the chief's limited time as well as developing briefs and creating talking points on a wide range of subjects.

Special Assault Unit Lieutenant (Two years)

Supervised 2 supervisors and 15 specialized detectives.

- Managed personnel investigating rapes and other sexually motivated crimes against all age groups, child and adult abuse, and monitoring of 1000+ released sexual offenders within Seattle.
- Developed and maintained cooperative working relationships and agreements between this Department and various other public and non-governmental organizations involved in the investigation and prosecutions of these crimes, as well as the care of victims.
- Ensured confidentiality and fairness in very high profile and sensitive investigations involving noteworthy persons.
- Wrote policy manual for unit, as well as procedures and protocol and training information for other personnel and Department units to ensure success with their investigations.

Operations Lieutenant (Two Years)

- Performed numerous support activities, including significant time as 'acting commander' for Precinct Commander.
- Developed and maintained working relationships between extremely diverse communities, neighborhoods, private and public organizations, and the police. Maintained in person, written, and telephonic correspondence with broad range of groups and individuals, and mediated problems using traditional and non-traditional methods.
- Supervised three specialized teams of officers who concentrated on long term, chronic problems as well as tactical deployment issues.
- Was appointed to several committees examining the further development of policing using both traditional and non-traditional methods.

(1995 – 1997)

Watch Commander (One Year)

Supervised 75 officers and supervisors.

- Was responsible for safety of one quarter of the City of Seattle at night.
- Handled numerous high risk, low frequency events, both planned and unplanned, involving intense media, public, and private examination on a regular basis. Many of these events demanded intense management of resources and personnel as well as preparation for later detailed review and examination.
- Built very strong working relationships with several communities that had previously been marginalized by other private and public groups.
- Reviewed all work products of personnel including use of force and complaints.

Academy Supervisor and Commander (Two Years)

- Supervised a basic law enforcement academy team of 10 instructors and staff involving year around training of 440+ police recruits from throughout the State of Washington.
- Assisted in development and approval of lesson plans, review of both employee and recruit work, continual correspondence with police agency leaders from around the State and the opening of a new academy with a multi-agency police and civilian staff.
- During the last four months of assignment I was the academy commander of the multi-agency Washington State Criminal Justice Training Academy.

Patrol sergeant (One Year)

Supervised one squad of 12 officers.

- Led officers in multi-cultural, multi-racial area of the city.
- Responded to and handled numerous high risk situations that ended successfully. Reviewed numerous uses of force reports.
- Managed several employees who had experienced problems in their past and was able to assist them in becoming more productive.

Special Patrol/Special Weapons Unit (Four Years)

- Responsible for service of high-risk search warrants, barricaded suspect and hostage incidents, and other events requiring specialized training and equipment and dignitary protection.
- As training officer for one year developed and implemented weekly and monthly training scenarios for the Unit and other agencies. Developed and maintained a budget for purchase and maintenance of operating and capital equipment.
- During the last year of assignment was promoted to sergeant and trained with the unit and other agencies for hostage rescue operations during the 1990 Goodwill Games in Seattle.

Patrol officer/Field Training Officer (Three years)

- Performed various functions of an urban police officer and was involved in countless high and low risk incidents while working all geographic areas of the City of Seattle.
- Was recruited into the Field Training Officer program and was responsible for the training of police officers that had graduated from the police academy.

Reserve Patrol Officer (2 years)

- Worked as a civilian, unpaid volunteer 'reserve officer'. Included attending a 180 hour academy at night after work/school and then working twice a month and during special events while paired with a 'regular' sworn officer.

Special projects

Planning for and management of protest – Assigned as 'Field Incident Commander' for 650+ multi-agency demonstration management officers and National Guard during the 1999 World Trade Organization meeting in Seattle. Work included 6 months of preparing for event and training department personnel, supervising the development of plans, obtaining logistics and supervising training for the event. Assisted in 7 year defense of civil claims as the primary department witness. Federal bench and jury trials found that personnel were properly trained and that 1st Amendment rights of participants were protected.

Retaining women in policing – developed a unique retention program, one of only a few in the nation, for all police employees, that allowed officers to work 60% of the time while maintaining full medical, civil service and retirement benefits. This allowed the department to retain both women and men in the sworn ranks who would have otherwise had to separate because of family care issues. Executive sponsor for 'Women in Policing Seminar'. (2003 – 2008)

Complex criminal investigations – was department lead in the on duty murder investigation of Officer Tim Brenton. Coordinated numerous internal investigation units and external county, state and federal agencies and assisted in daily media messaging in the investigation that led to an arrest within 7 days of the murder. (2009)

Officer involved death review – chaired a group of department personnel and personally wrote report investigating the work place drowning death of Officer Jackson Lone. Reviewed myriad WAC, WISHA, RCW and various marine unit manuals and developed a video determining contributing causes to the death. Oversaw development of policies and located equipment to prevent future accidents. (2005)

National consultant/demonstration management - during the last decade assisted and briefed Philadelphia, Minneapolis, Boston, and Washington, D.C. police departments, foreign governments and various federal agencies at F.B. I. Headquarters regarding evolving nature and management of large-scale demonstrations and criminal disruptions.

Community interaction – during 27 years I have chaired or participated in numerous committees working to resolve chronic issues including:

- Chaired 'Volunteer Park Committee' and worked to mitigate myriad issues surrounding men having anonymous sex with other men in an urban park (1995-1997).
- Was department liaison to 'Queer Street Patrol', a LGBTQ community based patrol to prevent gay bashing. (1994-1997)
- Youth music advisory council – department representative to City Council led work group chartered to develop rules/regulations surrounding the 'youth music scene' in Seattle (1999-2001).
- Weed and Seed – as a lieutenant assisted the Director of 'Weed and Seed' in overseeing federal grant to re-develop the central district of Seattle. (1994-1997)
- Sexual Assault - led multi-agency and victim advocacy groups using Violence Against Women Act grant money in developing a first ever regional 'Investigating Sexual Assault' course to improve the primary patrol and detective response to the crime of sexual assault. (1998-1999)
- East African Advisory Council and Lesbian, Gay, Bi-Sexual, Transgendered and Questioning Advisory council. Meet monthly with both groups to develop working relationships, solve mutual problems, explain police operations and further learn of divergent cultures with these diverse communities.

Electronic Information Sharing/Law Enforcement Information Exchange (LInX) – was member of original charter organization and currently co-chair of LInX, a DoD funded electronic data and information sharing warehouse that 'mirrors' police record management systems (RMS) and

allows participating agencies to quickly access criminal records, greatly reducing the time, and increasing the accuracy, of criminal investigations. (2003 – current)

Police Executive Research Forum (P.E.R.F.) – assisted PERF with two separate panels in review of management of large demonstrations/events along with the general use of force and assisted at the FBI Academy in the review of FBI agent involved discharge of firearms, specifically those assigned to SWAT.

Information Technology/project management – was project sponsor for the RFP, procurement and vendor selection and managed the conversion of a legacy RMS and CAD from two different vendors to a single vendor RMS, CAD, external message switch and Electronic Field Reporting system from an entirely 'paper' system. Project lasted 7 years. Responsible for a budget of $7,000,000+ made up of capital funding, bonds and grants. (2003-2009)

Labor negotiations – One of two executive commanders on the City team that negotiated a three year contract with Seattle Police Officers Guild. Included were very emotional and politically sensitive issues which resulted in a negotiated settlement. (2006-2007)

Investigation Procedures Committee – assigned by the Chief to oversee the re-development of the entire investigatory process (from the 911 call to closing/prosecution of case) for the Operation and Investigations Bureaus. Includes developing policy, procedure, primary investigation 'best practices' and ensuring that entire investigation process is uniform throughout department. (2008 to current)

Public/Private consulting

Major League Baseball (1995 to present)

Consultant for Major League Baseball to liaison with ownership, management, and players from the Seattle Mariners Baseball Club regarding crime prevention, life safety, security and related issues. Conducted security site advance for the Athens Olympics in May '04 and spent two weeks in Athens in August '04 assisting Greek authorities with security and emergency response for 2004 Summer Olympic games. Assisted in planning and security of, and oversaw transportation and various stadium issues in, the 2006 World Baseball Classic in Puerto Rico.

Expert Witness:

Provided expert witness and consulting to Chicago Police Department, Montana State Police and other agencies by reviewing material and advising legal representatives of these agencies in claims and lawsuits against departments and law enforcement personnel.

To: Seattle Police Chief Selection Committee

As a lifelong resident of Seattle who was born and schooled here I know and care deeply for this City. After 27 years with the Seattle Police Department serving in almost every facet of police work, I am seeking the opportunity to serve the City and lead the Department. I have watched this agency evolve from the perspective of a volunteer reserve officer, a patrol officer, a SWAT officer and supervisor, an Academy instructor and Academy Commander, a lieutenant of the Sexual Assault and Child Abuse Unit, as a Precinct Commander and finally, as an Assistant Chief commanding the Investigation Bureau, the Patrol Operations Bureau, and the Field Support Bureau.

While my resume details specific accomplishments, projects and assignments, I believe my varied experience in every area of modern policing and my work with organizations, other city agencies and community groups has given me a unique perspective on what it takes to lead an effective, professional and ethical police department. I have learned leadership lessons both in the classroom and on the street. I have learned and applied sound business practices that have helped solve ill-defined but clear problems. I have benefited from the insight gained from years of working in the public arena and with the private sector. These lessons have been learned during both the relative calm and quiet and during good budget years, but also during very tense, uncertain and rapidly evolving times and during bad budget times. My experience will serve the City well.

