POLICE CHIEF FINALISTS

Councilmember Packets for June 2010 Meetings

Section 1

Members of Police Chief Search Committee
Schedule of meetings associated with the police chief search
Summary information on Council meetings with candidates (Graef memo to Birkholz)
Possible questions for police chief candidates (Harris memo to CMs)

Section 2

Relevant sections of the Seattle City Charter related to the appointment of the police chief
Assessment Criteria for Selection – Chief of Police
Resolution 31184 (2010 policy goals and priorities for current appointment)
Resolution 30996 (2007 establishment and listing of SPD performance measures)

Section 3

SPD performance report for 2009

Section 4

SPD Neighborhood Policing Staffing Plan 2008 - 2012

Section 5

Mayor McGinn's May 21, 2010 letter submitting candidate material to Council
Essay questions presented to candidates as part of the competitive exam process
List of semi-finalist interview questions asked by the selection committee

Section 6

Rich Braziel material
(profile, resume, initial letter of interest, personal statement, response to essay questions)

Section 7

Ron Davis material
(profile, resume, initial letter of interest, personal statement, response to essay questions)

Section 8

John Diaz material
(profile, resume, initial letter of interest, personal statement, response to essay questions)

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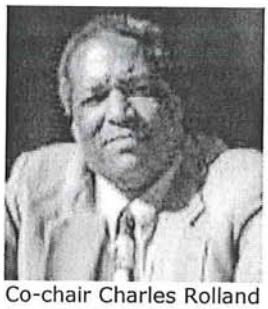
Seattle Police Chief Search

Committee Members

Committee Co-Chairs

Co-chair Kate Joncas


Co-chair Charles Rolland

Roster of Members

Name	Affiliation
Liz Ali	Mothers Outreach Movement
James Armstrong	Loren Miller Bar Association, Armstrong Law Offices
Robert Boruchowitz	Seattle University School of Law
Tina Bueche	Pioneer Square & Office of Professional Accountability Review Board
Judge Terrance Carroll (ret.)	Seattle University School of Law
Louise Chernin	Greater Seattle Business Association
Dave Freiboth	King County Labor Council
Kay Godefroy	Seattle Neighborhood Group
Bruce A. Harrell	Seattle City Council Member
Pramila Jayapal	OneAmerica
Kate Joncas, Co-chair	Downtown Seattle Association
Capt. Joe Kessler	Seattle Police Management Association
Ahoua Kone'	Seattle Immigration and Family Law Group; African Communities Network
Judge Anne Levinson (ret.)	Former Seattle Deputy Mayor
Roberto Maestas	El Centro de la Raza
Michael Malone	Hunters Capital
Sgt. Rich O'Neill	Seattle Police Officers Guild

Cindy Potter	Greenwood Aurora Involved Neighbors
Charles Rolland, Co-chair	Community and Parents for Public Schools of Seattle
Dan Satterberg	King County Prosecutor
Mary Ellen Stone	King County Sexual Assault Resource Center
Kathleen Taylor	American Civil Liberties Union of Washington
Tony To	Homesight
Rev. Harriett Walden	Mothers for Police Accountability
Jenna Walden	Othello Neighborhood Association
Rev. Aaron Williams	Mt. Zion Baptist Church

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Schedule

Tentative schedule of meetings

All meetings are open to the public, unless noted as an "executive session" when the Search Committee evaluates the qualifications of candidates.

Tuesday, Jan. 13, 2010, 2:00 p.m.-5:00 p.m. Seattle Police Dept Headquarters 610 5th Ave	Introductory meeting. After welcoming remarks from Mayor McGinn, agree on committee ground rules, review legal requirements and confidentiality policy, discuss timeline.
Tuesday, Jan. 20, 5:30 p.m.-8:30 p.m. Seattle Police Dept Headquarters 610 5th Ave	Select executive recruitment firm (Police Executive Research Forum was selected), receive background briefing from the Seattle Police Department, discuss community outreach process.
Wednesday, Feb. 10, 5:30 p.m.-8:30 p.m., Northgate Community Center 10510 5th Avenue NE	Public hearing on assessment criteria, begin developing competitive selection process.
Wednesday, Feb. 17, 5:30 p.m.-8:30 p.m. Franklin High School 3013 S Mt. Baker Blvd	Public hearing on assessment criteria, begin developing competitive selection process.
Friday, Feb. 26, 5:30 p.m.-8:30 p.m. New Holly Gathering Hall 7054 32nd Ave South	Public hearing on assessment criteria with language interpreters available, begin developing competitive selection process.
Wednesday, March 10, 5:30 p.m. Bertha Knight Landes Room, City Hall 600 4th Ave, First Floor	Discuss and finalize assessment criteria. Discuss candidate interview questions.
Wednesday, April 21, 5:30 p.m. Bertha Knight Landes Room, City Hall 600 4th Ave, First Floor	(partial executive session): Select semifinal candidates from approximately 10-15 profiles presented by executive search firm. Vote to be conducted in public session following executive session discussion.

Wednesday, April 28, 5:30 p.m. Bertha Knight Landes Room, City Hall 600 4th Ave, First Floor	(executive session): Finalize topics for interview questions. Review interview process.
Saturday, May 8, all day Talaris Conference Center 4000 Northeast 41st St	(executive session): Interview semifinal candidates.
Tuesday, May 11, 5:30 p.m., Bertha Knight Landes Room, City Hall, 600 4th Ave, First Floor	(partial executive session): Select 3 highest-ranking candidates. Vote to be conducted in public session following executive session discussion.
Wednesday, June 2, 9:30 a.m. City Council Chamber, City Hall 600 4th Ave, Second Floor	Search Committee's three recommended candidates presented to Seattle City Council's Safety & Education Committee.
Wednesday, June 2, 6:00 - 9:00 p.m. Rainier Room at Seattle Center	Seattle Police Chief Finalists Forum Presentations by each candidate and discussion. Audience members encouraged to submit questions.

