

## **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

- 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
January 13 2:00pm SPD HQ	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Welcoming remarks from Mayor McGinn</li> <li>• Agree on ground rules</li> <li>• Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure</li> <li>• Agree on confidentiality</li> <li>• Review and finalize the timeline</li> <li>• Discuss community outreach process</li> <li>• Review executive search firm proposals and select preferred firm.</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Introduce recruiting firm</li> <li>• Briefings from SPD – <i>topics TBD</i></li> <li>• Discuss community outreach process</li> <li>• Review and approve job announcement</li> </ul>		
		<ul style="list-style-type: none"> <li>• Selected stakeholder interviews</li> <li>• Begin recruitment process</li> </ul>	
February 10 6 – 9 PM Location TBD	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Begin developing competitive selection process and assessment criteria</li> </ul>		
February 17 6 – 9 PM Location TBD	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Review assessment criteria</li> </ul>		
March 10 6 – 9 PM BKL	<ul style="list-style-type: none"> <li>• Finalize assessment criteria</li> <li>• Review and approve candidate interview questions</li> </ul>		
		Candidate selection begins	
<b>City Charter's Competitive Examination Process Begins</b>			
April 21 6 – 9 PM BKL <i>Executive session</i>		<i>Present list of best qualified candidates to Committee (about 10-15)</i>	
April 28 6 – 9 PM BKL <i>Executive session</i>	<ul style="list-style-type: none"> <li>• <i>Select semifinal candidates (about 5-7)</i></li> <li>• <i>Vote to be conducted in open meeting.</i></li> <li>• <i>Review interview process and provide needed training to Committee members</i></li> </ul>		
May 8 Time TBD Day-long Location TBD Executive session	<i>Candidate Interviews</i>		
May 19 6 – 9 PM BKL	<i>Discuss and select who should be the three finalists. Vote to be conducted in open meeting.</i>		

Executive session			
<b>Date</b>	<b>Committee</b>	<b>City Personnel Dept</b>	<b>Community</b>
			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.			

DRAFT

## **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](mailto: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](mailto: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

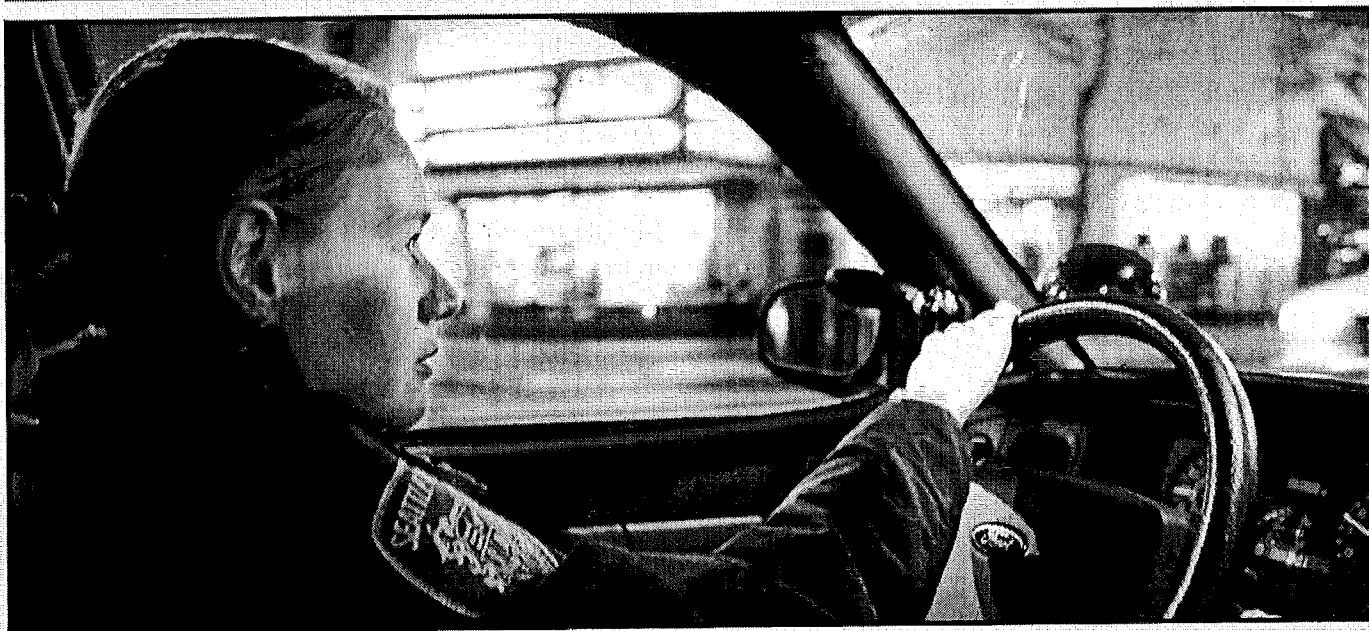
## 1. Department Overview



# SEATTLE POLICE DEPARTMENT

## Department Overview

[www.seattle.gov/police](http://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-accreditation process in 2009-2010.



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://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?**

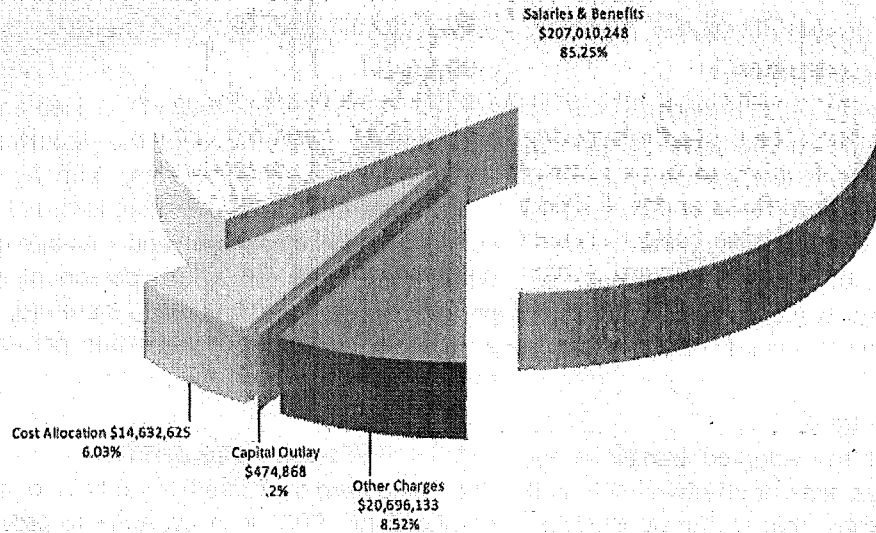
SPD has approximately 548 FTE civilian employees. They have many roles throughout the department, including administrative responsibilities, parking enforcement, crime prevention, 911 dispatch, information technology support, and professional and management positions. Without civilian staff, sworn personnel 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?**

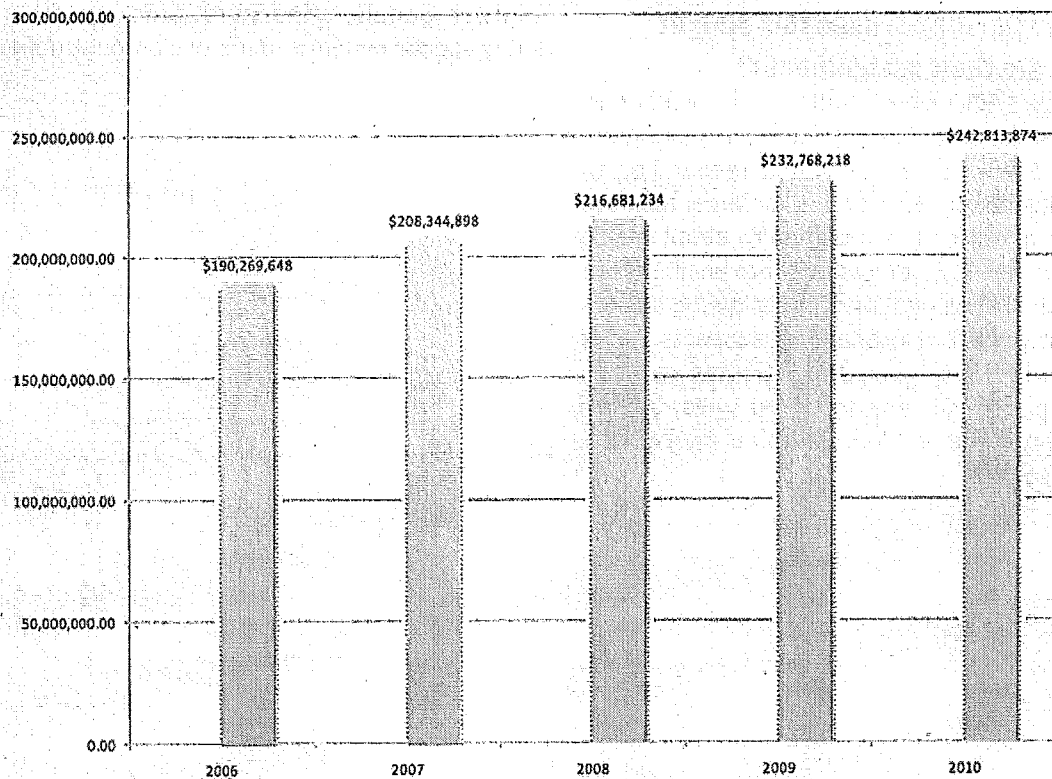
SPD has a fixed overtime budget paid for out of the City's general fund. SPD uses overtime to provide security to many local events such as parades, sporting contests, conferences, dignitary visits, and demonstrations. Other uses of police overtime include court appearances, emphasis patrols, crime investigations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

# SEATTLE POLICE DEPARTMENT

## 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:

1 - Department Structure and  
Function

Chapter:

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.