This experience includes:

Public safety - planning for and managing large events that involved numerous organizations with competing interests and ensuring the safety of all involved, while protecting civil rights and maintaining essential police services to other non-involved geographic areas of the City.

Budget - managing multi-million dollar budgets for complex business projects while leading both sworn and civilian employees in successfully delivering the project within scope, on time and within budget.

Community involvement - working with various community groups, on and off duty and their leaders for 27 years to successfully resolve or at least manage chronic public safety issues.

Program support - bringing innovation and a collaborative spirit in the support of mayoral, council, non-governmental organizations and other public projects.

Leadership – leading sworn and civilian employees during both calm and crisis, while ensuring their safety and the delivery of excellence to the people we serve.

I have a strong allegiance to the City and the people who live, work, recreate and visit here. I understand the nuances involved in working with the diverse community that we serve and how the department must work with all segments of City government to accomplish community, mayoral and Council goals. I have developed alliances with business leaders in the community and representatives from community organizations. While 'the police' and some of the community groups I have worked with, or the subordinates I lead have worked with, might not necessarily agree on the problem or the solution, the key is that I understand the only way to solve (or manage) long term problems, or to prevent them, is to meet, listen and work with others.

As an officer, and then as a supervisor, manager and leader through the various ranks, I have learned and know well that one person cannot solve problems, ensure that events are handled safely, make sure that everything goes right or be present at all events at all times. In fact, the higher in rank I have gone, the more I realize how important a well trained, managed and motivated work force is. It is only through those I supervise, lead or manage that the police department can get things done.

My leadership and management philosophy has always been to recruit, screen, train, mentor, correct and commend good people. While I have learned the basics of personnel management and 'leadership' in the class room, more importantly I have been able to put it to practical use in every situation imaginable and unimaginable during the last 27 years. I know the importance of learning about the unique skills of each person, civilian or sworn, within a squad, a precinct, a section or a bureau, and then to get those people doing what they are best at and motivated to do. I also understand the importance of learning about the myriad governing documents that control or otherwise direct the management of employees, including the City Charter, the various collective bargaining agreements, City personnel rules, as well as the numerous PERC rulings and WAC guidelines that, if not known, can cost institutional embarrassment, grief, time and money to remedy.

My experience in working with numerous other police departments throughout the nation, combined with my work in the private sector, provides me with access to national resources for best practices in policing. It also solidifies my belief that the men and women in this Department provide a consistently high level of professional service.

JOHN DIAZ

April 19, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Dear Seattle Police Chief Search Committee:

The enclosed application materials are submitted in support of my strong desire to be considered for the position of Chief of Police for the City of Seattle. I believe you will find that I possess a rare combination of skills, knowledge and experience that make me uniquely qualified for the position of Chief of Police. I would like to take this opportunity to highlight my background for your consideration.

I am a consummate law enforcement professional. I began my career as a criminal investigator for the United States Army in 1977, became a sworn officer of the Seattle Police Department in 1980, and have spent my entire adult life learning and growing in this career.

I possess both depth and breadth in law enforcement experience. In my time with the Department, I have worked in a wide variety of assignments representing the broad scope of public safety challenges facing Seattle residents. I have also promoted through the ranks and have taken on supervisory and command responsibilities in such areas as the Gang Unit, East Precinct Commander, Homicide and Assault Commander. As an Assistant Chief, Deputy Chief and now Interim Chief of Police, I have assumed greater responsibility for taking on new initiatives and pushing innovations in such areas as community outreach and engagement, race and social justice, and the use of science and technology to support public safety objectives.

Whenever the Department has confronted tough issues, I have consistently been tapped as a key point person to address them. In the 1990s, for example, with the specter of emerging gang problems looming, I became the Gang Unit Commander. In the wake of a scandal involving a detective unit, I was selected to lead the group to stabilize and refocus them on their mission and purpose. As a Precinct Commander, I provided solid, consistent and steady leadership in some of the most diverse parts of the city. More recently, after many years of the Department regularly overspending its annual budget, I assumed responsibility for budget management and oversight. Under my stewardship, the Department not only balanced its budget for five straight years, but also returned some monies to the general fund. Not all of these assignments were enviable ones. Some carried with them the risk of personal or professional loss, but I did not shrink from any of these tasks, letting my sense of duty outweigh any other considerations.

Despite my many years in the Department, I have never lost my enthusiasm for the job nor my affection for the organization and for the men and women who are at its core. In my mind, there is no nobler profession than that of providing safety and security to the community; and there is no finer law enforcement organization than the Seattle Police Department. The initiative, talent and creativity that abound in the Department inspire me daily. My primary reason for seeking the job of Chief is the desire to continue to support and encourage such excellence.

During the last year as I have served as Interim Chief, the Department has experienced both exhilarating highs and profound sadness. With skilled and solid police work, we solved many high-profile cases that were celebrated by and with the community we serve. We were also rocked by tragic incidents, including the loss of one of our own officers, killed in the line of duty. Through it all, we remained steadfast in our commitment to our fundamental mission, and have moved forward effectively and productively to address the public safety challenges facing our community.

This is a daunting time for local government leaders. Public expectations remain high, though resources are dwindling. Nevertheless, I remain confident. My confidence comes from the support of a superb and highly effective leadership team, and the exceptional men and women who serve the Seattle Police Department. As Chief of Police, I pledge that I will match their dedication, commitment and hard work, and use all of my energies and resolve, to ensure that we meet and overcome whatever obstacles may lie ahead.

On a final note, as proud as I am of my career in law enforcement and my accomplishments in the Seattle Police Department, without the encouragement of my family – my wife Linda and my three children, two sons, ages 13 and 11, and daughter, age 9 – I would not be submitting this application. Their support has been crucial to my successes in the Seattle Police Department.

Thank you for your thoughtful consideration of my qualifications and application materials. Please feel free to contact me at if you have any questions or need additional information.

Sincerely,

John Diaz

John Diaz
Interim Chief of Police

JOHN DIAZ

PROFESSIONAL EXPERIENCE

March 2009-Present ACTING CHIEF OF POLICE

As Chief of Police, I manage a department of over 1900 employees with a budget of 245 million dollars. The mission of our department is to prevent crime, enforce the law and support quality public safety, by delivering respectful, professional and dependable police services. During this last year, I oversaw a highly respected and talented police department solve some very difficult and tragic cases in record time. This is a department that was nationally accredited in 2003; and has been reaccredited every three years, with the latest award in March of 2010. This department is accountable and willing to try new initiatives, such as the Drug Market Initiative, foot-beat redeployments and a Neighborhood Viewpoint project, which redefines and strengthens how we will work with our community.

2006-2009 DEPUTY CHIEF OF OPERATIONS

Command of 3 Assistant Chiefs, 12 Captains, 37 Lieutenants, 122 Sergeants, approximately 1100 Officers and a department budget of 166 million dollars. During this time the oldest cold case on record at the Seattle Police Department (SPD) was solved and the crime rate dipped to it lowest level since 1970. I was on the Technology Steering Committee that oversaw the implementation of new records management systems, mobile data networks and communication system. I was the lead in the Joint Labor Management Committee with the Seattle Police Officers' Guild and represented the department as part of the labor negotiation team.

2001-2006 DEPUTY CHIEF OF ADMINISTRATION

Command of 1 Assistant Chief, 2 Captains, 4 Lieutenants, 9 Sergeants, 45 Officers, 13 Director/Managers and approximately 300 Civilians and a department budget of 12 million dollars. I was the lead on the Seattle Police Department's first National Accreditation Team. I overhauled the department's approach to budgeting and submitted five years of balanced budgets of 225 million dollars or more.

2000-2001 ASSISTANT CHIEF, Operations Bureau II

Command of 3 Captains, 9 Lieutenants, 36 Sergeants, 345 officers 24 Civilians and 114 Crossing Guards and a budget of 36 million dollars. This command included the South and East Precincts as well as the Traffic Unit.

1999-2001 CAPTAIN, Violent Crimes Section

Command of 3 Lieutenants, 9 Sergeants 42 Detectives and 5 Civilians and a budget of 4.6 million dollars. This command included the Homicide and Robbery, Gangs, Special Assault, Missing Persons, Cold Case, Bias Crimes, Arson/Bombs, Fugitive Warrants and Polygraph Units.

1995-1999 CAPTAIN, Commander of the East Precinct

Command of 5 Lieutenants, 13 Sergeants, 141 Officers and 3 Civilians and a budget of 13 million dollars. The East Precinct has one of the most diverse populations in the city. As the Precinct Commander I was the field commander for a myriad of demonstrations and large-scale planned events. I responded to numerous SWAT callouts where I was the Incident Commander. I established and fostered close working relationships both with the officers and the community, in order to have long-lasting solutions to the crime problems in the Precinct.

1993-1995 CAPTAIN, Commander of the Coordinated Criminal Investigations Section (Gang Unit)
Command of 1 Lieutenant, 4 Sergeants, 28 Detectives and 2 Civilians and a budget of 2.5 million dollars. My role was to oversee the investigation and interdiction of gang violence that was permeating the city at that time.