Sometime after June 2, date to be determined: Mayor McGinn announces his appointment for Seattle Chief of Police. The Mayor's appointment will be followed by the City Council's confirmation process.

To: Liz Birkholz

From: Betsy Graef

Cc: Councilmembers, Police Chief Selection Committee Co-Chairs, Peter Harris

Re: Police Chief Finalists at Public Safety and Education Committee on June 2, 2010
Police Chief Finalist Meetings with Councilmembers on June 2-4, 2010

Date: May 26, 2010

This memo summarizes the schedule of activities planned for the police chief finalists and Councilmembers next week. Please provide the candidates with this information.

A conversation with the finalists will be the only item on the agenda of the Public Safety and Education Committee on June 2, 2010. The meeting is scheduled from 9:30 a.m. to 12:00 p.m. in Council Chambers. We expect eight Councilmembers (CM Godden cannot attend).

The structure of the meeting will be to have all three finalists at the table together. CM Burgess asks that each finalist prepare a 10 minute presentation 1) addressing their qualifications and background and 2) responding to Council's policy goals and priorities as outlined in Resolution 31184. In addition, candidates should review the Seattle Police Department Performance Report for 2009 and be prepared to comment on any specific areas / aspects of performance – if any – where they would seek improvements and how they would go about doing so.

- Public testimony: up to 30 minutes
- Overview of selection process by selection committee co-chairs: up to 15 minutes
- Individual presentations: 10 minutes per candidate (order not yet determined)
- Candidates are asked and answer questions, and the group engages in dialogue: up to 75 minutes

Councilmembers will receive the following materials well in advance of the committee meeting:

- Council Resolution 31184
  (policy goals and priorities for the appointment and confirmation of a new Chief of Police)
- Council Resolution 30996
  (establishing and listing performance measures for the Police Department)
- Seattle Police Department Performance Report for 2009
- Background information about the Seattle Police Department Neighborhood Policing Plan

- Packet of candidate materials submitted to Council by Mayor McGinn:
  - Cover letter
  - Three essay questions asked of each candidate
  - Semi-finalist candidate interview questions (no record of answers available)
  - Candidate profiles
  - Candidate resumes
  - Candidate letters of interest
  - Candidate personal statements
  - Candidate responses to three essay questions

The schedule of meetings finalists will have with Councilmembers is shown below:

		Bagshaw	Burgess	Clark	Conlin	Godden	Harrell	Licata	O'Brien	Rasmussen	Count	Location
2-Jun	9:30-11:30	1	1	1	1	0	1	1	1	1	8	Chambers
2-Jun	2:00-2:50		Braziel								0	Burgess
2-Jun	3:00-3:50		Davis									Burgess
2-Jun	4:00-4:50		Diaz									Burgess
3-Jun	9:00											
3-Jun	2:00											
3-Jun	2:30											
3-Jun	3:00	Davis		Davis	Davis	Davis					4	Bagshaw
3-Jun	3:30											
3-Jun	4:00	Diaz		Diaz		Diaz		Diaz			4	Clark
3-Jun	4:30											
3-Jun	5:00											
4-Jun	9:00											
4-Jun	9:30											
4-Jun	10:00											
4-Jun	10:30											
4-Jun	11:00	Braziel			Braziel			Braziel		Braziel	4	Rasmussen
4-Jun	11:30											
4-Jun	12:00							Davis	Davis	Davis	3	Licata
4-Jun	12:30											
4-Jun	1:00											
4-Jun	1:15			Braziel		Braziel			Braziel		3	Godden
4-Jun	2:15			*		*			*			*
4-Jun	2:30											
4-Jun	3:00											
4-Jun	3:30											
4-Jun	4:00											
4-Jun	4:15				Diaz				Diaz	Diaz	3	Conlin
4-Jun	5:15				**				**	**		

* Meeting runs from 1:15 to 2:15

** Meeting runs from 4:15 to 5:15

Materials to be shared with the finalists include:

- Council Resolution 31184
  (policy goals and priorities for the appointment and confirmation of a new Chief of Police)
- Council Resolution 30996
  (establishing and listing performance measures for the Police Department)
- Seattle Police Department Performance Report for 2009
- Background information about the Seattle Police Department Neighborhood Policing Plan

May 27, 2010

To: Councilmembers

From: Peter Harris, Central Staff

Re: Questions for Police Chief candidates

Introduction

On June 2, the three candidates for Chief of Police will come to the Public Safety & Education Committee. Below are questions you may find useful in this discussion. The first two questions may already have been asked.

Police Department performance

1. Attached is the Police Department's 2009 Performance Report. Based on this report, which aspects of the Department's performance would you seek to improve? How would you achieve these improvements?

2. Beyond those you would seek to improve, which aspects of performance are most important to maintain?

Neighborhood Policing Plan

3. The Department is currently midway in implementing the Neighborhood Policing Plan. Would you continue to pursue this plan?

4. One goal of the Neighborhood Policing Plan is to give substantial time for proactive work to officers and sergeants who are assigned to 911 in patrol beats. In your view, how important is it for 911-patrol officers and sergeants to have time for proactive work, as opposed to creating time for proactive work by other units in the precincts (such as anti-crime teams, community police teams and bicycle and foot patrols) or by citywide specialized units (such as investigations and the gang unit)? What is the value of each?