# Seattle Police Department

## Policies and Procedures

Section

1.050

Title:

1 - Department Structure and  
Function

Chapter:

050 - Functional Structure &

### 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 approval.

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:

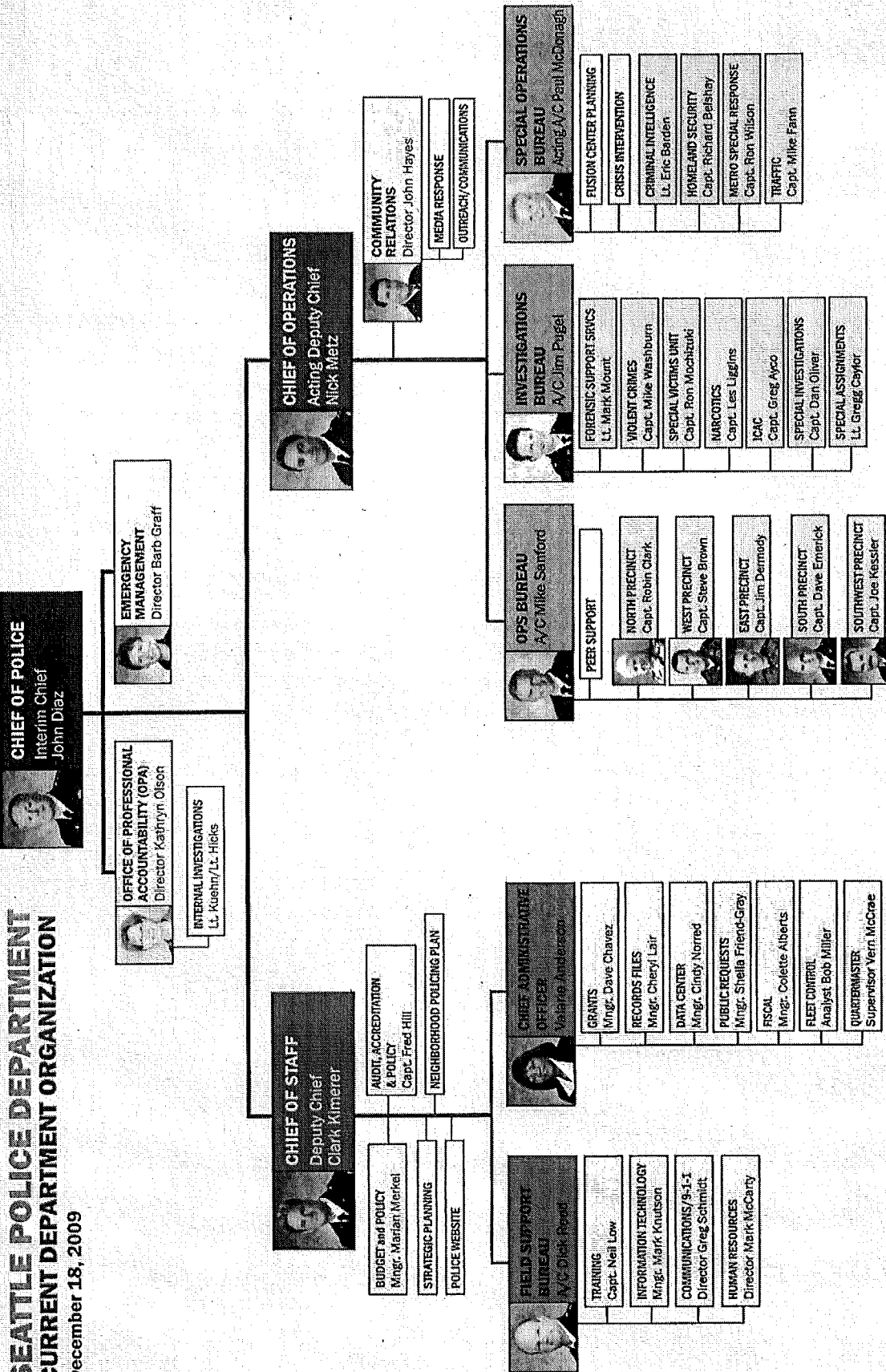
1. Through the biennial or mid-biennial budget process for the following fiscal year, in which case units will submit proposed changes as part of the SPD budget development / review process. Such requests are to be made to the Finance, Strategic Policy, and Planning Section through a unit's chain of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







# Seattle Police - Chief Selection Committee Guide to Materials

## 3. Department Staffing & Deployment



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://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

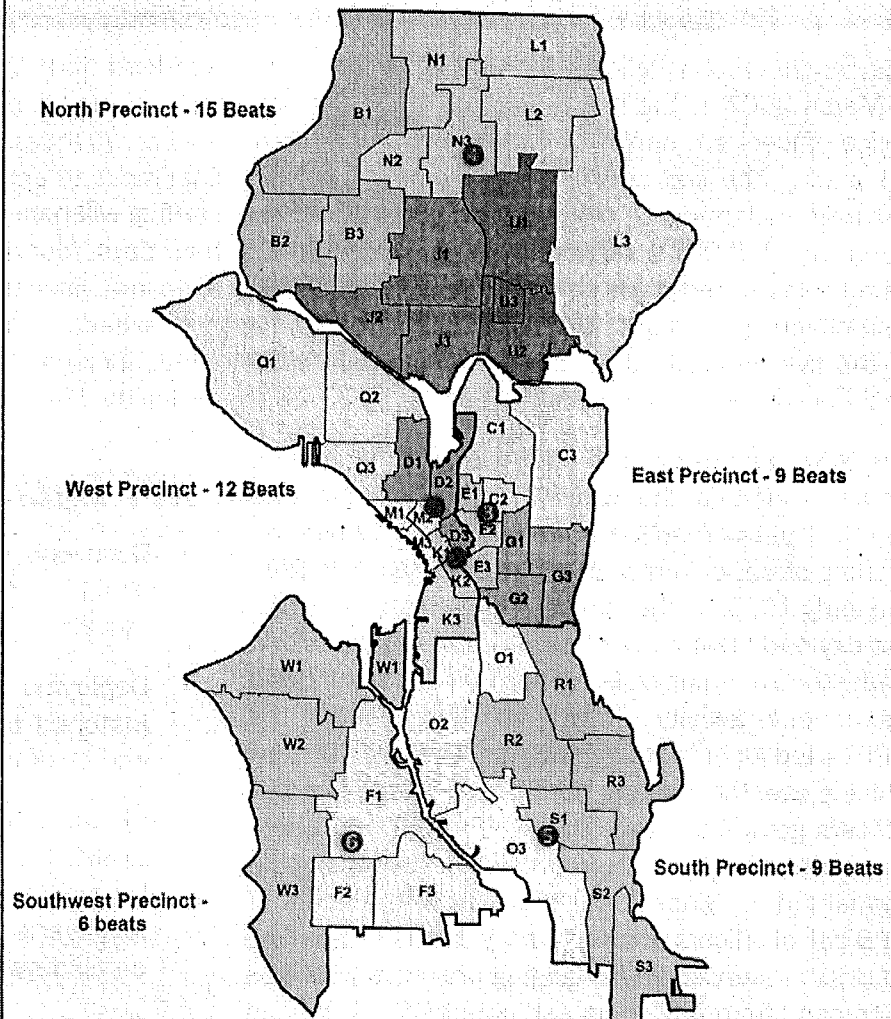
- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the neighborhoods they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to 9-1-1 calls and 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



❶ Police Headquarters,  
610 5th Avenue

❷ West Precinct,  
810 Virginia Street

❸ East Precinct,  
1519 12th Avenue

❹ North Precinct,  
10049 College Way N

❺ South Precinct,  
3001 S Myrtle

❻ Southwest Precinct,  
2300 SW Webster



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://www.seattle.gov/police)

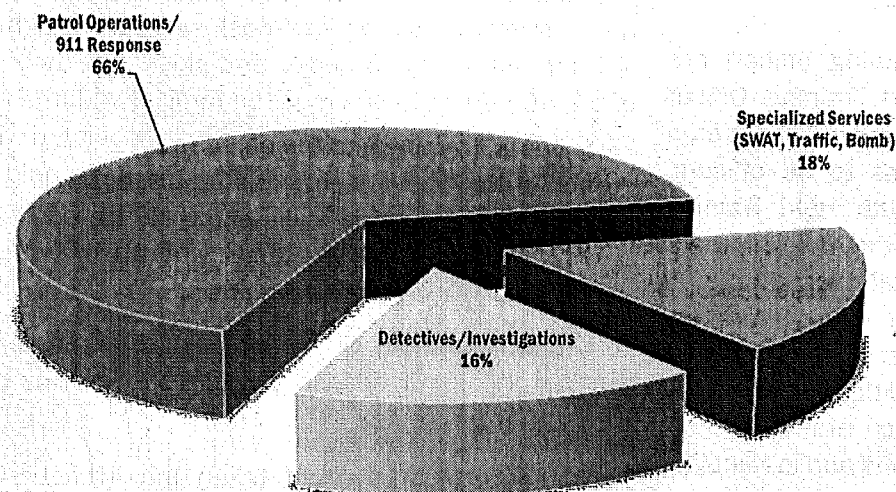
## Officer Recruiting and Training

### 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.





# SEATTLE POLICE DEPARTMENT

## Workforce Diversity

[www.seattle.gov/police](http://www.seattle.gov/police)

### 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



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://www.seattle.gov/police)

# 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

# SEATTLE POLICE DEPARTMENT

## 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
Fort Worth	701,345	1486	413	1899	2.12	16th	2.71	18th
Memphis	672,046	2098	425	2523	3.12	8th	3.75	9th
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





# Seattle Police - Chief Selection Committee Guide to Materials

## 4. Community Outreach & Engagement



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://www.seattle.gov/police)

## 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 **CityWide 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.