1992-1993 CAPTAIN, Commander of the Crimes Against Property Section
Command of 4 Lieutenants, 10 Sergeants, 59 Detectives and 11 Civilians and a budget of 7 million dollars. The role of the commander included overseeing the Burglary, Arson, Auto Theft, and Fraud Units.

1991-1992 OPERATIONS LIEUTENANT, East Precinct
The role of the Operations Lieutenant is to be second in command of the precinct. I had direct oversight of the Anti-Crime Teams, Community Police Teams and any special projects undertaken in the Precinct.

1990-1991 LIEUTENANT, Second Watch Commander, East Precinct
Led and managed a staff of 45 employees, including 4 Sergeants and 45 Patrol Officers.

1989-1990 SERGEANT, Community Police Team, East Precinct
Commander of the first Community Police Team for the East Precinct. The role included managing a squad whose mission was to identify and resolve long-term crime problems in the precinct.

1987-1989 SERGEANT, Third Watch, East Precinct
The role included supervising a squad of Patrol Officers working the night shift.

1985-1987 DETECTIVE-SERGEANT, Internal Investigation Section
The role was to investigate allegations of police misconduct.

1980-1985 PATROL OFFICER, Third Watch, South Precinct
As a new officer on the department, I was assigned to the night patrol in the South Precinct responding to calls for service. Other duties included plainclothes patrol in high-crime areas.

1977-1980 CRIMINAL INVESTIGATOR, United States Army
Assigned to the 296 Military Police Company at Fort Lewis, Washington. My primary responsibility was the criminal follow-up investigation of all crimes within the Army's jurisdiction.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Policing Racial Bias Project Conference, Stanford University (2004)
Senior Management Institute for Police, Harvard University (2001)
National Symposium on Racial Profiling, Northwestern University Center for Public Safety (2001)
Graduate Class 172, FBI National Academy (1993)
Training in Bomb Squad Management, Ft. Rucker, Alabama (1992)
Training in Homicide Investigation, Albany, New York (1992)
City of Seattle Advanced Management Certificate Program (1988)
Sergeants Combat Shooting, Seattle, Washington (1988)
Force and Weaponry, Seattle, Washington (1988)
Using Positive Discipline, Seattle, Washington (1988)
Advanced Arson Investigation, WSFTC (1982)
Arson Investigation, WSFTC (1980)
Certified Arson Investigator, State of Washington (1977)
Associate of Arts, Administration of Justice from Skyline College, San Francisco (1977)

SPECIAL ACTIVITIES, MEMBERSHIPS AND AWARDS

Review of the Demonstration and Training Technology of the Police Services of Northern Ireland (PSNI) (2006)
Leadership in Counter-Terrorism (LinCT) Syndicate Director– joint leadership program between the FBI, the Scottish Police College, and the Police Services of Northern Ireland (PSNI), Australia and Canada, Kennedy School of Government, Harvard University (2006)
Unsung Hero Award, Youth Law Center, San Francisco, California (2004)
Major Cities Chiefs Association
Washington Association of Sheriffs and Police Chiefs member
Secret Clearance, FBI

COMMUNITY INVOLVEMENT

Scoutreach Foundation Trustee, Boy Scouts of America
Salvation Army Advisory Board
Domestic Violence Prevention Council
Fight Crime, Invest in Kids
Center for Children & Youth Justice
Seattle University's Criminal Justice Advisory Board
University of Washington Forensics Advisory Board
Washington State Fusion Center Executive Committee Board
Seattle Police Foundation Executive Board
City of Seattle's Racial Profiling Task Force
Latino Advisory Council

JOHN DIAZ
Interim Chief of Police
Seattle Police Department

REFERENCES

PERSONAL STATEMENT OF INTERIM CHIEF JOHN DIAZ

Who I am as a person: As I reflect on the markers in my life that have been most influential in shaping who I am, being the child of immigrants must surely top the list. My parents came here from Mexico, bringing with them an abiding love for this country and an abundant faith in its potential as a land of opportunity. As parents they instilled the expectation to work hard, without complaint and without regard for glory or praise. The behavior they modeled emphasized modesty in one's accomplishments while being forthright in accepting responsibility for mistakes. These values, combined with my military experience, have given me an operational credo that says, "it's not about you; it's about the mission." I was raised with an ethic of public service. Citizenship demanded community involvement and service; and there can be no higher form of public service than the commitment to keep the community safe and secure. My family experience has also made me sensitive to the situations and circumstances where our society falls short of its lofty ideals, where persons are not treated fairly by virtue of their skin color, gender, heritage, language skills or economic condition, and where only barriers confront those who seek opportunity. While my parents insisted on having no excuses as stumbling blocks arose, I recognized that their studied stoicism could never result in necessary change. This has made me determined to use my influence to change the institutional narratives for others. The driving force in this regard is my own immediate family. As a husband and father of three school-aged children, I want them to face a society where all have the same chance of success or failure and where they will come to have the same faith and confidence in our nation's values and institutions that brought my parents here a generation ago.

Who I am as a law enforcement professional: I am a consummate law enforcement professional. I began my law enforcement career as a criminal investigator for the US Army in 1977, became a sworn officer of the Seattle Police Department in 1980 and have spent my entire adult life learning and growing in this career. In my thirty-year career with SPD, I have had a variety of tough but fulfilling assignments and leadership roles. These have given me not only a thoroughgoing knowledge of the organization, but also keen insights into the public safety challenges facing Seattle neighborhoods. The lessons learned from this experience have shaped me as a police professional and include the following. First, be willing to

change and grow, and determined to never stop learning, especially from unexpected people and places. Second, from the public's perspective, it is the little things, rather than the grand gestures, that make all the difference. In that sense, every encounter in the community constitutes a moment of truth, and represents an expenditure of our social capital and legitimacy. That is why I have supported our continuing surveys of the community to gauge the messages we send and the efficacy of the services we provide to Seattle's residents. A third lesson is that fear and insecurity, as perceived in individual communities, are shaped by a wide range of factors, only some of which are represented in official crime data. Even within official statistics, the variation between and within areas of the City is stunning. To truly address public safety, then, requires not only more active and in-depth engagement at the neighborhood level, but also more collaborative approaches to the issues that engender insecurity and fear. We are embarking on an approach, called Neighborhood View Point, to advance our capacity to listen, learn and shape public safety approaches that will really impact the sense of security in individual communities. Next, it has become clear that the criminal justice system is society's default mechanism when other systems fail or are unavailable to act. Police in particular are regularly called upon to respond to situations and persons better handled by other systems and institutions. Pressures on public sector budgets have begun to move us closer to a more rational leveraging of scarce resources. Still needed is a better approach for balancing the interests of those at risk, those in need, those asked to respond and those in the larger community who may be asked to support these endeavors. Finally, with the great authority that society gives to law enforcement officers, comes an awesome responsibility to be accountable in the exercise of that authority. Effective policing requires the community's compliance and respect for authority, but this does not happen as an automatic reflex. It comes as the result of consistent, fair and legitimate actions that engender trust and confidence. The former must be practiced – and the latter earned - every day. Despite my many years, I have never lost my enthusiasm for the job nor my affection for the organization and for the men and women who are at its core. In my mind, there is no nobler profession than that of providing public safety and there is no finer law enforcement agency than SPD. This is why I seek to be Chief of Police.

Chief John J. Romero

To Whom It May Concern:

I am writing to apply for the City of Seattle's Chief of Police position. I am confident that I have the necessary knowledge, skill, temperament, and experience for this job.

Throughout my career, I have reduced crime and improved the quality of life for the residents that I serve. For example, in 1996, I commanded NYPD's (and probably the nation's) first Homeless Outreach Unit, which significantly reduced crime against thousands of homeless persons. This was accomplished through traditional police work and innovative social support strategies, such as non-punitive transport to shelters, engagement, meal distributions, among other tactics. In addition, during my tenure as Commander of the 34th Precinct in New York City from 1996 to 1999, I oversaw some of the highest crime reductions in the city in an area serving about 150,000 people. Furthermore, as Chief of Police for Lawrence MA since 1999, I have managed a 60% reduction in Part I felony crime, including an 80% reduction in Auto Theft.

To achieve the significant crime reduction in Lawrence, I reorganized and improved the culture of the department by identifying and promoting skilled and professional leaders, by creating specialized units to focus on target crimes, and by implementing CompStat, a performance-based management strategy. Further, I enhanced Crime Analysis to underscore the department's new commitment to data-driven and innovative responses to crime. This approach helped identify and address the underlying issues that led to crime which helped prevent crime from happening in the first place. These measures helped to communicate clearly the department's crime-reduction and quality of life objectives, while creating accountability for officers and promoting efficient and effective policing. This organizational change took considerable leadership, management, and communication skills. For instance, in 1998 before I became Chief, an independent management study reported that even with strong support, a new Chief would have, at best, a "50/50 chance for success," whereas now Lawrence has one of the best per capita crime rates in Massachusetts.

Also, based on community input, I created Lawrence's successful Auto Insurance Fraud Task Force in 2003, the first of its kind at the time and since replicated in at least 9 cities. In fact, in 2009 Harvard University's Innovations in Government Award named Lawrence's unit a top 16 program of 800 nationwide for its work in practically eliminating fraudulent auto accident claims within the city, which in turn saved residents a total of $15.5 M in auto insurance premiums from 2004 to 2007.