5. How would you ensure that 911-patrol officers make good use of the time they have available for proactive work? What would good use be? Who should define this?

Proactive policing

6. In New York City there is a debate about the value of increased field interrogations. Some argue that the increase in field interrogations by the NYPD in recent years has reduced serious crime. Others argue that it has also increased racial disparities in enforcement. What do you think are the benefits and costs of field interrogations? When would you use them?

7. In general, what do you think have been the most significant advances in the last ten or twenty years in police strategies for reducing crime? What do you think will be the most significant advances in the next ten years?

Managing the Police Department

8. There is little prospect in the City's budget for an increase in Police Department funding for at least the next several years. There may be reductions. What would be your functional priorities for funding within the Department?

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

Seattle City Charter

Information retrieved May 27, 2010 10:12 AM

ARTICLE VI. Department of Police
Sec. 2. CHIEF OF POLICE; QUALIFICATIONS, APPOINTMENT, REMOVAL; TO APPOINT SUBORDINATE OFFICERS

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 or she 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. The Mayor may remove the Chief of Police upon filing a statement of his or her reasons for so doing with the City Council. A Chief of Police appointed from the classified civil service may take leave of absence from his or her classified position until completion of his or her tenure as Chief of Police. All subordinate police officers shall be appointed by the Chief of Police under civil service rules and regulations.

Seattle City Charter

Information retrieved May 27, 2010 10:12 AM

ARTICLE VI. Department of Police
Sec. 3. COMPETITIVE EXAMINATION

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 or her 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.

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.

Peter Harris/BG
LEG police chief selection RES
1/13/2010
Version #1

RESOLUTION 31184

A RESOLUTION stating the City Council's policy goals and priorities for the appointment and confirmation of a new Chief of Police.

WHEREAS, in 2010 the Mayor will appoint a new Chief of Police, subject to confirmation by the City Council; and

WHEREAS, successful policing depends on the professionalism of officers, the leadership of police commanders, and the confidence and partnership of the community; and

WHEREAS, in 2003 the Seattle Police Department became one of the few large city police departments to be accredited by the Commission on Accreditation for Law Enforcement Agencies, which requires meeting more than 400 professional standards for excellence in police management and operations, including but not limited to training, use of force, emergency preparedness and accountability, and the Department has maintained accreditation since; and

WHEREAS, in 2007 the City Council passed and the Mayor concurred in Resolution 30996, which established performance goals for the Police Department; and

WHEREAS, Resolution 30996 goals include reducing crime; reducing fear of crime; increasing traffic safety; increasing safety in public places; providing good service by responding to calls and attending to community needs; holding offenders accountable; using authority and force fairly and only as reasonably necessary; strengthening emergency prevention and response; and using public resources efficiently and effectively; and

WHEREAS, the Neighborhood Policing Plan is an innovative and well-founded plan for employing Police Patrol toward Resolution 30996 goals, and the Council remains committed to the full implementation of the Plan; and

WHEREAS, in all likelihood the City will continue to face significant fiscal pressure for years to come, and the Police Department currently is allocated more than one-quarter of the City's General Subfund; and

WHEREAS, in recent years the most successful new policing strategies have been based on solid evidence of effectiveness in crime prevention, and many cities throughout the nation have benefited from such strategies; and

WHEREAS, the Council is committed to community involvement and ownership in crime prevention strategies that support the success of innovative programs;

NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE THAT:

Section 1. In confirming a new Chief of Police, the City Council will emphasize the prospective Chief's willingness, demonstrated history and ability to maintain and improve the foundations of the Police Department's performance, including:

(a) Achieving the performance goals stated in Resolution 30996.

(b) Maintaining the Department's accreditation by the Commission on Accreditation for Law Enforcement Agencies.

(c) Gaining and maintaining the trust and respect of officers, commanders and civilian employees of the Department while ensuring the highest standards of professionalism.

(d) Maintaining and increasing the community's confidence in the Department. This includes confidence in the Department's effectiveness in protecting public safety. It also includes confidence that officers will treat all citizens fairly, which is enhanced in part by strong Department support for civilian oversight of officer conduct. It also means community members will be recognized and engaged as meaningful partners.

(e) Fully implementing the Neighborhood Policing Plan. This includes balancing the deployment of Patrol officers by the time and location of calls for service and allocating the resources needed to meet high service standards in responding to calls. It also includes instilling and maintaining leadership throughout the chain of Patrol supervision so that the proactive time of officers is well managed and focused on the most serious neighborhood crime problems.

(f) Supporting the long term performance of the Department by identifying, developing and nurturing leaders within the Department.

COUNCIL CLERK

(g) Supporting the long term performance of the Department by recruiting the best and the brightest to form a work force that reflects Seattle's demographics and cultural values.

(h) Effectively managing budgets, staff and other resources so as to meet objectives efficiently and preserve scarce public funds.

Section 2. In confirming a new Chief of Police, the City Council will also emphasize the prospective Chief's demonstrated ability to foster innovation and willingness to advance policing and public safety in Seattle by identifying the most effective evidence-based policing and public safety strategies nationally and applying those that would bring the most benefit to Seattle.

The Council expects improvements in the following areas:

(a) Focused and proactive problem-solving policing. This includes, but is not limited to, organizing and managing the proactive time of Patrol officers, per the Neighborhood Policing Plan; building effective partnerships with non-law enforcement agencies and other jurisdictions; achieving a better balance for detectives between reactive case-by-case investigations and proactive reduction of recurring and new crime problems; and increasing the deterrent effect of criminal penalties by increasing the speed and certainty of their application to well-defined crime problems, accompanied by appropriate opportunities for offenders to mend their ways.