## Seattle Police - Chief Selection Committee Guide to Materials

# 5. Civilian Oversight and Accountability



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://www.seattle.gov/police)

## 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.



# Seattle Police - Chief Selection Committee Guide to Materials

## 6. Emergency Management Operations





SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://www.seattle.gov/police)

## 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 Guide to Materials

## 7. Recent Crime Trends in Seattle

## CRIME TRENDS IN SEATTLE

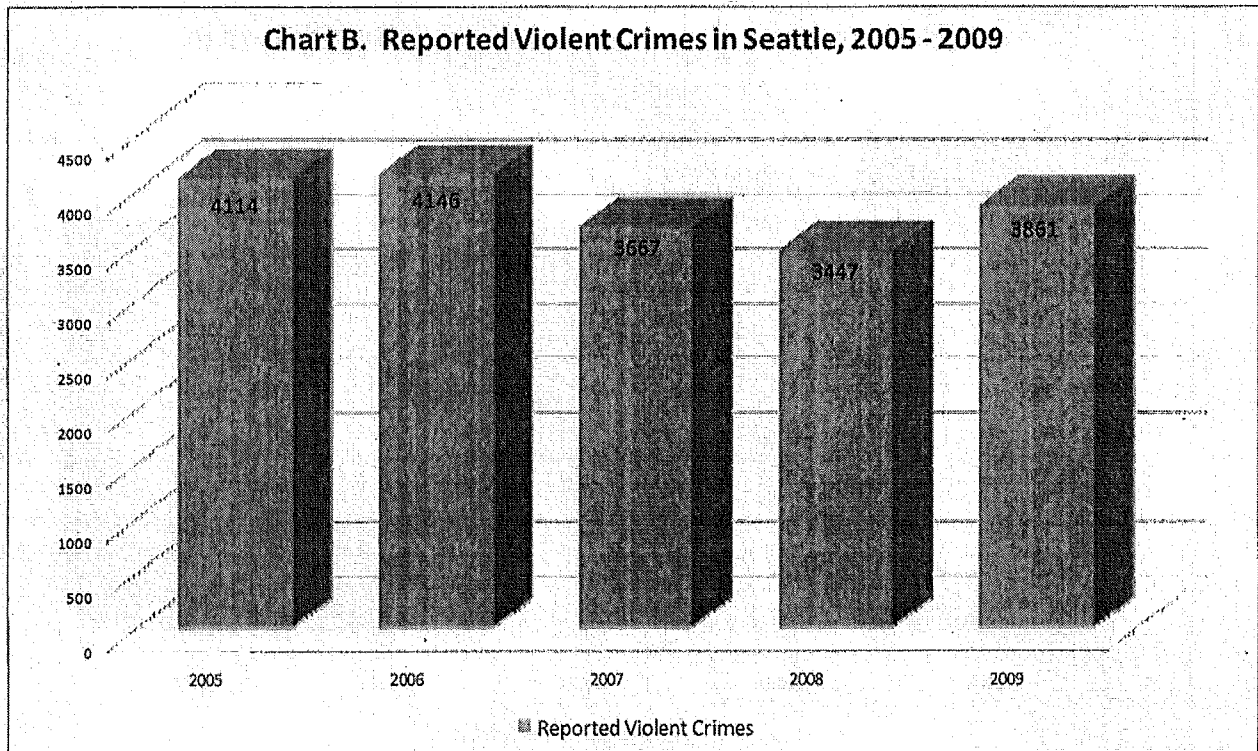
### ANNUAL CRIME TRENDS - 2009 AND PREVIOUS YEARS

- 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.



- 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 10<sup>th</sup> 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.

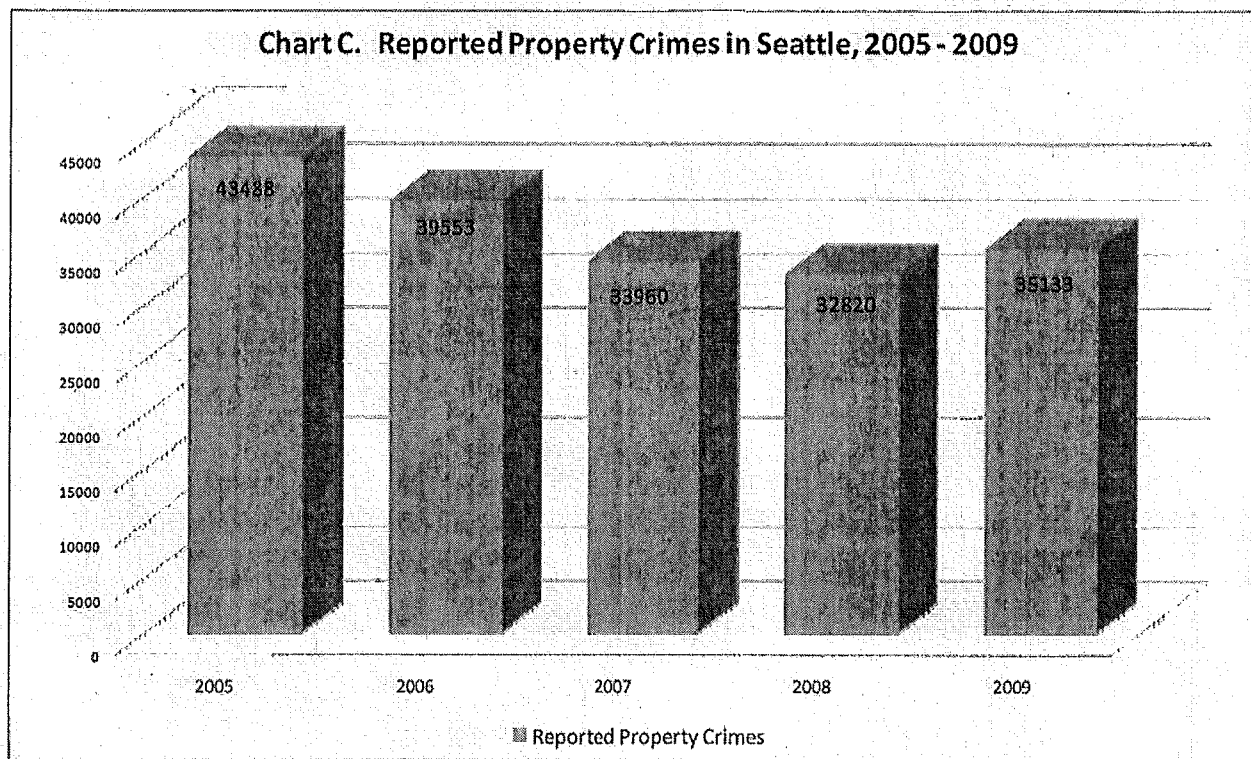
- Below in Chart B are shown the numbers of reported Violent Crimes (murders, rapes, robberies and aggravated assaults) in Seattle for the five-year period since 2005.



- 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 6<sup>th</sup> 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 Guide to Materials

## 8. Ongoing Programs



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://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**

SYPMI 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
<b>Low Risk Drug Dealers</b>	<ul style="list-style-type: none"> <li>▪ Prosecuted traditionally based on a single criminal event</li> <li>▪ If convicted, sentenced to prison or ordered into services/treatment, jailed if fail to comply</li> <li>▪ Community is rarely involved in prosecution effort and often does not know the end result of their calling police about drug dealing</li> <li>▪ Prosecution generally not directly focused on eliminating drug market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Confronted with their dealing before arrest and prosecution</li> <li>▪ Offered mentoring, services and treatment without prosecution. No requirement to accept help, but are required to stop drug dealing or face prosecution</li> <li>▪ Community engaged in, involved with, and advised of law enforcement effort</li> <li>▪ Community and law enforcement work in partnership to eliminate the drug market</li> </ul>
<b>High Risk Drug Dealers</b>	<ul style="list-style-type: none"> <li>▪ Prosecuted traditionally, usually as a individual case</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prosecuted on multiple cases through a coordinated city, state, and federal law enforcement effort</li> </ul>

## 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.



# Seattle Police - Chief Selection Committee Guide to Materials

## 9. Challenges for the Next Chief



SEATTLE POLICE DEPARTMENT

[www.seattle.gov/police](http://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.



## Seattle Police - Chief Selection Committee Guide to Materials

# 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.

# CHIEF'S SEARCH -- COMMUNITY OUTREACH

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

## CHIEF'S SEARCH -- COMMUNITY OUTREACH

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

## CHIEF'S SEARCH -- COMMUNITY OUTREACH

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

## CHIEF'S SEARCH -- COMMUNITY OUTREACH

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

# CHIEF'S SEARCH -- COMMUNITY OUTREACH

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



## CHIEF'S SEARCH -- COMMUNITY OUTREACH

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
<b>Potential contacts received from Committee members through January 19</b>
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?