In addition to reorganizing the force and using innovative strategies to reduce crime, I realized that the department needed to build a strong relationship with the community and needed to eliminate the disconnect that exited between the police and the city's residents. Therefore, I bolstered Community Policing, made it part of the crime reduction strategy and pledged to attend every neighborhood meeting, which I have done to date for the past eleven years.

In short, I am certain that I will be able to serve the people of Seattle effectively by focusing on crime reduction and quality of life through police accountability, innovation, leadership, professionalism, and engagement with the various stakeholders that make up the city. I would like to discuss this position and my qualifications further, and hope to hear from you at your convenience.

Yours sincerely,

Chief John J. Romero

John J. Romero

Police Management Experience

January 1999 to Present | Lawrence Police Department | Lawrence, MA

Chief of Police

- Set polices for and manage the daily operations of an ethnic and gender diverse police department of 161 sworn officers, 40 civilians, and $14.4M operating budget in a densely-populated city of 72,043 citizens, 59.7% of whom are of Hispanic origin, 24.3% of whom live in poverty and many of whom are first and second generation immigrants.
- Reduced Part I felony crime by 60% and Motor Vehicle theft by 80% from 1998 to 2007.
- Created specialized Auto Theft, Community Policing, Domestic Violence, Drug, and Gang Units and identified crime areas within the Detective Division to foster problem solving techniques within and across high-volume crime types.
- Developed an open and focused communications strategy with other city departments, other law enforcement agencies, and the press.
- Fostered joint Auto Theft, Drug, and Gang operations with other law enforcement agencies.
- Implemented a CompStat management strategy to clearly communicate crime-reduction and quality of life objectives and to increase accountability for superior officers.
- Improved the professionalism of superior officers by initiating training at the FBI National Academy.
- Enhanced Crime Analysis by reducing the crime data collection and analysis cycle to 24 hrs. and by having the Director of the unit report to Chief's Office to underscore the department's commitment to data-driven responses to crime.
- Created the Insurance Fraud Task Force which has charged 369 persons and has resulted in a $15.5 M reduction in auto insurance premiums for Lawrence policy holders from 2004 to 2007 and reduced injury claims per accident in Lawrence from 130 per 100 in 2003 to 40 per 100 in 2008.
- Received a Community Service Award from Cambridge College in 2003.
- Honored for Innovative Programs in Reducing Auto Theft by IACP in 2005.
- Voted Chief of the Year by the Massachusetts Major City Chiefs in 2005.
- Given Leadership Excellence Award by Latin Pride National Awards in 2006.
- One of 16 finalists (of 800 applicants) for the Innovations in Government Award at the Ash Institute, John F. Kennedy School of Government, Harvard University in 2009.

June 1996 to Dec 1999 | New York City Police Department | New York, New York

Deputy Inspector (Major)

- Managed approximately 300 officers and civilians in the densely populated and multi-cultural Washington Heights Precinct of Manhattan that historically had a high degree of racial tension.
- Reduced Felony crime 41% and Homicides by 71% from 1997 to 1999.
- Partnered with Local and community leaders to improve police / community relations.
- Leader of Firearms Discharge Investigations Unit that investigated approximately 100 cases.
- Coordinated with managers of other state and federal agencies to curb drug distribution.

1970 to June 1996 New York City Police Department New York, New York

Trainee to Captain

- Promoted to Sergeant in 1984.
- Promoted to Lieutenant in 1988.
- Promoted to Special Assignment Commander in 1990.
- Promoted to Commander (Captain) in 1995.
- Extensive experience in all areas of municipal administration, patrol supervision and command of officers and civilians.
- Commanded 50 officers in the city's (and likely the nation's) first Homeless Outreach Unit that helped reduce homeless-related crime through traditional police work and through innovative social support strategies for thousands of homeless individuals.
- Helped design police computer systems (such as crime, firearms, time and attendance and personnel) that supported data collection for CompStat.

Other Experience

2009 - Present United States Department of Justice Washington D.C.

Consultant-Special Litigation Section, Civil Rights Division

Present International Association Chief's of Police (IACP) Alexandria, VA

Civil Right's Committee Member

2007 Police Executive Research Forum Washington D.C.

Consultant

Education

Degree Earned 1995 St. Francis College New York, New York

Bachelor of Science in Police Administration

Specialized Training

1992 Federal Bureau of Investigation Quantico, VA

FBI National Academy, Session #170

John J. Romero Personal Statement

I am a police executive with over twenty-five years of command experience who has reduced crime and improved the quality of life for the residents of New York City neighborhoods and for the residents of the City of Lawrence, MA. I believe that my success has stemmed from, most importantly: my personal integrity; my energy; my passion for effective policing; my strong leadership skills; my commitment to fairness and honesty in dealing with residents, subordinates, and colleagues; and my background as the son of first-generation immigrants from the Dominican Republic and Puerto Rico. My family experience has given me a strong social and cultural awareness and helped create my intolerance for injustice and discrimination, and at the same time providing for fair and effective policing. These qualities have been essential to my successful management of police departments and precincts with high percentages of minorities and immigrants. For instance, I was given command of a large and culturally sensitive precinct in New York City that was known for high crime and on-going racial and ethnic tensions, where I managed to reduce crime dramatically in a way that won the support of the community. These traits have also served me in my current role as a consultant for the United States Department of Justice, where I assist the agency in investigating alleged patterns and practices that may have led to civil rights violations committed by law enforcement agencies. Further, I serve as a member of International Association of Chiefs of Police (IACP) Civil Right's Committee, which develops best practices to protect resident's civil rights world-wide.

These personal traits have helped me organize departments that are receptive to the needs of the community and have allowed me to develop a leadership team that promotes courtesy, professionalism, and respect. In short, I am unwavering in my pledge to ensure that any police department that I manage will be held in high esteem. This means, primarily, that officers will be

given the means, through proper training, professional development, and oversight, to use their considerable discretion to the approval of the city.

My integrity, strong leadership skills, and social awareness also assist me in employing effective and innovative strategies that balance the need for effective crime and disorder control with the welfare of societies' most vulnerable residents. For example, one of the accomplishments that I am most proud of as a police manager and as a person was my command of 50 officers in New York City's (and likely the nation's) first large-scale Homeless Outreach Unit. We significantly reduced crimes against and by thousands of homeless persons through innovative social support strategies and traditional police methods. This plan was consistent with my belief that if you deal with the underlying issues that lead to the crime, more often than not you can prevent the crime from happening. I believe that this is the most effective way to deal with crime and quality of life issues.

Another innovative program that I designed based on community input was Lawrence's Insurance Fraud Task Force, which has saved Lawrence residents millions of dollars in insurance premiums over the last several years through the practical elimination of fraudulent accident claims. In fact, this program was recognized by the Ash Institute at Harvard University as a top 16 program among 800 in the nation in 2009.

Finally, the above qualities have helped me to implement effective crime reduction methods. In the City of Lawrence, we reduced Part I crime by almost 60% within five years, and have kept it at that level for the last six years. This was done through data-driven policing that best uses our scarce resources and by developing a strong collaborative relationship with the community. To date I have attended almost every single police-community meeting, which I think underscores my energetic and social nature and my belief that elected officials, the community, and police need to address crime together.

Lisa G. Womack

April 06, 2010

Police Executive Research Forum
Attn: Seattle Police Chief Search
1120 Connecticut Ave., NW, Suite 930
Washington, DC 20036

RE: *Chief of Police*

Attached you will find my resume for consideration for the position of Chief of Police for the City of Seattle. I feel that my experience, accomplishments, and education have prepared me to successfully fill the position. I offer the City of Seattle a strong knowledge base gained from over 21 years of experience in the field of law enforcement and municipal government. My combined experience will allow me to successfully meet the challenges and opportunities offered by the City of Seattle.

I have a proven track record of success as Chief of Police both operationally and administratively. As Police Chief for the City of Elgin, Illinois, a diverse community in the Chicagoland area with a population of more than 107,000, my responsibilities included all areas relating to the delivery of police services. I led and managed 190 sworn officers and a total of more than 250 employees with an operating budget of more than $32 million. I also managed the Emergency Communications Division for the City and held the position of Emergency Management Director, with responsibility for city and regional emergency response planning.

As Chief, I implemented and directed the department based on a strong community policing, problem-solving, and accountability philosophy. I sought and strengthened community partnerships and outreach through various programs. I utilize a data driven deployment strategy to address community issues. I have implemented several initiatives including "compstat", beat accountability, the Elgin Police Citizen Advisory Committee, and geographic policing. I also initiated the expansion of the use of technology throughout the department to improve efficiency in service delivery. Finally, I effectively managed the fiscal matters of the department during a time of severe budgetary constraints and economic downturn.

Previously, I held the position of Chief of Police for the City of Sugar Land, Texas. Sugar Land is in the Houston metro area and has more than 73,000 residents. I successfully led and managed 120 sworn officers and 162 total employees. The Sugar Land Police Department provided a full range of police services and was one of the fastest growing cities in the Houston metro area.

I began my law enforcement career with the Arlington, Texas Police Department. The City of Arlington had a population of more than 360,000 and more than 580 sworn police officers. I held all ranks available through Deputy Chief while with the Department. I held various positions from which I gained a vast amount of experience including patrol operations, community services, school services, personnel, and training. I was a Bureau Commander responsible for providing complete police services to more than one-third of the city through a

geographic policing model. In addition, I held the position of Arlington Police Training Commander with the responsibility for the operation of the full-service police training facility.