(b) Information about crime, crime trends and specific crime problems. This includes improvements in both the quality and currency of information, including creation of systems that allow for real-time reporting and analysis, for the purposes of better management within the Police Department, more useful reporting to the Mayor and City Council for establishing policy and passing legislation, as well as for appropriate community accountability.

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Peter Harris/BG
LEG police chief selection RES
1/13/2010
Version #1

Adopted by the City Council the 25th day of January, 2010, and signed by me in open session in authentication of its adoption this 25th day of January, 2010.

President _____ of the City Council

Filed by me this 25th day of January, 2010.

City Clerk

(Seal)

Peter Harris/BG
LEG police chief selection FISC
1/13/10
Version #1

Form revised May 26, 2009

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	DOF Analyst/Phone:
Legislative	Peter Harris	206-684-8368

Legislation Title:
A RESOLUTION stating the City Council's policy goals and priorities for the appointment and confirmation of a new Chief of Police.

- **Summary of the Legislation:**
  The City Council's resolution details policy goals and priorities for the appointment and confirmation of a new Chief of Police. These goals and priorities include those that maintain and improve the foundations of the Police Department's performance, as well as those that foster innovation and advance policing and public safety through effective evidence-based strategies.

- **Background:**
  This appointment by the Mayor is expected to be made by mid-2010 and the Council intends the Resolution to provide information of use to the Mayor and to the Mayor's police chief search committee.

- *Please check one of the following:*

__x__ **This legislation does not have any financial implications.**

RESOLUTION 30996

A RESOLUTION establishing performance measures for the Police Department.

WHEREAS, in Resolution 30840 the City Council stated its intent that the Council and Executive jointly develop performance measures for the Police Department; and

WHEREAS, in September 2006 the Public Safety, Government Relations & Arts Committee and the Chief of Police tentatively agreed to a performance measurement framework consisting of nine major dimensions; and

WHEREAS, in Resolution 30930 the City Council requested that the Mayor explain his recommendations for police staffing with a rationale based on desired public safety outcomes related to this framework, and the Mayor did so to the extent then feasible; and

WHEREAS, in 2007 Council and Executive staff have jointly recommended specific performance measures within this framework; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR CONCURRING, THAT:

Section 1. The purposes of performance measures for the Police Department are these: (a) The measures should allow an assessment of the Department's effectiveness in reducing crime and enhancing public safety. (b) The measures should support strategic planning designed to achieve community goals for reducing crime and enhancing public safety. (c) The measures should allow an assessment of whether the Department is using its resources efficiently and strategically to reduce crime and enhance public safety. (d) The measures should be used to help define the purposes of any proposals to add resources to the Department.

Section 2. For the purposes of performance measurement for the Police Department, the major dimensions of performance are these: (1) reducing crime; (2) reducing fear of crime and increasing the sense of security; (3) increasing traffic safety; (4) increasing safety in public places; (5) providing good customer service by responding to calls and attending to community needs; (6) holding offenders accountable; (7) using authority and force fairly and only as reasonably necessary; (8) strengthening emergency prevention and response; and (9) using public resources efficiently and effectively.

Section 3. The Council endorses the specific performance measures listed in Attachment A to this resolution. The Council recognizes that it may be desirable to refine the specific measures from time to time, and that either the Council or the Executive may propose to do so, with the common goal of maintaining agreement between the Council and Executive about the measures that will be used. The Council also recognizes that the Executive may routinely or occasionally provide additional reports on specific areas of Police Department performance, and the Council may itself request such additional reports.

Section 4. The Council requests that the Executive provide annual reports on the measures endorsed here and provide the first annual report in the first quarter of 2008.

Adopted by the City Council the ____ day of _____, 2007, and signed by me in open session in authentication of its adoption this _____ day of _____, 2007.

_____
President _____of the City Council

THE MAYOR CONCURRING:

_____
Gregory J. Nickels, Mayor

Filed by me this ____ day of _____, 2007.

_____
City Clerk

Attachment A: Performance Measures for the Police Department

(Seal)

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Attachment A

Introduction

This is Attachment A to Resolution 30996 establishing performance measures for the Police Department.

This attachment lists specific performance measures for the Police Department. The list of measures is organized in this format:

i. Major performance dimension

i.i. General category of measures within major dimension

i.i.i. Specific measures within category
i.i.i.i. Subordinate measures as required

Some of the specific measures will be drawn from the biennial survey of citizen opinions on public safety and policing. Thus the reports would be longer one year and shorter the next. These are the major dimensions and the number of resulting specific measures for each:

Major performance dimension	**Specific measures**	
	Annual	**Biennial from Survey**
1. Reducing crime	11	
2. Reducing fear of crime and increasing the sense of security		3
3. Increasing traffic safety	5	
4. Increasing safety in public places	3	
5. Providing good customer service by responding to calls and attending to community needs	1	4
6. Holding offenders accountable	4	
7. Using authority and force fairly and only as reasonably necessary	5	
8. Strengthening emergency prevention and response	2	
9. Using public resources efficiently and effectively	6	
Totals	37	7
Grand total	**44**	

The list begins on the next page.

Attachment A

1. Reducing crime

1.1. Part I violent crimes reported to the Police

1.1.1. Homicides per 100,000 population
1.1.2. Rapes per 100,000 population
1.1.3. Robberies per 100,000 population
    1.1.3.1. Robberies with guns per 100,000 population
1.1.4. Aggravated assaults per 100,000 population
    1.1.4.1. Aggravated assaults with guns per 100,000 population

1.2. Part I property crimes reported to the Police

1.2.1. Residential burglaries per 100,000 population
1.2.2. Commercial burglaries per 100,000 population
1.2.3. Auto thefts per 100,000 population
1.2.4. Thefts other than auto per 100,000 population

1.3. Patrol availability rate

1.3.1. Patrol officer time spent on proactive crime prevention and problem solving

> Note on 1.3.1: This measure will be deferred until the Police Department implements a new Computer Aided Dispatch system that allows it to be easily reported.

