



**Competitive Exam Materials**  
Chief of Police

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**Police Chief Candidate:**

**John Diaz**



City of Seattle



## Semi-Finalist Candidate Profile

Chief of Police

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### 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

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**JOHN DIAZ**  
Interim Chief of Police  
Seattle Police Department

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 its 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

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.

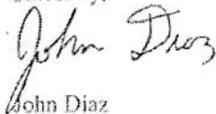
During the last year as I have served as Interim Chief, the Department has experienced both exhilarating highs and profound sadness. With skilled and solid police work, we solved many high-profile cases that were celebrated by and with the community we serve. We were also rocked by tragic incidents, 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,

A handwritten signature in black ink that reads "John Diaz". The signature is written in a cursive style with a large, stylized "J" and "D".

John Diaz  
Interim Chief of Police

## 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

## PERSONAL STATEMENT OF INTERIM CHIEF JOHN DIAZ

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.



**Semi-Finalist Essay Responses**  
City of Seattle

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Essay responses for Police Chief Candidate:

**John Diaz**

## 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.