Along with my extensive law enforcement experience, I have a background in the area of city management. I began my career in municipal government with the City of Hurst, Texas in the City Manager's Office. I was responsible for various projects throughout all City departments, including grant administration and supervision of the Hurst Volunteer Program.

I have a strong educational background, holding a Master of Public Administration and have completed the Senior Management Institute for Police (PERF). I strive to be innovative and conduct the business of policing through a strong knowledge of proven best practices. I am currently a Commissioner for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and a member of the Executive Committee for the International Association of Chief of Police (IACP).

I strongly believe in inclusive management that brings others into the planning process, setting of goals, and current work practices. Interaction with stakeholders is critical in the successful delivery of services. Given today's environment, I feel strongly that a successful police chief/executive is one that strives to reach goals that are mission, vision, and value driven. I believe that my energy, experience, and commitment to professionalism make me well suited for the position of Chief of Police for Seattle.

I would like to thank you for your consideration and look forward to hearing from you. If you would like additional information, please let me know.

Sincerely,

Lisa G. Womack

LISA G. WOMACK

Professional Summary

Law enforcement executive with extensive experience in the successful delivery of police service. Strong skills in all areas of police/law enforcement operations and administration. Expertise in community policing/problem-solving, innovative crime control responses, organizational analysis, and employee development.

Education

- **Master of Public Administration – 1989**
  University of North Texas; Denton, Texas

- **Bachelor of Science/Criminal Justice – 1987**
  Texas Woman's University; Denton, Texas

- **Senior Management Institute for Police (SMIP) – 2002**
  Police Executive Research Forum (PERF)

Professional Experience

- **Chief of Police**
  Elgin Police Department
  City of Elgin, Illinois
  August 2005 – April 2010

  Responsibilities:
  Chief law enforcement executive for the Elgin Police Department. Responsible for leading and managing all departmental operations/functions. A Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accredited agency, the department consists of 190 sworn personnel and 80 support staff (civilian) employees with an operating budget of more than $32 million. Also act in the capacity of Director of Emergency Management for the City of Elgin.

  Utilizing a strong community policing philosophy, responsible for directing all departmental activities. This includes creating and implementing policies and procedures, assessing staffing needs, directing community-based problem solving activities, developing community partnerships, and assessing community needs. In addition, responsible for developing and managing the departmental annual budget, making appropriate budgetary and staffing recommendations to the city manager and

city council, monitoring crime trends and issues, and directing departmental resources appropriately.

Specific Programs/Divisions Include:

- Beat Team Deployment
- Beat Accountability/STAT Analysis and Accountability
- Specialized and Major Investigations
- Emergency Communication Operations and Dispatch Center oversight
- Specialized Enforcement Districts/HotSpot Teams in high volume areas
- City of Elgin Emergency Management Services
- Dedicated Crime Prevention/Community Initiatives Division
- Community Restitution Program

- **Chief of Police**
  Sugar Land Police Department
  City of Sugar Land, Texas
  April 2004 – July 2005

Responsibilities:
Chief law enforcement executive for the Sugar Land Police Department. Responsible for leading and managing all departmental operations/functions. A CALEA accredited agency, the department consisted of 120 sworn personnel and 42 support staff (civilian) employees with an operating budget of $11 million and provided police services in one of the fastest growing cities in the state.

Specific Programs Included:

- Geographic Beat Accountability/Beat Team Operational deployment
- Beat Accountability (CompStat) Meetings
- Specialized Enforcement Districts in high volume areas
- Dedicated Traffic Enforcement Division
- Dedicated Crime Prevention/Community Services Division

- **Deputy Chief of Police**
  Arlington Police Department
  City of Arlington, Texas
  June 1992 – March 2004

Responsibilities:
Command level responsibility in various assignments and positions, including patrol/operations, personnel/recruiting, training, and community services. Budgetary and policy making oversight for all programs and assignments. A CALEA accredited agency, the department consisted of more than 580 sworn personnel and provided service to more than 360,000 residents.

Patrol/operations responsibilities included assignment as the West Arlington Patrol commander with oversight/supervision of more than 120 employees, providing police services to more than 160,000 citizens.

Personnel/Recruiting responsibilities included oversight of the APD recruiting program to achieve a professional, diverse workforce. Also responsible for employee development programs including supervisory leadership and mentoring. Worked closely as a departmental liaison with departmental labor associations and various employee groups.

Training responsibilities included budgetary and policy oversight of the Arlington Police Department Training Academy, a full service facility that provided recruit officer training as well as continuing training/education to all sworn and civilian employees.

Prior Assignments:

- **Lieutenant** (January 2000 – November 2001)
  Patrol Sector Command and Community Services Assignments
- **Sergeant** (June 1996 – January 2000)
- **Officer** (June 1992 – June 1996)

- **City of Hurst, Texas**
  Assistant to the City Manager's Office
  November 1988 – March 1992

Responsibilities:
Professional level position with primary responsibilities in the area of City program development, implementation, and oversight. This included the design and implementation of a departmental performance review system that assessed organizational performance levels for annual budgeting purposes. Completed several significant special projects with various city departments including Economic Development, Police, Fire, and Public Works. Prepared, implemented, and coordinated various federal grant programs. Acted as staff liaison to various City Council appointed citizen boards and commissions.

Professional Affiliations

- **International Association of Chiefs of Police (IACP)**
  Executive Committee Member (2006 – present)

- **International Association of Chiefs of Police (IACP) Foundation**
  Foundation Board Member (2006 – present)

- **Commission on Accreditation for Law Enforcement Agencies, Inc.**
  Commissioner (2008 – present)

Additional Professional Experience

- **Northwestern University**
  Evanston, Illinois
  Adjunct Instructor – School of Continuing Studies - 2006

- **United States Department of Justice**
  International Criminal Investigative Training Assistance Program (ICITAP)
  Haitian National Police Training Project, Fort Leonard Wood, Missouri
  August 1995 – October 1995

  Special assignment as police instructor for the Haitian National Police Training Center, Fort Leonard Wood, Missouri. Involved in the complete training of more than 800 Haitian National Police recruits.

Professional Memberships

- International Association of Chiefs of Police (IACP)
- Police Executive Research Forum (PERF)
- Illinois Association of Chiefs of Police
- Kane County Chiefs of Police
- National Association of Women Law Enforcement Executives
- Northeast Multi-Regional Training Board

Contact Information

Lisa G. Womack

Essay Question Response

Provide a snapshot of who you are as a person what kind of police leader you are.

A snapshot of me as a person includes various images and angles. I would describe myself as a person strongly driven by my commitment to others. Commitment to my family and my community defines who I am and what I strive to accomplish. The happiness and well-being of family is my top priority. Professionally, ensuring the safety and highest quality of life possible for all residents is what drives me. I enjoy people and seek out opportunities to be involved.

I have always sought out challenges and thrive on finding solutions. I am highly motivated and tend to be a perfectionist. I enjoy the pursuit of knowledge and information exampled by my education that includes continuing work beyond by Master's degree. I also enjoy providing information and knowledge and have sought out opportunities to teach and mentor others. Professionally, I have been described as motivated, innovative, fair, consistent, approachable, and tough.

Who I am as a person also defines the kind of police leader I strive to be. I believe strongly in leading by example, demonstrating through action, that professionalism and integrity in the delivery of police services to the community is imperative. As a leader, I display a strong sense of commitment to responsibility, accountability, and excellence.

I believe that the mission of any police organization is to serve the community. This is accomplished through the establishment of strong partnerships and open communication. In order for the police to be successful, a clear understanding of community concerns, issues, and needs must be established. In addition, the police and the community must engage in collaborative problem-solving. This can only be accomplished through mutual respect and commitment to working together. I have demonstrated this commitment throughout my career. For example, along with a strong neighborhood policing commitment, I established the Elgin Police Citizen

Advisory Committee to act as a liaison and communication tool between the department and the community.

I believe in specific policing strategies that include geographic accountability and team deployment. It is important that strategies be balanced between prevention, intervention, and enforcement. In order for the Seattle Police Department to be successful, we must partner with the community in all of these areas. I am also driven to find innovative and creative ways to address issues and solve problems. Throughout my career, I have various examples of "outside the box" thinking including programs such as:

- Partners Against Chronic Truancy – Arlington Police Department
- Victim's Assistance and Family Outreach Program – Sugar Land Police Department
- Resident Officer Program of Elgin (ROPE) – Elgin Police Department

I feel that the most important resource to any organization is its people. I believe it is my responsibility as Police Chief to ensure that the organization represents the community we serve. I strive to develop a diverse organization that hires and retains the best qualified employees and also is representative of our residents. In addition, as leader of the organization, I strive to create a positive environment based on *open communication* and *clearly defined expectations*. It is my belief that an organization whose values embody fairness, excellence, professionalism, and accountability, in turn, has employees who are dedicated to demonstrating those values within the community.

Given today economic challenges, I also feel that as a leader of a major police organization such as Seattle, it is important to fully utilize all available resources in the most efficient and effective manner possible. I believe strongly in the strategic use of technology and non-traditional resources, along with proven best practices to meet service demands and address severe budgetary constraints currently being faced by all organizations today.