2. Reducing fear of crime and increasing the sense of security

2.1. Perceived crime and reported levels of fear

2.1.1. Percentage of residents saying they feel safe or very safe walking alone in their neighborhood at night
2.1.2. Percentage of residents saying that they avoid parts of Seattle because of fear of crime
2.1.3. Percentage of residents saying crime in their neighborhood has increased in the last two years

> Note on 2.1: These items will be measured by the continued biennial survey of citizens. They will be reported every odd-numbered year.

Attachment A

3. Increasing traffic safety

3.1. Traffic fatalities and serious injuries

3.1.1. Traffic fatalities among pedestrians
3.1.2. Fatalities from vehicle crashes (including autos, trucks and bicycles)
3.1.3. Serious traffic injuries among pedestrians
3.1.4. Serious injuries from vehicle crashes (including autos, trucks and bicycles)
3.1.5. Crashes involving police officers

4. Increasing safety in public places

4.1. Part I violent crimes reported in major parks

4.1.1. Robberies reported in major parks
4.1.2. Aggravated assaults reported in major parks

4.2. Drug offenses reported in major parks

4.2.1. Felony narcotic sales reported in major parks

Note on 4.1 and 4.2: These measures are tentative pending a review of the numbers of different kinds of incidents reported in major parks. "Major parks" will be defined and listed.

5. Providing good customer service by responding to calls and attending to community needs

5.1. Response times to 911 calls

5.1.1. Percentage of responses to priority 0 and 1 calls within 7 minutes

Note on 5.1.1: This measure will be deferred until the Department implements a new Computer Aided Dispatch system.

5.2. Residents' opinions of the Police Department's effectiveness

5.2.1. Percentage of residents saying they agree or strongly agree that the police do a good job of preventing crime in their neighborhood

5.3. Residents' satisfaction with interactions with the police

5.3.1. Percentage of resident crime victims saying they were very satisfied or somewhat satisfied with how the police handled the situation

Attachment A

5.3.2. Percentage of residents who reported non-crime emergencies to the police saying they were very satisfied or somewhat satisfied with how the police handled the situation
5.3.3. Percentage of residents who were stopped by police while driving saying they were very satisfied or somewhat satisfied with how the police handled the incident

> Note on 5.2 and 5.3: These items will be measured by the continued biennial survey of citizens. They will be reported every odd-numbered year.

6. Holding offenders accountable

6.1. Clearance rates for Part I violent crimes

6.1.1. Clearance rate for robbery
6.1.2. Clearance rate for aggravated assault

6.2. Clearance rates for Part I property crimes

6.2.1. Clearance rate for residential burglary
6.2.2. Clearance rate for auto theft

7. Using authority and force fairly and only as reasonably necessary

7.1. Sustained complaints of police misconduct

7.1.1. Sustained complaints of unnecessary force
7.1.2. Sustained complaints of violations of standards or duties
7.1.3. Sustained complaints of biased policing

> Note on 7.1: A single complaint may contain multiple allegations of misconduct. Complaints are classified by the most serious allegation.

7.2. Timely investigations of complaints of officer misconduct

7.2.1. Percentage of complaint investigations by the Office of Professional Accountability entirely completed within 120 days

7.3. Police shootings

7.3.1. Number of officer-involved shootings.

Attachment A

8. Strengthening emergency prevention and response

8.1. Emergency preparedness

8.1.1. Number of preparedness exercises conducted

8.2. Response capabilities

8.2.1. Number of officers trained for critical incident response

9. Using public resources efficiently and effectively

9.1. Cost of Police Department

9.1.1. Police Department budget per capita (in real dollars)

9.2. Efficiency and fairness of Patrol deployment

9.2.1. Percentage of time that patrol staffing goals are met in the East Precinct
9.2.2. . . . in the North Precinct
9.2.3. . . . in the South Precinct
9.2.4. . . . in the Southwest Precinct
9.2.5. . . . in the West Precinct

> Note on 9.2: The Department will set patrol staffing goals for each precinct by time of day and day of week. The goals will be based on response time standards and objectives for manageable proactive time. These measures will be implemented when a new shift structure is implemented.

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Councilmember Tim Burgess, Chair
Public Safety and Education Committee

DATE:24 May 2010

FROM: D/C Clark S Kimerer
Deputy Chief for Administration

SUBJECT: **Council Question #2 – SPD Performance Report for 2009**
Council Resolution #30996

Please find attached the Department's annual performance report for 2009, as called for in Council Resolution #30996.

Should you have any questions or need additional information on this report, please do not hesitate to contact me. We look forward to briefing your Committee on this report, at your convenience.

Attachments: Council Question #2
2009 SPD Performance Report

Cc: Interim Chief of Police John Diaz
D/C Clark Kimerer file
Carl Marquardt, Mayor's Office
Derek Farmer, Mayor's Office
Councilmember Sally Bagshaw
Councilmember Sally Clark
Peter Harris, Council Central Staff
Betsy Graef, Councilmember Burgess' Office
Doug Carey, CBO
Michael Katz, CBO
Council Questions file
Chron file

Council Question #2:

Please provide the SPD Performance Report for 2009, as called for in Council Resolution #30996.