# 2010 CHIEF OF POLICE SEARCH COMMITTEE

Name	Affiliation	Street Address	City	Phone*	Email
Ali, Liz	Mothers Outreach Movement	5034 32 <sup>nd</sup> Avenue South	Seattle, WA 98118	861-2845	<a href="mailto:liz@urbancentric.com">liz@urbancentric.com</a>
Armstrong, James	Loren Miller Bar Association, Armstrong Law Offices	1621 Central Avenue South, Suite H	Kent, WA 98032-7452	(253) 854-7343	<a href="mailto:Armstronglaw@comcast.net">Armstronglaw@comcast.net</a>
Boruchowitz, Robert	Seattle University School of Law	901 12 <sup>th</sup> Avenue, PO Box 222000	Seattle, WA 98122-1090	398-4151	<a href="mailto:rcboru@aol.com">rcboru@aol.com</a>
Bueche, Tina	Pioneer Square & Office of Professional Accountability Review Board	100 1 <sup>st</sup> Avenue South, Apt. 11	Seattle, WA 98104	819-7917	<a href="mailto:tbueche@aol.com">tbueche@aol.com</a>
Carroll (ret.), Judge Terrance	Seattle University School of Law	901 12 <sup>th</sup> Avenue, PO Box 222000	Seattle, WA 98122-1090	cell: 930-4181	<a href="mailto:carrollt@seattleu.edu">carrollt@seattleu.edu</a>
Chernin, Louise	Greater Seattle Business Association	400 East Pine Street, Suite 322	Seattle WA 98122	363-9188	<a href="mailto:louise@thegsba.org">louise@thegsba.org</a>
Freiboth, Dave	King County Labor Council	2800 First Avenue, #206	Seattle, WA 98121	441-8510	<a href="mailto:office@mlkclc.org">office@mlkclc.org</a>
Godefroy, Kay	Seattle Neighborhood Group	1810 East Yesler Way	Seattle, WA 98122-5748	323-9583	<a href="mailto:kay@sngi.org">kay@sngi.org</a>
Harrell, Bruce A.	Seattle City Council Member	City Hall, Floor 2, P.O. Box 34025	Seattle, WA 98124-4025	684-8804	<a href="mailto:bruce.harrell@seattle.gov">bruce.harrell@seattle.gov</a>
Jayapal, Pramila	OneAmerica	1225 South Weller Street, Suite 200	Seattle, WA 98144	452-8414; 723-2203 x207	<a href="mailto:pramila@weareoneamerica.org">pramila@weareoneamerica.org</a>
Joncas, Kate, Co-chair	Downtown Seattle Association	500 Union Street, Suite 300	Seattle, WA 98101	623-0340 x3201	<a href="mailto:katej@downtownseattle.org">katej@downtownseattle.org</a>
Kone', Ahoua	Seattle Immigration and Family Law Group	4444 Woodland Park Avenue North, Suite B-101	Seattle, WA 98103	297-0506 x116	<a href="mailto:Akone@seattle-lawgroup.com">Akone@seattle-lawgroup.com</a>
Levinson (ret.), Judge Anne	Former Seattle Deputy Mayor	5512 Southwest Lander Place	Seattle, WA 98116	938-0951; cell: 465-9346	<a href="mailto:anne@levco.com">anne@levco.com</a>
Maestas, Roberto	El Centro de la Raza	2524 16 <sup>th</sup> Avenue South	Seattle, WA 98144	957-4605	<a href="mailto:rmaestas@elcentrodelaraza.org">rmaestas@elcentrodelaraza.org</a>
Malone, Michael	Hunters Capital	1000 East Pike Street	Seattle, WA 98122	328-3333; 972.2800	<a href="mailto:michael@hunterscapital.com">michael@hunterscapital.com</a>
O'Neill, Sgt. Rich	Seattle Police Officers Guild	2949 4 <sup>th</sup> Avenue South	Seattle, WA 98134	767-1150 x102	<a href="mailto:president@seattlepoliceguild.org">president@seattlepoliceguild.org</a>
Potter, Cindy	Greenwood Aurora Involved Neighbors	926 North 81st Street	Seattle, WA 98103-4318	706-9870	<a href="mailto:cpotter@igc.org">cpotter@igc.org</a>
Rolland, Charles, Co-chair	Community and Parents for Public Schools of Seattle	930 24th Avenue South	Seattle, WA 98144	852-8189	<a href="mailto:rolland@cablespeed.com">rolland@cablespeed.com</a>
Kessler, Capt. Joe	Seattle Police Management Association	2949 4 <sup>th</sup> Avenue South	Seattle, WA 98134-1914	684-8924; cell: 375-6540	<a href="mailto:joseph.kessler@seattle.gov">joseph.kessler@seattle.gov</a>
Satterberg, Dan	King County Prosecutor	W-400 King County Courthouse, 516 Third Avenue	Seattle, WA 98104-2362	296-9067	<a href="mailto:dan.satterberg@kingcounty.gov">dan.satterberg@kingcounty.gov</a>
Stone, Mary Ellen	King County Sexual Assault Resource Center	200 Mill Avenue South	Renton, WA 98057-2175	(425) 282-0354; cell: 399-2290	<a href="mailto:mstone@kcsarc.org">mstone@kcsarc.org</a>
Taylor, Kathleen	American Civil Liberties Union of Washington	705 2 <sup>nd</sup> Avenue, Suite 300	Seattle, WA 98104-1788	624-2184	<a href="mailto:TAYLOR@aclu-wa.org">TAYLOR@aclu-wa.org</a>
To, Tony	Homesight	5117 Rainier Avenue South	Seattle, WA 98118	760-4214	<a href="mailto:tony@homesightwa.org">tony@homesightwa.org</a>
Walden, Rev. Harriett	Mothers for Police Accountability	P.O.Box 22886	Seattle, WA 98122	380-1710	<a href="mailto:harriettwalden@aol.com">harriettwalden@aol.com</a>
Walden, Jenna	Othello Neighborhood Association	4508 South Myrtle Street	Seattle, WA 98118	898-6313	<a href="mailto:jewalden@gmail.com">jewalden@gmail.com</a>
Williams, Rev. Aaron	Mt. Zion Baptist Church	1634 19 <sup>th</sup> Avenue	Seattle, WA 98122	322-6500; (972) 998-5432	<a href="mailto:revawilliams@mountzionseattle.org">revawilliams@mountzionseattle.org</a>
<b>Committee Members' Staff Contacts</b>					
Stackhouse, Rebekah	Assistant for Pramila Jayapal			723-2203 x213	<a href="mailto:rebekah@weareoneamerica.org">rebekah@weareoneamerica.org</a>
Tang, Vinh	Legislative Assistant for CM Harrell	City Hall, Floor 2, P.O. Box 34025	Seattle, WA 98124-4025	684-8804	<a href="mailto:vinh.tang@seattle.gov">vinh.tang@seattle.gov</a>
Williams, M	Assistant for Rev. Aaron Williams				<a href="mailto:mwilliams@mountzionseattle.org">mwilliams@mountzionseattle.org</a>
<b>Contacts for Mayor McGinn</b>					
Birkholz, Liz	City of Seattle Mayor's Office - Project Manager for Operations	P.O. Box 94749	Seattle, WA 98124-4749	233-5107	<a href="mailto:liz.birkholz@seattle.gov">liz.birkholz@seattle.gov</a>
Inagi, Candace	City of Seattle Mayor's Office - Labor and Community Liaison	P.O. Box 94749	Seattle, WA 98124-4749	386-4156	<a href="mailto:candace.inagi@seattle.gov">candace.inagi@seattle.gov</a>
Matassa, Mark	City of Seattle Mayor's Office - Director of Communications	P.O. Box 94749	Seattle, WA 98124-4749	233-2655; cell 604-4072	<a href="mailto:mark.matassa@seattle.gov">mark.matassa@seattle.gov</a>
<b>Staff</b>					
ARCHIVE ALL EMAIL MESSAGES					
Carey, Doug	City Budget Office	P.O. Box 94747	Seattle, WA 98124-4747	684-8067	<a href="mailto:doug.carey@seattle.gov">doug.carey@seattle.gov</a>
Craver, Nancy	Department of Finance and Administrative Services - public disclosure			684-7029	<a href="mailto:nancy.craver@seattle.gov">nancy.craver@seattle.gov</a>
Doss, Greg	City Budget Office	P.O. Box 94747	Seattle, WA 98124-4747	615-1759	<a href="mailto:greg.doss@seattle.gov">greg.doss@seattle.gov</a>
Inch, Pam	City of Seattle Personnel Department	P.O. Box 34028	Seattle, WA 98124-4028	684-4196	<a href="mailto:pam.inch@seattle.gov">pam.inch@seattle.gov</a>
Olsen, Paul	Seattle City Attorney's Office, Employment Section	P.O. Box 94769	Seattle, WA 98124-4769	684-8284	<a href="mailto:paul.olsen@seattle.gov">paul.olsen@seattle.gov</a>
Smith, Gary	Seattle City Attorney's Office, Government Affairs Section	P.O. Box 94769	Seattle, WA 98124-4769	733-9318	<a href="mailto:gary.smith@seattle.gov">gary.smith@seattle.gov</a>
*Phone numbers are area code 206, unless indicated otherwise.					