RICK BRAZIEL

PROFILE

- Proven ability to work in collaboration with people from all communities, agencies, and organizations.
- Goal-oriented individual with strong leadership qualities.
- 30 years with the Sacramento Police Department, the last 15 years in a management/executive leadership capacity.
- Committed to customer service.
- Passion for work, compassion for people, and the courage to make difficult decisions.

EDUCATION

M. A., Security Studies, U.S. Naval Postgraduate School. 2006

M. A., Communication Studies, California State University, Sacramento. 1993

B. A., Communication Studies, California State University, Sacramento. 1986

EXPERIENCE & ACCOMPLISHMENTS – SACRAMENTO POLICE DEPARTMENT

Police Chief, January 2008 - present

Leader of an organization, with over 1,200 employees and a $132 million budget, responsible for working in partnership with the community to identify priorities in the delivery of police services. Sacramento, the capital city of California, was identified by TIME Magazine as the most diverse city in America. Sacramento has approximately 500,000 residents and a daytime population in excess of 600,000.

Refocused SPD mission including redesign of crime reduction strategies, deployment, and resources resulting in the reduction of Part I Violent Crime by 17.9% and Property Crime by 13.9%. Strategies included collaborating with unique partners to develop creative concepts such as "Keep Your Wits," a rape reduction campaign. www.keepyourwits.org

Increased transparency and community involvement through the creation of a Police Advisory Committee, Youth Advisory Committee, and redesigned wed site including interactive features. Conducted 14 Town Hall meetings as well as an on-line survey to identify community expectations.

Worked with Police Union leaders and City Management in successfully re-negotiating Police Union labor contract protecting the community from officer layoffs while balancing a reduced budget.

Deputy Chief, August 2002 - January 2008

Office of Operation and Office of Investigations –Chief responsible for Patrol, Problem Oriented Policing (POP), Neighborhood Crime Prevention, SWAT, Parole Intervention Team, Air Operations, Traffic, K-9, Bikes, Regional Transit Police Services, Marine, Mounted, EOD-Bomb Squad, Reserves, Court Liaison, Major Crimes, Property Crimes, Narcotics, Vice, School Resource Officers, Magnet Schools, Forensic Identification and CSI.

Office of Technical Services – Chief responsible for Personnel, Training, Communications, Records, Property, Fleet, Technology and Information Divisions. Directed the overhaul of the recruiting, hiring, and training process for police officers and dispatchers. The "Train to Success" model has received national attention.

Office of Emergency Services and Homeland Security – Created the Sacramento Regional Office of Homeland Security with federal, regional, and local law enforcement, regional fire services, emergency services, and public health partners. Office Chief of a multidiscipline, multi-agency team responsible for regional planning, training, and logistics related to Homeland Security.

Development of the Sacramento Community Racial Profiling Commission through the drafting of City ordinance and serving as Vice Chair.

Authored Naval Postgraduate School thesis, "Impact of Homeland Security Communities of Learning: Developing a Strategy for Training and Collaboration," resulting in Sacramento receiving a $3.1 million grant.

Captain, April 1994 - August 2002

Special Investigations Division – Commander for narcotic and vice-related enforcement including the management of asset forfeitures, and the administrative review and processing of all narcotic related arrests in the city.

City Manager's Office, Strategic Planning Unit – Assisted in working with the community, City Council and city workforce in crafting a strategic focus and establishing a more systems approach to managing the City's challenges and opportunities.

Metro Division – Responsible for centralized services including SWAT, K-9/EOD, Traffic and Air Operations, Bike Patrols, Mounted, and Marine operations. Duties require heavy involvement with community groups, business, and federal, state, and City officials. Olympic Trials Incident Commander in cooperation with C.S.U. Sacramento Police, Sacramento Sheriff, CHP, FBI, ATF, Secret Service, and US Army. Co-chair of Drive Smart Sacramento, a coalition of insurance industry, medical providers, and private sector.

Sector Commander – Responsible for the delivery of police services in the Downtown Sector including managing patrol operations, Neighborhood Policing Projects, SWAT, and K-9/EOD.

Lieutenant, August 1990 - April 1994

Sergeant, December 1987 - August 1990

Police Officer, May 1981 - December 1987

Community Service Officer, October 1979 - May 1981

Rick Braziel

April 18, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Please accept the attached resume with references as an indication of my desire to apply for the Chief of Police, City of Seattle. My professional, personal, and educational backgrounds make me uniquely qualified for the Seattle Police Chief position.

As the Chief of Police for an ethnically diverse major city, I am committed to working with the community in a transparent and inclusive way to identify neighborhood problems and improve quality of life. A book I co-authored, COP Talk: Essential Communication Skills for Community Policing (1999), demonstrates my long-term commitment to community policing.

My collaborative style of leadership has guided the Sacramento Police Department through significant budget challenges while maintaining my commitment to reducing crime. At a time of organizational change, the unified commitment to clear Police Department goals has helped define a critical role for every employee in the success of our department.

I am a strong proponent of continued education as demonstrated by my two Masters degrees. I also believe in sharing my experiences and expertise with others. As an instructor of communication skills, teambuilding, and leadership for newly promoted command staff, I help shape the direction of law enforcement in California.

I appreciate your time in reviewing my unique qualifications and look forward to continuing in the selection process.

Sincerely,

Rick Braziel

AUTHOR, CONSULTANT & INSTRUCTOR

- Co-Author: COP TALK: Essential Communication Skills for Community Policing. San Francisco: Acada Books, 1999.
- Instructor - Humboldt State University. California Peace Officer Standards and Training (POST) Management Course, leadership, communication skills, leader's role in community policing, media relations, and marketing.
- Instructor - Regional Community Policing Institute. Community policing for supervisors, police ethics for supervisors and line staff, police ethics for chief executives.
- Consultant - California Commission on Peace Officer Standards and Training. Community policing consultant/trainer, statewide assessor of agency specific community policing efforts.
- Consultant - Teambuilding. Teambuilding facilitator for public sector agencies.
- Facilitator - Federal Law Enforcement Training Center. Former trainer in communication skills, community oriented policing and problem solving.

HONORS & AWARDS

- Sacramento Police Department Unit Citation, March 2002
- Sacramento Police Department Distinguished Service Award, May 2001
- California State University Sacramento, Alumni of the Year, 1994
- Sacramento Police Department Silver Medal of Valor, November 1988

PROFESSIONAL DEVELOPMENT, BOARDS, & PERSONAL ACCOMPLISHMENTS

- California Commission on Peace Officer Standards and Training, Command College, Class 33 Graduation Speaker
- California Peace Officers' Association, Board of Directors, 2008-2009
- California Peace Officers' Association, 4th Vice President 2009-2010
- California Peace Officers' Association, 3rd Vice President 2010-2011
- California Police Chiefs Association Board of Directors 2010-2011
- California Police Chiefs Association, Finance Committee
- CSUS Alumni Association
- Central California Intelligence Center, Governance Board, Chair 2009-2011
- International Association of Chiefs of Police
- National Executive Institute Associates
- Naval Postgraduate School, CHDS, Alumni Association Treasurer, 2007-2009
- Police Executive Research Forum
- Senior Management Institute for Police – Boston 2004
- 2001 Ironman Triathlon World Championships, Hawaii
- Marathon and triathlon competitor
- Boston Marathon Qualifier 2008

PROFESSIONAL REFERENCES

Many describe me as passionate and positive about everything in life. Challenging myself both personally and professionally excites me. The only certainty in life is change and we can either be a follower of change or a leader. I choose to be a leader. I lead change through my basic values of continued education, integrity, fairness, openness, inclusion, teamwork, and fitness.

As a police leader, I believe in several key principles. First, the organization must have clears goals. The goals must be focused on the values of the community and consistent with the core mission of the department. Second, community involvement is critical to the success of the organization and must be an integral part of policing. Additionally, community trust is key and directly related to collaboration and partnerships. Historically, communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police.

To enhance community involvement I formed a Police Advisory Committee. The 18 members represent the diverse community I serve including, African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community. To provide a voice for the youth I formed a Youth Advisory Committee made up of representatives of each of the area high schools.

Critical to success is valuing and developing department employees. As as the community's greatest public safety asset, department employees reach their greatest potential through ongoing, innovative career and leadership training. Additionally, employees well trained in community policing and problem solving are more professional, creative, and successful.

Unified commitment to department goals is critical to the success of the organization. All employees have a role in organizational change, which is best achieved through involvement and teamwork. I model this through constant communication and interaction with officers, detectives, dispatchers and staff. I frequently attend roll call, walk around one of our many facilities, and whenever possible I work with a patrol officer to experience firsthand the issues in the community.

Our large organization benefits from the department web based training site, Sacramento PD University (SacPDU), which includes multiple discussion areas including a Chief's forum. I use the forum as an informal department blog, improving the exchange of information and ideas.

As a leader, I uphold excellence while acknowledging that some of the best lessons come from making mistakes. Creativity involves risk that cannot be eliminated and allowing for error is critical to creativity. The most highly trained and experienced people will continue to make errors. The key is how to correct mistakes, improve, and move forward. Sharing both success and failure with others builds stronger and more efficient and effective individuals, organizations, and communities.

I believe organizations must be focused on a results driven structure. Too often unnecessary process gets in the way of good business. Departments must restructure performance measures to look at outcomes and not just outputs. Outputs are easy to measure but do not tell a complete story. Outcomes measured against customer expectations provide a more complete picture.