SPD Response to Council Question #2:

The Department is pleased to provide the subject Report that is attached. Several technical notes on the Report are in order:

1. The availability of comparative crime data. In the past, the Department has been able to provide statistics comparing Seattle with other cities in terms of the number and rate of major crimes. The national crime data for 2009 will be released shortly and the comparative statistics will be provided when this Report is presented to the Council.
2. Changes in community survey methodology. A number of items on the Report refer to community telephone surveys that are conducted every two years. These surveys ask respondents their opinions about their neighborhoods, the crime problems that concern them, the conduct of SPD officers, the effectiveness of the Department, as well as their experiences with SPD officers as crime victims or as persons subject to vehicle or pedestrian stops. The survey methodology has changed over time. In 2005, a stratified sample of the population was used so that equal numbers of persons in different racial/ethnic groupings were represented. This sampling method was changed to a random sample of the city's population in the 2007 and 2009 administration of the survey. For this reason, the findings for the last two surveys are directly comparable, whereas comparisons with earlier findings are not.
3. The definition of crime clearances. One section of the Report provides clearance rates for major crimes. In an effort to standardize how the outcomes of police investigations are reported, the FBI Uniform Crime Reporting System (UCR) has imposed rigid guidelines for how and when a crime may be reported as "cleared." Under the UCR rubric, a crime clearance is not the same as the common sense idea of a crime being "solved." Instead there are two ways in which crimes can be "cleared" under the UCR. They are:
   - Clearance by arrest – a crime may be "cleared by arrest" when all of the following conditions are met: at least one person is arrested, charged with the offense and turned over to the court for prosecution. Merely making an arrest does not "clear" a case for UCR purposes. On the other hand, not all persons involved in the case need be arrested for the crime to be "cleared." This is because the UCR counts offenses cleared not persons arrested.
   - Clearance by exceptional means – a crime may be cleared "exceptionally" when the following four elements are met: the offender is identified, enough evidence has been gathered to charge and prosecute, the offender has been located, and a circumstance beyond law enforcement control exists that prevents the offender from being brought to justice. Examples of exceptional clearances are the death of the offender, a lack of victim cooperation [where that is essential for prosecution], or denial of extradition.
4. Other technical aspects of crime clearances. Some other aspects of crime clearances under the UCR may also be of interest, as follows:
   - Clearances recorded in a given year can [and often do] involve offenses occurring in previous years. In other words, there is no one-to-one correlation between the crimes reported in 2009 and the crimes cleared in 2009. The best example of this is cold case homicides. When one of these is cleared, the clearance is recorded at that time. Under the UCR, agencies do not go back and change clearances for the year the murder occurred.
   - Clearances for violent crimes are historically higher than clearances for property crimes. This is primarily because in violent crimes victims and/or witnesses have usually seen the perpetrators and are able to identify them.

Seattle Po Department
2009 Performance Report

Major Performance Dimension	Specific Measure within Dimension	2009 Result	2008 Result	2007 Result	2006 Result	Comments
1. Reducing Crime						
	Part I Violent Crimes reported to police	3861	3447	3667	4146	Reported violent crimes increased 12% in 2009 from the 2008 level, reversing two years of decline.
	Homicides per 100,000 population	3.7	5.1	4.1	6.2	Homicides were down in 2009 by 24%, when compared with 2008.
	Rapes per 100,000 population	17.0	21.2	15.5	21.9	Rapes decreased 19% in 2009 from the level in 2008, registering 27% lower than the ten-year average.
	Robberies per 100,000 population	298.7	271.8	259.9	288.4	Robberies increased 11% in 2009 from the level in 2008.
	Robberies with guns per 100,000 population	58.0	47.4	46.1	47.9	Robberies with firearms were up 24% in 2009 from the level in 2008.
	Aggravated assaults per 100,000 population	324.2	283.3	346.8	401.7	Aggravated assaults in 2009 increased by 16% from the level in 2008, but were below the ten-year avg.
	Aggravated assaults with guns per 100,000	36.7	41.3	46.9	58.3	Assaults with firearms were down 10% in 2009 from the level in 2008 and 20% from the level in 2007.
	Part I Property Crimes reported to police	35,090	32,820	33,960	39,553	Reported property crimes in 2009 increased 7% from the level in 2008, after three years of decline.
	Residential burglaries per 100,000 population	715.0	704.0	742.5	937.2	Residential burglaries increased 3% from the level in 2008, but were down from the level in 2007.
	Commercial burglaries per 100,000 population	403.2	392.6	279.2	361.1	Commercial break-ins were up 4% from the level in 2008.
	Auto thefts per 100,000 population	547.7	619.7	985.0	1407.9	Vehicle thefts in 2009 decreased 11% from 2008 and are down 43% from the level in 2007.
	Larceny/thefts per 100,000 population	4182.5	3818.2	3795.6	4136.9	Larcenies in 2009 were up 11% from the level in 2008.
	Patrol officer time in proactive efforts			N/A		Mechanics and protocols for measure still being refined.