SEATTLE POLICE DEPARTMENT



OFFICE OF  
PROFESSIONAL  
ACCOUNTABILITY

OPA Complaint  
Statistics  
2008

Spring 2009

KATHRYN OLSON  
DIRECTOR

## TABLE OF CONTENTS

<u>SECTION</u>	<u>CONTENTS</u>	<u>PAGES</u>
Section 1	Executive Summary	3
Section 2	Complaint Intake and Classification	6
Section 3	Allegations by Classification	8
	A. Preliminary Investigation Report (PIR) Allegations	8
	B. Supervisory Referral (SR) Allegations	10
	C. Line Investigation (LI) Allegations	12
	D. OPA-IS Investigation Allegations	13
Section 4	Findings	17
Section 5	Discipline	21
Section 6	Investigative Timelines	22
Section 7	Officer Specific Information	23
	Complaints per Officer	23
	Use of Force Complaints per Officer	24
	Race/Ethnicity and Gender Data	25
	Employee by Rank	25
	2008 Complaints by Precinct	26
Section 8	Complainant Specific Information	27
	Race/Ethnicity and Gender Data	27
Section 9	Review of Best Practices	28
Section 10	Conclusion	30

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.<sup>1</sup>

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

---

<sup>1</sup> 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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

completion time for cases closed during 2008 was approximately 173 days, which is lower than in previous years but still higher than ideal.<sup>2</sup> 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.<sup>3</sup> 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.<sup>4</sup> 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 discipline imposed will be upheld. For example, the Chief of Police agreed with OPA's

---

<sup>2</sup> This figure excludes criminal cases in which timelines were tolled.

<sup>3</sup> 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.

<sup>4</sup> 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.



OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS -- 2008

recommendation to Sustain two force complaints in 2008.<sup>5</sup> 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.

---

<sup>5</sup> 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.<sup>6</sup>

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.

---

<sup>6</sup> 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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

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
<b>Total Intake</b>	<b>1132</b>	<b>1201</b>	<b>1319</b>

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
<b>Total Complaints Classified as PIRs</b>		<b>282</b>	<b>316</b>	<b>279</b>
#	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 <sup>7</sup>	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
	<b>Total Number of Issues</b>	<b>484</b>	<b>450</b>	<b>364</b>

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.

<sup>7</sup> Category 5 includes allegations of either prejudicial or preferential treatment based on bias.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

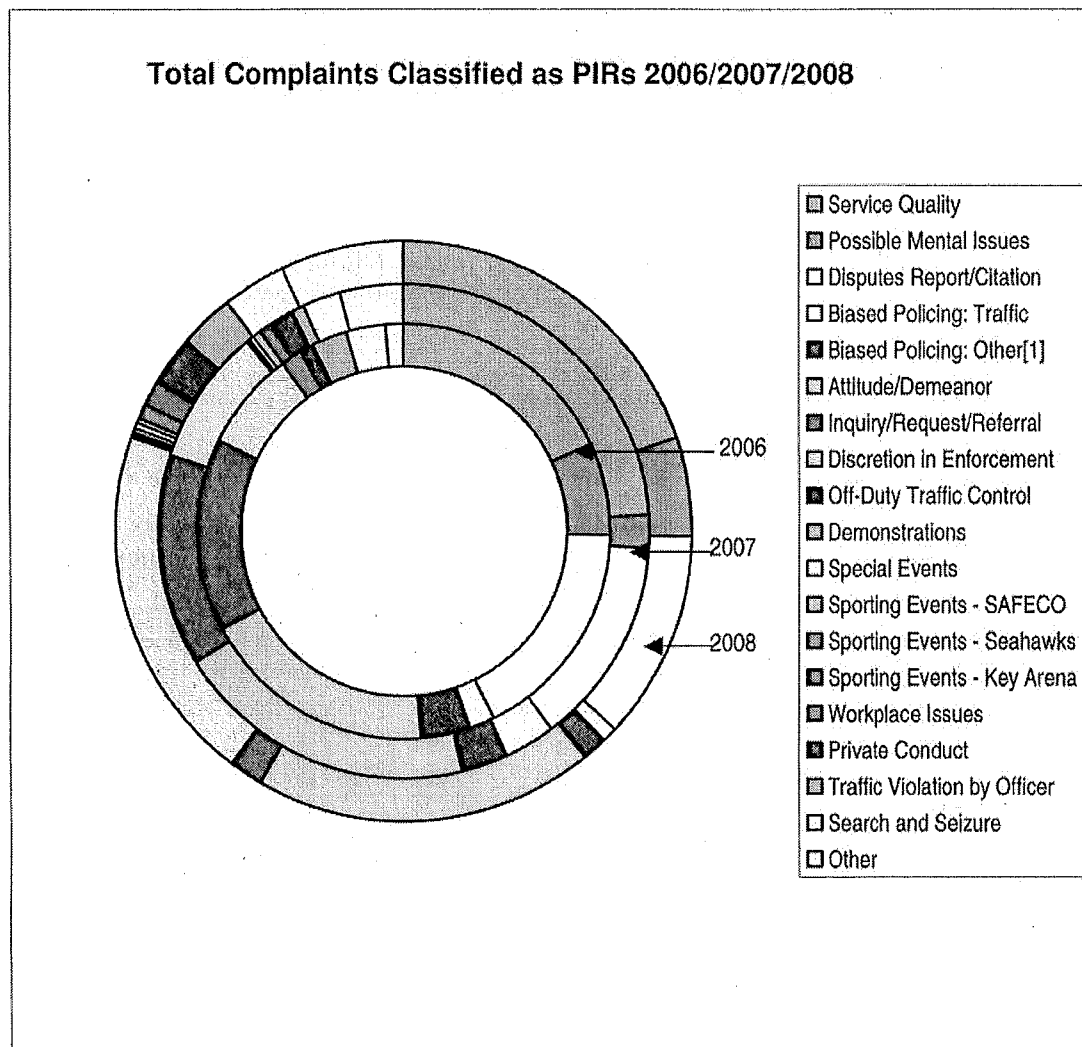


Chart 3-2

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

## 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.<sup>8</sup>

<b>Number and Types of Allegations in Cases Assigned for Resolution by Supervisory Referral</b>			
<b>Total Supervisory Referrals</b>	<b>86</b>	<b>97</b>	<b>71</b>
<b>Type of Allegation</b>	<b>No. Of Allegations</b>	<b>No. Of allegations</b>	<b>No. Of allegations</b>
	<b>2006</b>	<b>2007</b>	<b>2008</b>
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
<b>TOTAL<sup>9</sup></b>	<b>132</b>	<b>128</b>	<b>80</b>

Chart 3-3

<sup>8</sup> Information for Supervisory Referrals prior to 2006 is available in the 2006-2007 OPA Statistics Report.

<sup>9</sup> 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.



OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS - 2008

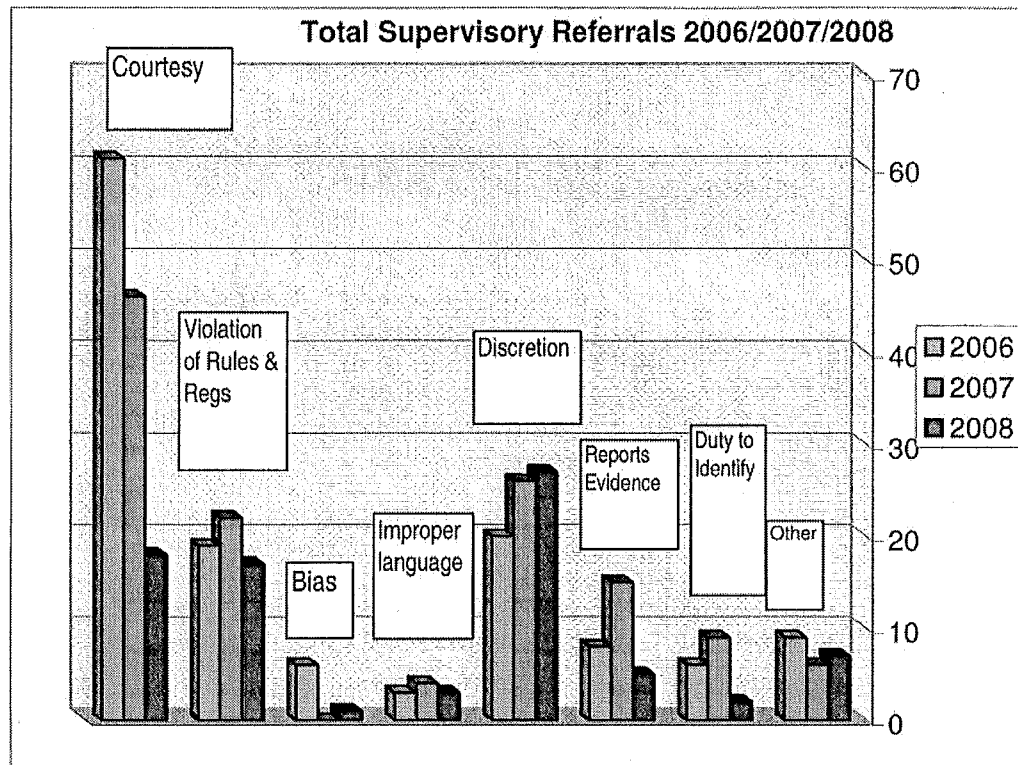


Chart 3-4

### 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
<b>Total Complaints Classified as Line Investigations</b>	<b>23</b>	<b>14</b>	<b>18</b>
<b>Allegations in LI Complaints</b>			
<b>Standards &amp; Duties 1.003</b>			
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
<b>Alcohol &amp; Substance Use 1.089</b>			
Wearing Recognizable Police Uniform on Premise		1	
<b>Department E-Mail Policy 1.349</b>			
Violation of Rules		1	
<b>Arrest Procedures 2.001</b>			
Notification of Supervisor	1		
<b>Miranda 3.005</b>			
Rights Read at Time of Arrest	2		
<b>Collision Investigations (Mandatory Reporting) 3.045</b>			
Violation of Rules		1	
Enforcement Action		1	
Duty to Investigate		1	2
<b>Searches-General 6.180</b>			1
<b>Secondary Employment 5.120</b>			1
<b>In-Car Camera Video</b>			1