As a progressive major city police chief, I am passionate about community policing, value employees as our greatest asset, and committed to great customer service. I bring a unique set of skills and abilities to take the Seattle Police Department to the next level of excellence.

Rick S. Gregory

April 16, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Avenue NW, Suite 930
Washington, DC 20036

To whom it may concern:

I am writing to express my interest in the Chief of Police position for Seattle, WA. Based on my review of the position description I feel as though my experience and qualifications, as described below and in my resume, make me well suited for this position.

Candidate Experience:

I have spent over 30 years serving as a public safety practitioner and in management/leadership positions in fire suppression, police, and public safety direction. My law enforcement career began as a municipal police officer where I served for 2 years, followed by 22 ½ years as a state police officer (Florida Highway Patrol), and then 3-years as the Chief of Police for the New Castle County Police Department in Delaware. In January 2009 I remained the Chief of Police and was appointed as the County's Public Safety Director and responsible for the police department, emergency medical services, emergency communications, and the office of emergency management. In September 2009 I was promoted to Chief Administrative Officer (CAO), and continue to serve as the Acting Public Safety Director. Additionally, I am the primary liaison with the twenty-one volunteer fire companies that service the county. In the aforementioned capacities, I am also responsible for budget development for police, public safety, and most recently the entire county's government. Brief details about each position are found in my resume.

The New Castle County Police Department is a full-service police agency with of 365 sworn police officers, over 200 non-sworn personnel and servicing a population of over 500,000 people within a geographical area of over 430 square miles. In September 2006, I was appointed Chief of Police following a national search and selection process. My appointment represented the first "outside" chief of police in agency history. During my tenure as chief I built real relationships with other criminal justice entities (local, state, and federal law enforcement, prosecutors, courts, and social service providers) the community and other departments within the county government. We implemented recommendations found in a Police Executive Research Forum (PERF) report that focused on staffing and organizational structure and process. I focused on reducing crime (down 12.5% in 2009), career and leadership development, restarting community policing, and re-building trust with the community.

During my tenure with the Florida Highway Patrol I served in many positions, as noted in my resume. While serving as Troop Commander in the Central Florida, an assignment that included Daytona Beach and Orlando, I was responsible for the planning and management of multiple large scale events that required coordination with all levels of public safety. These events included NASCAR race events that drew over 200,000 spectators, College Spring Break events, multi-cultural events, motorcycle rallies that drew over 500,000 participants, and the on-going theme park attractions that drew millions annually.

In 2002 I was promoted to Chief and given responsibility for Florida's southern most populated areas that included Miami, Ft. Lauderdale, West Palm Beach, and Florida's Turnpike. I was also responsible for drug interdiction and traffic homicide investigations, and charged with reorganizing and rebuilding both statewide units. In June 2003 I was promoted to Lieutenant Colonel and assumed responsibility of five field troops, emergency operations, and homeland security. From 2003 until 2006 I was responsible for the Agency's Emergency Management and Homeland Security preparations and responses. In this role, I oversaw our coordination with Federal/State/Local organizations in the planning, preparation, and response to natural and man-made incidents (hurricanes, wild fires, terrorism events, and more). During this assignment I lead the agency's response to several major hurricanes and other natural disasters, coordinated and lead the response to the Free Trade Area of the Americas (FTAA) –in 2003 held in Miami, and the G-8 Summit (June 2004) held in South Georgia.

Candidate Education:

I am a graduate of Barry University, where I received a Bachelor of Science degree in Professional Administration. In 2004 I attended and graduated from the Federal Bureau of Investigation's National Academy (FBI-NA) Session #219. In 2004 I also attended and graduated from the Florida Criminal Justice Executive Institute's Chief Executive Seminar Program. The CES program provides law enforcement leaders with training about future trends, challenges, and problems facing law enforcement executives. In 1997 I attended and graduated from the Florida Criminal Justice Executive Institute's Senior Leadership Program (SLP) session #5. During the 18-month program, I worked in groups on dissecting and seeking resolution to emerging and contemporary criminal justice leadership challenges and individually on a research project regarding "Leadership Development" for the Florida Highway Patrol, which was later published.

Presently, I am completing graduate study work for my Master's Degree in Administration of Justice at the Wilmington University. I anticipate receiving my degree later this year.

In addition to the aforementioned education credentials, I can offer a list of advanced and specialized training courses that I have attended that have given me both the training and experience in other key areas of public safety management.

For over 30 years I have served in many capacities providing public safety service. Beginning as a volunteer firefighter followed by service as a paid firefighter, police officer in both local and state jurisdictions, Chief of Police for a nationally accredited – full service police department, Public Safety Director, and now Chief Administrative Officer. I believe that my years of unique and diverse experience coupled with my education and training make me highly qualified for the position of Chief of Police for Seattle, WA. I also believe that I would bring to this position and the City of Seattle strong leadership, innovation, creativity, strong communication abilities, the skills to build teams and relationships, and an understanding of the importance for collaboration between departments, citizens, and other government service providers.

Please let me know if I can provide any additional information.

Thank you.

Sincerely,

Rick S. Gregory

Rick S. Gregory

EDUCATION

Master of Science- Administration of Justice
Wilmington University – Wilmington, Delaware

Federal Bureau of Investigations – National Academy Attending
(Session #219) Quantico, VA **2004**

Bachelor of Science – Business Administration **2001**
Barry University – Orlando, Florida

EXPERIENCE

Chief Administrative Officer / Acting Public Safety Director **September 2009-Present**
New Castle County – New Castle, Delaware
www.nccde.org

- Supervise eleven department managers and coordinate activities between operating and administrative departments.
- Responsible for a $276 million operating budget.
- Responsible for a workforce with over 1500 members with four major operating departments. Those departments include public safety, land use, special services and community services as well as three administrative departments that include administrative services, human resources and finance.
- Completed government wide staffing and organizational review.
- Completed the hiring and/or appointment of five general managers/senior staff to include Chief of Police.
- Handle labor/contract negotiations and relationships with seven local unions.
- Oversight of Federal Stimulus Money– rehire laid off paramedics, 4 Emergency Call Operators, various civilian positions, and various training and equipment, implementing the allocation of Federal Stimulus money applied for while serving as Chief of Police.
- Coordinate, interact and maintain communication/relationships with the thirteen member county council.
- Worked to reduce the general operating budget deficit from $7 million to less than $1 million in fiscal year 2010.
- Processed 2-3 year backlog of employee grievances for local unions.
- Restarted internal training (mandatory and supervisory) for employees Supervisory training included budget, employee relations, employee performance reviews/evaluations, and leadership development.
- Implemented Performance management (Signals4Success) – government-wide accountability and performance monitoring process.

Chief of Police / Acting Public Safety Director **January 2009 – September 2009**
New Castle County – New Castle, Delaware
www.nccde.org

- Responsible for the oversight of the four divisions within Public Safety – Police, Emergency Medical Services (EMS), Emergency Communications, and Office of Emergency Management.
- The Department of Public Safety includes 610 employees, and has a budget of $77 million.
- Serve as liaison for and with 21 Volunteer Fire Companies.
- Ensure government readiness for all natural, man-made, and terror related incidents.
- Coordinate all public safety activities with city, state and regional partners.
- Oversee Office of Emergency Management grant activities (federal and state).

Chief of Police **September 2006-September 2009**
New Castle County Police Department . New Castle, Delaware
http://www.nccde.org/police/home/webpage1.asp

As the first Chief selected outside the agency in modern agency history, I was responsible for the daily operation of a full service Nationally Accredited police department with 364 sworn and over 150 non-sworn personnel, an annual budget of $50 million. The agency services a population of over 500,000 and a service area of over 400 square miles. Agency highlights include a Mounted Unit, Police Training Academy, Federal Task Force assignments, and five operational/support units.

- Oversaw and implemented various PERF report recommendations that lead to agency realignment
- Created, developed and initiated career development and temporary duty assignments that fostered a learning environment and advancement opportunities for all personnel.
- Rebuilt and created new community initiatives and open dialogue with community representatives and professional partnerships that increased public trust while creating one voice working towards safer communities.
- Created a small team and oversaw to completion the preparations for the re-accreditation process which was completed in December of 2007. The final report noted several significant accomplishments.
- Oversight of the completion of and relocation to a new $50 Million public safety facility.
- Created a community partnership "Pastors on Patrol" an outreach program targeting troubled communities encouraging involvement in family oriented programs and development of police/community relationships.
- Worked closely with county council members and the county executive addressing community issues and concerns within their respective districts and the police department.
- Work closely and maintained a positive, cooperative and productive relationship with the union and their representatives.
- Worked diligently to overcome previous negative media/community perceptions about the agency, leading to positive progression of the agency and personnel.
- Founded and held the position of Chair for the New Castle County Police Chiefs Association with participation and representation from local, state and federal criminal justice agencies.
- Created a partnership with the local community college offering mentoring for criminal justice degree seeking students as an ongoing recruitment effort.
- Developed and implemented a volunteer in policing (VIP) citizen based program increasing community involvement while capitalizing on volunteer resources available to the agency.
- Developed a partnership with the Latin/American Community focusing on active outreach and prevention in the various Hispanic communities fostering working relationships within the communities and agency.
- Created foot patrol units that were deployed into high crime areas as part of advancing crime reduction and community policing.
- Overall crime reduction of 12.5 % in 2009 as compared to 2008.