Major Performance Dimension	Specific Measure within Dimension	2009 Result	2008 Result	2007 Result	2006 Result	Comments
2. Reducing Fear of Crime and Increasing the Sense of Security						
	% residents feeling safe/very safe walking alone in neighborhood at night	79%	N/A no survey in 2008	77%	62% (2005)	Findings from biennial community telephone survey.
	% residents avoiding certain parts of city because of fear of crime	59%	N/A no survey in 2008	56%	N/A	Findings from biennial community telephone survey.. New question in the 2007 survey, so no prior data available.
	% residents saying crime increased in last two years	26%	N/A no survey in 2008	21%	15% (2005)	Findings from biennial community telephone survey.
3. Increasing Traffic Safety						
	# of pedestrian traffic fatalities	12	10	6	12	Pedestrian fatalities have returned to the level they were in 2006. One fatality was light rail-related.
	# of fatalities from vehicle accidents	16	12	11	36	Data on fatalities from vehicle accidents have been updated to reflect incidents involving bicycles and motorcycles as well as vehicle-to-vehicle accidents.
	# of serious pedestrian injuries	18	25	18	37	Serious pedestrian injuries were reduced from the level in 2008, returning to the 2007 level.
	# of serious injuries from vehicle accidents	46	55	47	69	Data on injuries in vehicle accidents have been updated to reflect incidents involving bicycles and motorcycles.
4. Increasing Safety in Public Places						
	Part I Violent Crimes in major parks	185	150	205	230	Violent crimes in city parks were up in 2009 but not to the level of the previous two years.
	Reported robberies in major parks	40	83	90	106	Robberies in parks were down by 52% from the level in 2008.
	Reported aggravated assaults in major parks	81	60	107	111	Serious assaults in parks were up 35% from the level in 2008, but not to levels in 2006 and 2007.
	Reported drug offenses in major parks	255	233	277	245	Drug offenses in parks were up 9% from the level in 2008.
	Felony drug sales reported in major parks	74	N/A	N/A	N/A	Disaggregated SPD drug data were not available in previous years.

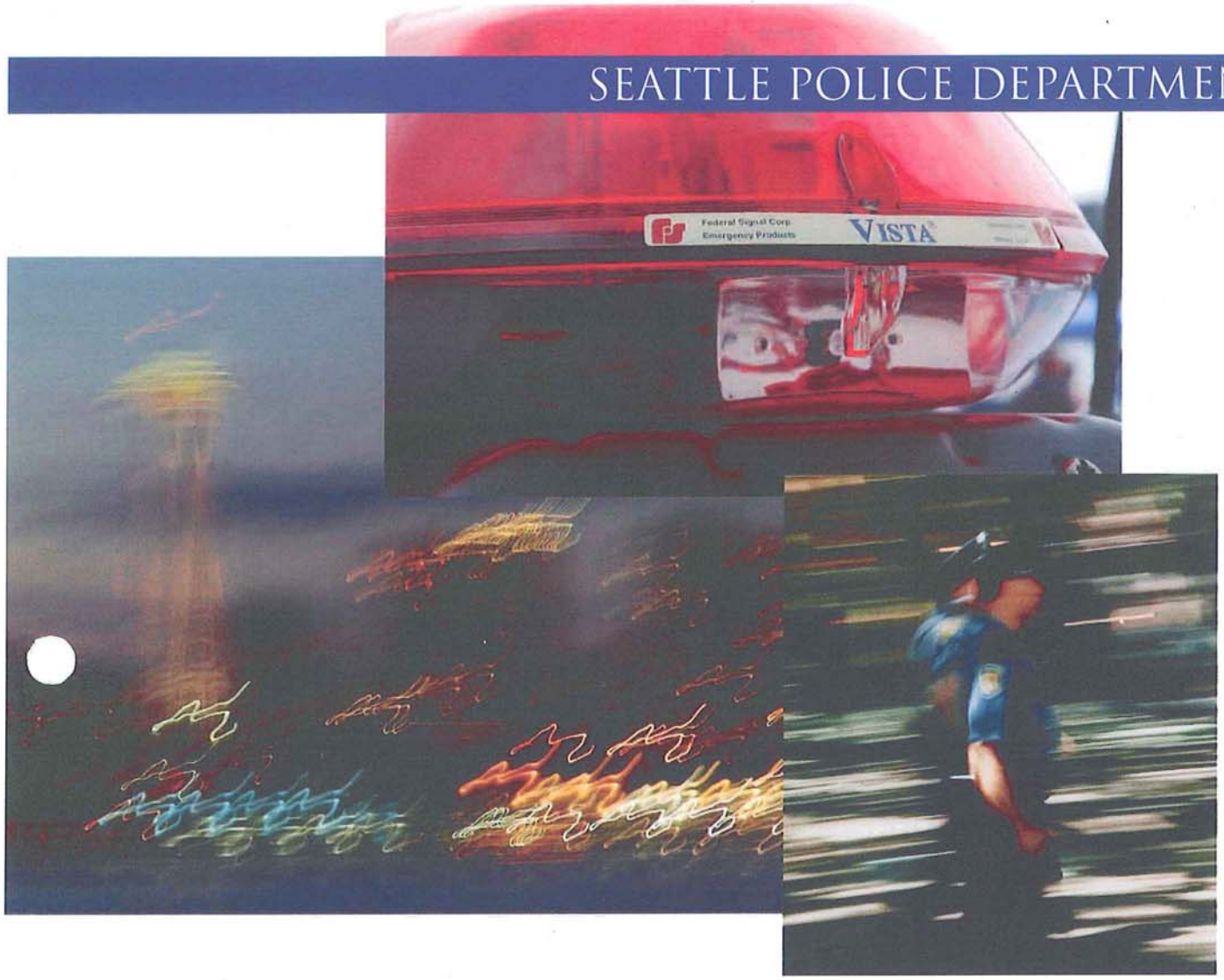
Major Performance Dimension	Specific Measure within Dimension	2009 Result	2008 Result	2007 Result	2006 Result	Comments
5. Providing Good Customer Service By Responding to Calls and Attending to Community Needs						
	Response time to priority 0 and 1 calls to 9-1-1.	6.5 minutes	7.2 minutes	7.0 minutes	7.2 minutes	Average response time to the highest priority events was the lowest in four years.
	% responses to 0 and 1 calls within 7 minutes	99.4%	N/A	N/A		Performance level cited is for the period July – December 2009 only.
	% residents that agree or agree strongly that police do a good job preventing crime.	77%	N/A no survey in 2008	74%	72% (2005)	Findings from biennial community telephone survey.
	% those reporting crimes who were satisfied or very satisfied with police handling of situation	66%	N/A no survey in 2008	66%	70% (2005)	Findings from biennial community telephone survey.
	% those reporting non crime emergencies who were satisfied or very satisfied	85%	N/A no survey in 2008	83%	73% (2005)	Findings from biennial community telephone survey.
	% residents satisfied or very satisfied, when stopped while driving	77%	N/A no survey in 2008	74%	60% (2005)	Findings from biennial community telephone survey.
6. Holding Offenders Accountable						
	Clearance rate for robbery	22.5%	11.9%	27.3%	27.9%	The SPD clearance rate is above that of comparably sized cities,[1] which in 2008 was 21.5%
	Clearance rate for aggravated assault	38.5%	12.3%	45.2%	47.2%	The clearance rate in comparably sized cities for 2008 was 47.0%.