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

	2006	2007	2008
<b>Evidence/Property 7.020</b>			1
<b>Unauthorized Absence 4.010</b>			1
<b>TOTAL</b>	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
<b>Total Complaints Classified as OPA-IS<sup>10</sup></b>	147	152	157
<b>Allegations in OPA-IS Complaints</b>			
<b>Standards &amp; Duties 1.003</b>			
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

<sup>10</sup> 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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

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

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

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

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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

- (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.<sup>11</sup>

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

---

<sup>11</sup> 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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS - 2008

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.

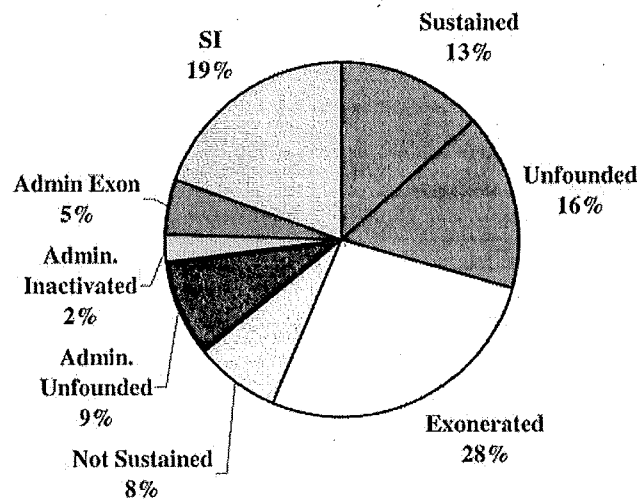
In response to a recommendation from PARR, the City negotiated a provision in the current collective bargaining agreement with the Seattle Police Officers Guild (SPOG) that creates a presumption of termination if there is a Sustained finding on a complaint of dishonesty based on clear and convincing 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.

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

**Disposition of Completed Investigations**  
Open as of 1 Jan, 2008 or after and Closed as of December 31, 2008  
N=144 Closed Cases/257 Allegations



One case may comprise more than one allegation of misconduct.

Chart 4-1

**Sustained Cases by Allegation**

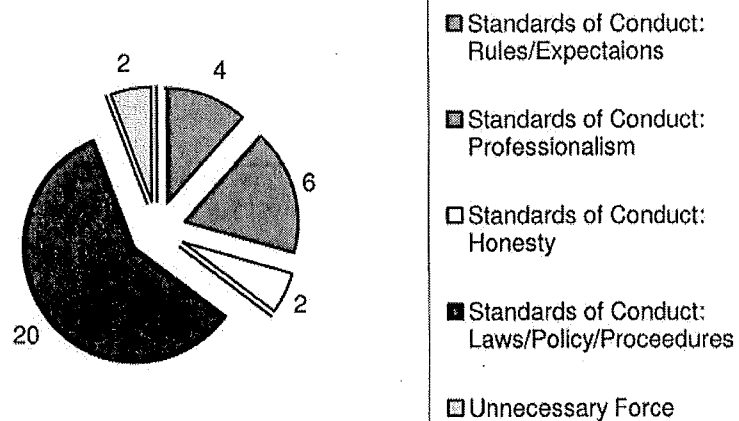
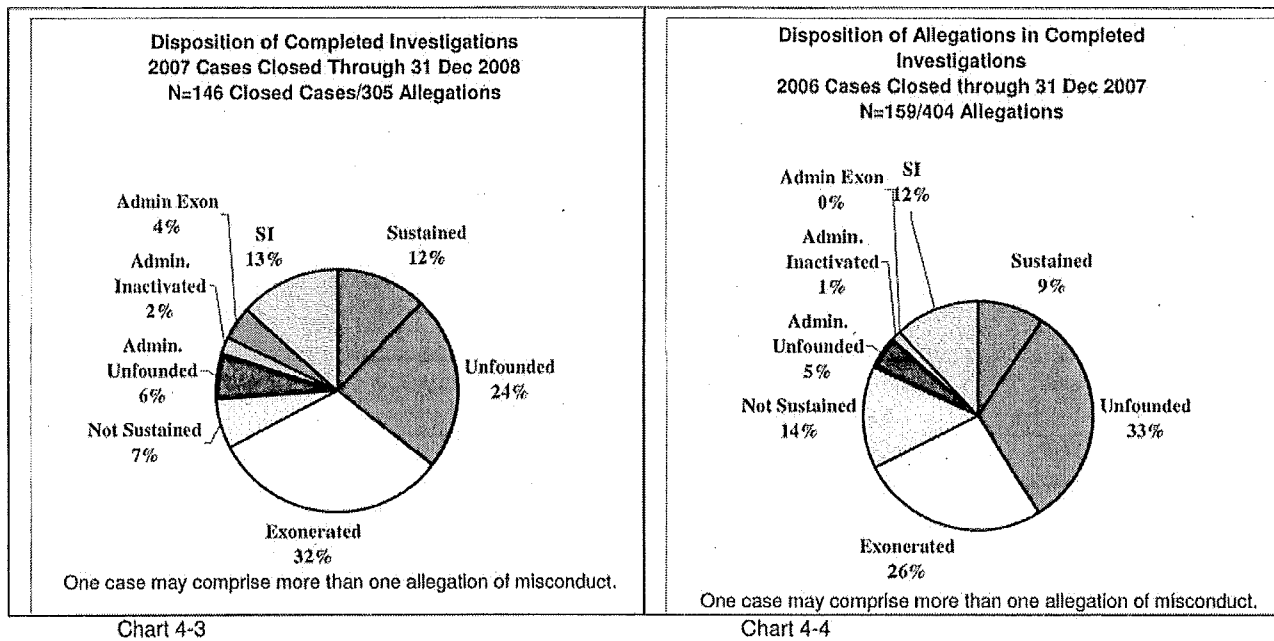


Chart 4-2

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS - 2008



## 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<sup>12</sup>

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
<b>TOTAL</b>	<b>26</b>	<b>23</b>

Chart 5-1

<sup>12</sup> 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.

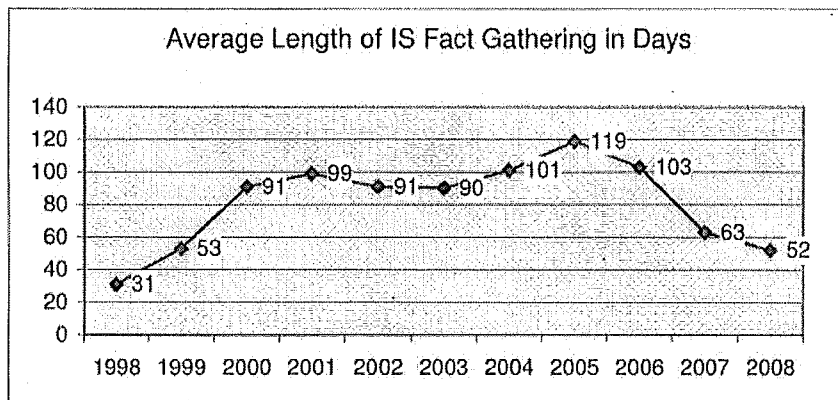


Chart 6-1

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.<sup>13</sup>

<sup>13</sup> 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
<b>Total Employees</b>	<b>43</b>	<b>57</b>	<b>40</b>	<b>38</b>	<b>29</b>

Chart 7-1 Seattle Police Department, 2004-2008 \*Complaints may name more than one officer (LI/IS 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



OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

## 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.<sup>14</sup>

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
<b>Total complaints</b>	<b>101</b>	<b>110</b>	<b>112</b>	<b>124</b>	<b>112</b>

Chart 7-4 Seattle Police Department, 2004-2008 \*Complaints may name more than one officer (LI/IIIS 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.