Adjunct Professor **Fall 2007 &**
DelTech Community College Stanton Campus – Wilmington, Delaware **Summer 2009**

- Actively instructed the course "Introduction to Criminology".
- Maintained accurate student records while utilizing various databases such as the college Blackboard.

Lieutenant Colonel / Deputy Director - South and East
Florida Highway Patrol Tallahassee, Florida **2003 – September 2006**

- Assisted the director with state-wide day-to-day operations of the agency.
- Responsibilities included oversight of five - FHP Troops consisting of 20 counties with over 1100 sworn and over 200 non-sworn personnel including four joint dispatch facilities providing service to twelve different state entities.
- Participated in the development/management of the agency budget of approximately $175 million.
- Responsible for criminal investigations, reviewing personnel disciplinary action, all field operations planning, and daily operations of field operation components.
- Participated in the development of the agency's short and long range planning, budget oversight and legislative issues including future legislation affecting the agency.
- Served as the agency's representative in Arbitrations, Public Employee Relations Commission (PERC) hearings, and other grievance and personnel related matters.
- Responsible for state wide, large scale events such as Free Trade Areas of America, natural disasters requiring relocation of resources and other natural and man-made disasters or incidents.
- Liaison for the agency and department with statewide domestic security task forces.
- Responsible for the agency's Homeland/Domestic Security and Emergency Operations, thus ensuring agency readiness, preparedness and necessary response state-wide.
- Acted as the liaison for the agency with the numerous State Police Chiefs and Sheriffs throughout the state creating collaborative, resource and information sharing relationships.

Bureau Chief **2002 - 2003**
Florida Highway Patrol Tallahassee, Florida

- Responsible for three FHP field troops consisting of seven counties and the Florida's turnpike with over 600 sworn and over 100 non-sworn personnel including three joint dispatch facilities providing service to twelve different state entities.
- Responsible for the review of professional compliance inquiries, disciplinary action, field operations planning, and the overall daily operations within the region.
- Served as the statewide coordinator for the Contraband Interdiction and the Traffic Homicide Investigation programs, to include a complete review and reorganization of both programs.
- Served as the liaison for the agency with the various Federal Law Enforcement Task Forces in South and Central Florida.

Major, Troop Commander **1997 - 2002**
Florida Highway Patrol Orlando, Florida

- Responsible for over 300 law enforcement and support personnel for seven counties In Central Florida.
- Oversight of the daily law enforcement operations as well as the administrative functions associated with the troop.
- Served on the Regional Domestic Security Task Force for Central Florida
- Responsible for implementing a federally funded Community Oriented Policing program-(COPS).
- Developed a diversity advisory committee, outreach, and public-private partnerships that served to bolster community collaboration.
- Worked daily with local, county, and federal law enforcement leaders in developing strategies for various law enforcement and public safety initiatives.
- Coordinated, managed and oversight of agency response for natural and man made disasters, wild fires, special events such as Daytona 500 and Black College Spring Break.
- Oversight of consolidation and relocation off all state agency communications center to one facility. Migrated from a "co-located" to "Joint-Dispatch" operation

Major, Troop Commander Continued
Florida Highway Patrol Orlando, Florida

- Developed a law enforcement partnership with the University of Central Florida Police Department.
- Developed academic partnerships with four community colleges that enhanced training and led to recruitment.
- Created a diversity advisory council providing outreach opportunity for the agency while enabling community input.
- Created a community policing squad and intergraded/partnered with local and county police agencies in a collaborative community policing program.

Captain – Assistant Chief of Training **1995 - 1997**
Florida Highway Patrol Tallahassee, Florida

- Supervising eight training officers and a records technician.
- Assisted the Chief of Training with the overall operation of the Florida Highway Patrol Academy, to include the administration of training for the agency and all personnel.
- Planned, developed, and implemented recruit and advanced specialized training for all Florida Highway Patrol personnel.
- Assisted in the development and implementation of the agency's decentralized training program developed in the field.

Lieutenant – Public Information Officer **1993 - 1995**
Florida Highway Patrol Palatka, Florida

- Maintained a close liaison with the news media for the purposes of informing the public about the Florida Highway Patrol and its mission.
- Professionally represented the Florida Highway Patrol by presenting safety programs on all aspects of highway safety to both the professional and private sectors.
- Provided administrative assistance to the Troop Commander.

Sergeant – Field Operations **1990 - 1993**
Florida Highway Patrol Naples and Ocala, Florida

- First line supervisor of a squad of twelve troopers, including one felony team and three traffic homicide investigators.
- Assisted in supervising nine non-sworn employees.
- Provided daily guidance to employees to insure law enforcement operations were conducted appropriately.

Trooper –Field Operations **1984 - 1990**
Florida Highway Patrol Jacksonville and Deland, Florida

- Enforce all traffic and criminal laws associated with the position patrolling assigned area.
- Investigate and reconstruct traffic crashes. Collect and process physical evidence for prosecution and court presentation purposes.
- Provide safety education to citizens and government groups.

Officer – Lake Mary Police Department **1982- 1984**
Lake Mary Police Department Orlando, Florida

- Enforced both state law a city ordinances.
- Investigated drug crimes.
- Coordinated traffic services (major accident investigations).

MEMBERSHIPS

- Police Executive Research Forum
- International Association of Chief's of Police
- International Association of Chief's of Police – Police Administration Member (PAC)
- National Organization of Black Law Enforcement Executives (NOBLE)
- Delaware Criminal Justice Council – Board Member
- Delaware Criminal Justice Council Sub-Committee Member on Ethnic and Racial Fairness
- Delaware Police Chief's Association – Founder Chair Person
- Wilmington University Advisory Council - Member
- Rotary International Member – (Board of Directors 2008-2009)
- Delaware Safety Council Member
- Kid's With Confidence – Board Member 2008-2009
- Florida State Law Enforcement Chief's Association
- Central Florida Criminal Justice Association (Past President - 1999)
- Florida Police Chief's Association
- Florida Sheriff's Association
- Past Member Seminole County Chief's Association
- Past Member Volusia County Chief's Association
- Past Member Daytona Beach Community College Criminal Justice Advisory Council
- Past Member Valencia Community College Criminal Justice Advisory Council
- Past Member Seminole Community College Criminal Justice Advisory Council

MISCELLANEOUS

- JUNE 2008 - Received a personal tribute from both The State of Delaware House of Representatives and The State Senate for outstanding leadership and dedication to the community.
- May 2007 - Testified before The United States Senate, the Committee on the Judiciary, for proposed legislation by Senator Joseph Biden requesting continued law enforcement funding. http://judiciary.senate.gov/testimony.cfm?id=2719&wit_id=6479

Seattle Chief of Police - Candidate Essay

My name is Rick Gregory, and I am a 47 year-old husband, father, and career public servant. I have three children; Ryan age 23, Heather age 20, and Amanda age 16.

In 2006 I became the chief of police for the New Castle County Police Department serving for three years before accepting a promotion to my current position of chief administrative officer.

Public service and public safety has been my life's passion and work. I joined a volunteer fire department as a 15 year-old cadet in part because of a neighbor who was the department's chief. My hunger to learn and expand my skills drove me to become a state certified firefighter, and for a short time I worked as a paid firefighter after I was 18. My interests in public safety soon shifted to law enforcement. I was offered a rare opportunity at the young age of 19 to become a police officer. I worked midnights and attended the police academy during the day. The job provided me with a great opportunity to learn how to be a police officer, but it also taught me the value of having a strong relationship with the community. I learned that without trust there would never be a successful partnership between the community and the department. After two years with the department, I joined the Florida Highway Patrol (FHP) where I worked for over 22 years.

During my career with FHP I received several promotions and was assigned to positions across the state. My time with FHP also provided me with numerous opportunities that helped to prepare me to be a police chief. An example would be my tenure as troop commander in Central Florida, where I had responsibility for seven counties, and where I worked very closely with, and learned from, several police chiefs and sheriffs. I faced many professional challenges, including the tragedy of officers being shot and the

devastation caused by Florida's unpredictable weather – killer tornados, hurricanes and wildfires. Throughout my career, I learned how important it was to have a strong working relationship with other law enforcement agencies, the community, and government leaders. I believe that context helped me achieve the rank of lieutenant colonel of Florida's largest and most diverse state law enforcement agency.

When I was appointed chief of police for New Castle County in 2006, I relied on my experiences, skills, education, and ability to build teams to improve the department and the relationships with various stakeholders. I also believe that support for the personnel working in the department is critical. I made it my responsibility to ensure that police officers and supervisors were trained, equipped and supported to do the very difficult job of policing. That goal applied to the non-police personnel as well. I believe that the core of any policing agency there must be integrity and accountability. A department's integrity and trust is in part gleaned from the department's leadership and the actions of the police chief and senior staff, but also in large part by the actions of the department. As chief, I worked hard to enhance the image of the department, and I believe that is a critical role the chief must play in order to build and maintain the trust from the citizens and the community. I was an engaged chief, accessible, approachable, and visible in the community and department.

My focus has been and will continue to be crime reduction and the reduction of fear with an emphasis on prevention. It has been my experience that the best way to be successful in accomplishing the aforementioned is through leadership, community engagement, collaboration, problem-solving, and partnerships with the courts, social service providers and the private – business sector.