<sup>14</sup> 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	3
	F	0
Asian/Pacific Islander	M	34
	F	14
Black	M	54
	F	10
Hispanic	M	27
	F	4
White	M	396
	F	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%
<b>TOTAL</b>	<b>734</b>		

Chart 7-6

OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

## 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

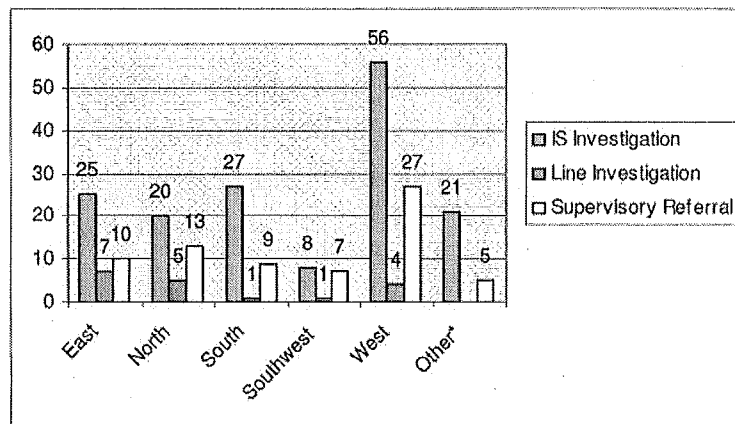


Chart 7-8

\*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	3
	F	1
Asian/Pacific Islander	M	7
	F	5
Black	M	50
	F	20
	UNK	2
Hispanic	M	3
	F	3
White	M	102
	F	36
	UNK	1
Unknown/Not Specified	M	102
	F	78
	UNK	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.



OFFICE OF PROFESSIONAL ACCOUNTABILITY  
OPA COMPLAINT STATISTICS – 2008

**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](mailto:OPA-IS@seattle.gov), or on our online form at [www.seattle.gov/police/opa](http://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.*

## SAVING "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](mailto:OPA@seattle.gov)  
[www.seattle.gov/police/opa](http://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](mailto:OPAReviewBoard@seattle.gov)  
[www.seattle.gov/council/oparb/](http://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



## CIVILIAN OVERSIGHT of SEATTLE POLICE

Office of Professional Accountability

OPA Auditor

OPA Review Board



City of Seattle  
[www.seattle.gov](http://www.seattle.gov)

PRINTED 7/2009 - VERSION 1

## 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

## 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.

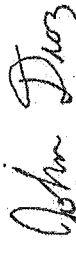
## Joint Responsibilities of OPA Director, Auditor and Review Board

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?*

You may submit your complaint via email:  
OPA-IS@seattle.gov  
or

via online form on the OPA website:  
[www.seattle.gov/police/opa](http://www.seattle.gov/police/opa)

or you may file at any of these locations:

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

**Customer Service Bureau**

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	North Precinct (206) 684-0850 10049 College Way N Seattle, WA 98133
South Precinct (206) 386-1850 3001 S Myrtle St Seattle, WA 98108	

*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  
FAX: (206) 615-0763  
E-Mail: [OPA@seattle.gov](mailto:OPA@seattle.gov)

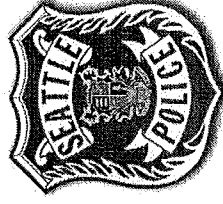
*To make a complaint:*

Office of Professional Accountability  
Investigation Section

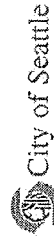
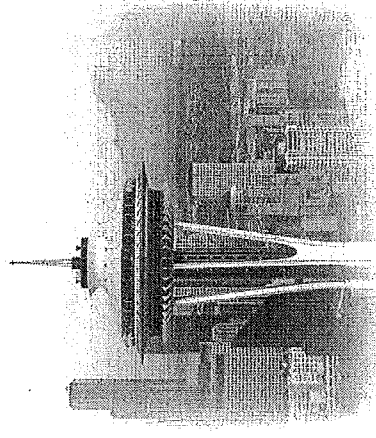
Seattle Municipal Tower  
700 5th Avenue, Suite 1640  
P.O. Box 34986  
Seattle, WA 98124-4986  
(206) 684-8797

E-Mail: [OPA-IS@seattle.gov](mailto:OPA-IS@seattle.gov)  
[www.seattle.gov/police/opa](http://www.seattle.gov/police/opa)

OFFICE OF  
PROFESSIONAL  
ACCOUNTABILITY



*How Concerns about  
Police Misconduct  
are Resolved*



City of Seattle  
Seattle Police Department

## 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](http://www.seattle.gov/police/opa)
- OPA Review Board Website: [www.seattle.gov/council/oparb](http://www.seattle.gov/council/oparb)
- OPA and OPA Auditor Reports:  
[www.seattle.gov/police/OPA/Publications.htm](http://www.seattle.gov/police/OPA/Publications.htm)
- Mayor's Police Accountability Review Panel:  
[www.seattle.gov/policeaccountabilityreviewpanel](http://www.seattle.gov/policeaccountabilityreviewpanel)
- City Council Police Accountability Panel:  
[www.seattle.gov/council/sccpap](http://www.seattle.gov/council/sccpap)
- National Association for Civilian Oversight of Law Enforcement (NACOLE): [www.nacole.org](http://www.nacole.org)

Seattle Police Department



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 policies 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."<sup>1</sup> 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.<sup>2</sup> 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.<sup>3</sup>

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.<sup>4</sup> 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.

---

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

<sup>2</sup> The Summary Report can be found at: [http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/9-10-07\\_Policy\\_Recommendations\\_Summary\\_2003-2006.pdf](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.

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

<sup>4</sup> 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](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](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.<sup>5</sup> 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.

---

<sup>5</sup> The SPD Manual can be found at: [http://www.seattle.gov/police/publications/Policy/SPD\\_Manual.pdf](http://www.seattle.gov/police/publications/Policy/SPD_Manual.pdf).

Issue	Recommendation	Implemented	Pending Implementation	Under Review	Rejected by Department
1. <u>Citizen Observation of Officers</u> : 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. <u>Obstruction arrests</u> : 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. <u>Retaliation</u> : 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. <u>Social contact verses Terry Stop</u> : 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
<p>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.</p>					
<p>5. <u>Guarding suspects in a hospital:</u> 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.</p>	<p>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.</p>			X	
<p>6. <u>Secondary Work Permits:</u> SPD Manual Section 5.120 regulates an officer's employment outside the Department but is ambiguous regarding whether an</p>	<p>The Audit, Accreditation and Policy Unit should address the issue of whether the Department requires a Secondary Employment Permit for secondary employment in a <i>non-</i></p>			X	

Issue	Recommendation	Implemented	Pending	Implementation	Under Review	Rejected by	Department
employee engaged in a secondary employment of a <i>non-law</i> enforcement capacity must comply with that policy.	law enforcement capacity, and to resolve any inconsistencies in the policy language						
7. <u>Coordinating taser deployment</u> : 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. <u>Use of taser in flash/display mode</u> : 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. <u>Death investigations</u> : 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
<p>was later determined to have delivered 3<sup>rd</sup> 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.</p>	<p>expectations regarding such incidents.</p>					
<p>10. <u>Requests for translators:</u> 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.</p>	<p>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.</p>				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."<sup>6</sup> 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.<sup>7</sup>

*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.<sup>8</sup> As noted in the Diverse Communities report, it is expected that the Auditor, OPA Director and Review Board will complete that inquiry by soliciting

<sup>6</sup> PARP Final Report, January 29, 2008: [http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/1-29-08\\_PARP\\_Report\\_Final.pdf](http://www.seattle.gov/policeaccountabilityreviewpanel/Docs/1-29-08_PARP_Report_Final.pdf).

<sup>7</sup> 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](http://www.seattle.gov/police/OPA/docs/Auditor_Report_April_Sept_08.pdf).

<sup>8</sup> Copies of these two reports are available at:

[http://www.seattle.gov/police/OPA/docs/Auditor\\_Report\\_April\\_Sept\\_08.pdf](http://www.seattle.gov/police/OPA/docs/Auditor_Report_April_Sept_08.pdf) and  
[http://www.seattle.gov/police/OPA/docs/Auditors\\_Report\\_Diverse\\_Communities\\_09.pdf](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.<sup>9</sup>

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*

---

<sup>9</sup> *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.<sup>10</sup> 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 gained 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

---

<sup>10</sup> 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.<sup>11</sup>

- 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.

---

<sup>11</sup> 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.<sup>12</sup> 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.

---

<sup>12</sup> See: [http://www.seattle.gov/police/OPA/docs/Auditor\\_Report\\_April\\_Sept\\_08.pdf](http://www.seattle.gov/police/OPA/docs/Auditor_Report_April_Sept_08.pdf).

<p style="text-align: center;"><b>Seattle Police Department</b> <b>Firearms Review Board Process</b></p>
--

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 known 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/](http://www.seattle.gov/mayor/spdChiefSearch/)

## CHIEF OF POLICE SEARCH COMMITTEE MEETING

Meeting Summary for January 20, 2010

### 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 10<sup>th</sup> 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](http://www.IdeasForSeattle.org).

Committee members not in attendance: Elizabeth Ali, Anne Levinson



## CHIEF OF POLICE SEARCH TIMELINE

Date	Committee	City Personnel Dept	Community
January 13 2:00pm SPD HQ	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Welcoming remarks from Mayor McGinn</li> <li>• Agree on ground rules</li> <li>• Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure</li> <li>• Agree on confidentiality</li> <li>• Review and finalize the timeline</li> <li>• Discuss community outreach process</li> <li>• Review executive search firm proposals and select preferred firm.</li> </ul>		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		
January 20 5:30-8:30 PM SPD HQ	<ul style="list-style-type: none"> <li>• Introduce recruiting firm</li> <li>• Briefings from SPD</li> <li>• Discuss community outreach process</li> <li>• Review and approve job announcement</li> </ul>		
		<ul style="list-style-type: none"> <li>• Selected stakeholder interviews</li> <li>• Begin recruitment process</li> </ul>	
February 10 5:30-8:30 PM Northgate Community center	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Distribute job announcement</li> <li>• Discuss community outreach</li> </ul>		
February 17 5:30-8:30 PM Franklin High School	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Review assessment criteria</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Discuss and finalize assessment criteria</li> <li>• Discuss candidate interview questions</li> </ul>	PERF will attend	
March 18		Candidate application deadline	
<b>City Charter's Competitive Examination Process Begins</b>			
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)	

Community outreach

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL Executive session	<ul style="list-style-type: none"> <li>Finalize topics for interview questions</li> <li>Review interview process and provide needed training to Committee members</li> </ul>		
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.			

SEATTLE.GOV	City Services	Departments	Staff Directory	SEARCH: <input type="text"/>	About Seattle.gov	City Contacts
-------------	---------------	-------------	-----------------	------------------------------	-------------------	---------------

© Seattle.gov © This Department

**OFFICE OF THE MAYOR MIKE MCGINN**

Home About Us Contact Us

Mayor's Home Page
Police Chief Search
Schedule
Public Input
The Process
Committee Members
Agendas, Meeting Summaries & Background Materials
News & Media
Contact Us

## 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.


[Mayor McGinn Home Page](#) | 
 [Contact Us](#) | 
 [Calendar](#)  
[Meet the Team](#) | 
 [Get Involved](#) | 
 [Transition Input](#) | 
 [News & Information](#)


Seattle.gov: [Services](#) | [Departments](#) | [Staff Directory](#) | [Visiting](#) | [Mayor](#) | [City Council](#)

[News](#) | 
 [Events](#) | 
 [Traffic](#) | 
 [Weather](#) | 
 [Maps](#) | 
 [Jobs](#) | 
 [Get Involved](#) | 
 [Seattle Channel](#)

[Questions/Complaints](#) | 
 [Privacy & Security Policy](#)

Copyright © 1995-2008 City of Seattle

SEATTLE.GOV	City Services	Departments	Staff Directory		About Seattle.gov	City Contacts
-------------	---------------	-------------	-----------------	--	-------------------	---------------



SEARCH:

☒ Seattle.gov
☐ This Department

OFFICE OF THE MAYOR MIKE MCGINN

[Home](#)
[About Us](#)
[Contact Us](#)

Mayor's Home Page
Police Chief Search
Schedule
<b>Public Input</b>
The Process
Committee Members
Agendas, Meeting Summaries & Background Materials
News & Media
Contact Us

## 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.

[Mayor McGinn Home Page](#) | [Contact Us](#) | [Calendar](#)  
[Meet the Team](#) | [Get Involved](#) | [Transition Input](#) | [News & Information](#)

**Seattle.gov: Services | Departments | Staff Directory | Visiting | Mayor | City Council**

[News](#) | [Events](#) | [Traffic](#) | [Weather](#) | [Maps](#) | [Jobs](#) | [Get Involved](#) | [Seattle Channel](#)

[Questions/Complaints](#) | [Privacy & Security Policy](#)

Copyright © 1995-2008 City of Seattle



## 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](http://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 contact information of five references by March 18, to:

[SeattleChief@policeforum.org](mailto: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/](http://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

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/](http://www.seattle.gov/mayor/spdChiefSearch/)

## **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	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Welcoming remarks from Mayor McGinn</li> <li>• Agree on ground rules</li> <li>• Law Dept briefing on City Charter requirements for Chief's search process; public meetings and public disclosure</li> <li>• Agree on confidentiality</li> <li>• Review and finalize the timeline</li> <li>• Discuss community outreach process</li> <li>• Review executive search firm proposals and select preferred firm.</li> </ul>		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		
January 20 5:30-8:30 PM SPD HQ	<ul style="list-style-type: none"> <li>• Introduce recruiting firm</li> <li>• Briefings from SPD</li> <li>• Discuss community outreach process</li> <li>• Review and approve job announcement</li> </ul>		
		<ul style="list-style-type: none"> <li>• Selected stakeholder interviews</li> <li>• Begin recruitment process</li> </ul>	
February 10 5:30-8:30 PM Northgate Community Center	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Distribute job announcement</li> <li>• Discuss community outreach</li> </ul>		
February 17 5:30-8:30 PM Franklin High School	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Review assessment criteria</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Discuss and finalize assessment criteria</li> <li>• Discuss candidate interview questions</li> </ul>	PERF will attend	
March 18		Candidate application deadline	
<b>City Charter's Competitive Examination Process Begins</b>			
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)	

Community outreach

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL Executive session	<ul style="list-style-type: none"> <li>Finalize topics for interview questions</li> <li>Review interview process and provide needed training to Committee members</li> </ul>		
May 8 7:30 AM – 5:30 PM Talaris Conference Center Executive session	Candidate Interviews		
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.			

## CHIEF OF POLICE SEARCH COMMITTEE MEETING #5

Friday, February 26, 2010; 5:30 PM

New Holly Gathering Hall, 7054 32<sup>nd</sup> 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/](http://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/](http://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

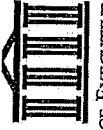
Date	Committee	City Personnel Dept	Community
January 13 10pm SPD HQ	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Welcoming remarks from Mayor McGinn</li> <li>• Agree on ground rules</li> <li>• Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure</li> <li>• Agree on confidentiality</li> <li>• Review and finalize the timeline</li> <li>• Discuss community outreach process</li> <li>• Review executive search firm proposals and select preferred firm</li> </ul>		
January 14 9:30 am SMT 5035	Co-chairs meet with preferred firm to validate selection.		
January 20 5:30-8:30 PM SPD HQ	<ul style="list-style-type: none"> <li>• Introduce recruiting firm</li> <li>• Briefings from SPD</li> <li>• Discuss community outreach process</li> <li>• Review and approve job announcement</li> </ul>		
		<ul style="list-style-type: none"> <li>• Selected stakeholder interviews</li> <li>• Begin recruitment process</li> </ul>	
February 10 5:30-8:30 PM Northgate Community Center	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Distribute job announcement</li> <li>• Discuss community outreach</li> </ul>		
February 17 5:30-8:30 PM Franklin High School	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Review assessment criteria</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Discuss and finalize assessment criteria</li> </ul>	PERF will attend	
March 18		Candidate application deadline	
<b>City Charter's Competitive Examination Process Begins</b>			
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)	

Community outreach

Date	Committee	City Personnel Dept	Community
April 28 5:30-8:30 PM BKL <i>Executive session</i>	<ul style="list-style-type: none"> <li>• Finalize topics for interview questions</li> <li>• Review interview process and provide needed training to Committee members</li> </ul>		
May 8 7:30 AM – 5:30 PM Talaris Conference Center <i>Executive session</i>	<i>Candidate Interviews</i>	PERF will attend	
May 11 5:30-9:00 PM BKL <i>Executive session</i>	<i>Discuss and select who should be the three finalists. Vote to be conducted in open meeting.</i>		
			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.			

# **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"

**T**he 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 gladdening 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 through 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 Hurt. "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 I"

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, "while 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."

## *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.

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

# I

## 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

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.

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.

### 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 *Criminology 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, appraising 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 committees 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 Lansing 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
January 13 1:00pm SPD HQ	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Welcoming remarks from Mayor McGinn</li> <li>• Agree on ground rules</li> <li>• Law Dept briefing on City Charter requirements for Chief's search process, public meetings and public disclosure</li> <li>• Agree on confidentiality</li> <li>• Review and finalize the timeline</li> <li>• Discuss community outreach process</li> <li>• Review executive search firm proposals and select preferred firm</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Introduce recruiting firm</li> <li>• Briefings from SPD</li> <li>• Discuss community outreach process</li> <li>• Review and approve job announcement</li> </ul>		
		<ul style="list-style-type: none"> <li>• Selected stakeholder interviews</li> <li>• Begin recruitment process</li> </ul>	
February 10 5:30-8:30 PM Northgate Community Center	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Distribute job announcement</li> <li>• Discuss community outreach</li> </ul>		
February 17 5:30-8:30 PM Franklin High School	<ul style="list-style-type: none"> <li>• Take public input on the assessment criteria</li> <li>• Review assessment criteria</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Discuss and finalize assessment criteria</li> </ul>	PERF will attend	
April 19		Candidate application deadline	
<b>City Charter's Competitive Examination Process Begins</b>			
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 <i>Executive session</i>	<ul style="list-style-type: none"> <li>Finalize topics for interview questions</li> <li>Review interview process and provide needed training to Committee members</li> </ul>		
May 8 7:30 AM – 5:30 PM Talaris Conference Center <i>Executive session</i>	<i>Candidate Interviews</i>	PERF will attend	
May 11 5:30-9:00 PM BKL <i>Executive session</i>	<i>Discuss and select who should be the three finalists. Vote to be conducted in open meeting.</i>		
			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		
<b>On a date to be determined, but soon after June 2, the Mayor will announce his selection.</b>			
Following the Mayor's nomination of his choice, City Council will conduct its confirmation process.			



## 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 2<sup>nd</sup>.
- 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 Brazier 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 of 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.



**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 Brazier, 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 4<sup>th</sup> to [Mike.McGinn@Seattle.gov](mailto: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 4<sup>th</sup> to [Mike.McGinn@Seattle.gov](mailto: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](http://www.IdeasforSeattle.org) or by calling the City at 206-684-CITY (206-684-2489)**





## **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](http://www.IdeasforSeattle.org) or by calling the City at 206-684-CITY (206-684-2489)**