[1] SPD uses the subset of Population Group I in the FBI Uniform Crime Reports (UCR) that includes jurisdictions in the population band 500,000 to 999,999, of which there are 23. These jurisdictions [in descending population order] are: San Jose, Honolulu, Detroit, Indianapolis, Jacksonville, San Francisco, Columbus, Austin, Charlotte-Mechlenburg, Memphis, Baltimore, Fort Worth, El Paso, Seattle, Washington, DC, Milwaukee, Denver, Boston, Nashville, Portland, Oklahoma City and Albuquerque. It should also be noted that the benchmark data are lagged a year since the comparable year data are not available until the UCR is completed in October of the following year.

Major Performance Dimension	Specific Measure within Dimension	2009 Result	2008 Result	2007 Result	2006 Result	Comments
	Clearance rate for residential burglary	7.3%	3.6%	10%	9%	National data do not disaggregate residential burglary clearance rates. The SPD total burglary clearance rate reported here is lower than that in comparable cities, which was 9.1% in 2008.
	Clearance rate for vehicle theft	5.2%	2.9%	9.3%	8.7%	The clearance rate of comparably sized cities in 2008 was 8.7%.
7. Using Authority and Force Fairly and Only as Reasonably Necessary						
	Sustained complaints of unnecessary force	0	0	2	1	In 2009, there were 68 complaints of unnecessary force containing 105 allegations, compared with 69 complaints containing 111 allegations in 2008 and 70 complaints containing 131 allegations in 2007.
	Sustained complaints of standards/duties violations	11	6	8	N/A	In 2009, there were 84 complaints classified as violations of standards and duties, containing 117 allegations, compared with 93 complaints containing 109 allegations in 2008. The comparable figures for 2007 were 14 complaints 19 allegations.
	Sustained complaints of biased policing	0	0	0	0	In 2009, there were four complaints of biased policing containing six allegations, compared with three complaints of biased policing with a total of four allegations in 2008. For 2007 there were three complaints with one allegation each, and in 2006, there were six complaints with 12 allegations.
	% OPA investigations completed within 120 days	86.4%	93.5%	97.4%	N/A	This statistic computes investigative time only and does not include administrative processing time or time spent in supervisory review. Average investigation time was 78 days in 2009 compared with 71 days in 2008 and 67 days in 2007. Nine (9) cases exceeded the 120-day timeline for investigation. The benchmark that the OPA Director recommended last year includes both investigative and review time to total 180 days. This standard was achieved in 82% of the cases in 2009.
	Number of officer-involved shootings	9	2	4	5	There were 3 fatality shootings in 2009 and one shooting involving an animal.

Major Performance Dimension	Specific Measure within Dimension	2009 Result	2008 Result	2007 Result	2006 Result	Comments
8. Strengthening Emergency Prevention and Response						
	Number of preparedness exercises conducted	12	10	7	7	In 2009, OEM was involved in table top exercises concerning winter storms, SDOT operations, Human Services, Logistics, interagency biological remediation, and opioid treatment centers for the Health Department. Preparedness exercises associated with the Tolt River, youth violence and FEMA responses were also conducted.
	Number of officers trained for critical incident response	1,241	1,041	863	N/A	The total represents the full range of response training, including CBRNE, rapid response, ICS, and response to specific scenarios.
9. Using Public Resources Efficiently and Effectively						
	Per capita cost of police department	$383	$391	$364	$343	Statistic is based on actual expenditures of funds from all sources (including grants). Please note that the 2008 and 2009 figures have been inflation-adjusted to 2007 dollars.
	% time staffing goals are met in precincts			N/A		Measure is deferred until Department implements new shift structure.

SEATTLE POLICE DEPARTMENT



NEIGHBORHOOD POLICING STAFFING PLAN 2008 - 2012

"Staffing to Service, Staffing to Safety"

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The Seattle Police Department is an accredited law enforcement agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies

Executive Summary

The Neighborhood Policing Staffing Plan is the most significant change to how we police our city in more than 30 years. It will not only expand our patrol force, it is a faster, stronger and smarter approach to protecting our neighborhoods: faster response time regardless of the time of day, day of the week, or season of the year; stronger police presence when responding; and smarter use of patrol resources to focus on persistent problems that can affect quality of life in the city. The plan puts officers where they're needed, when they're needed.

The Neighborhood Policing Staffing Plan fixes three problems:

- While the Seattle Police Department meets the commonly accepted response time goal for larger cities, averaging seven minutes for high-priority emergency calls, the average is just that – an average. Response times are faster when the workload is low but exceed seven minutes during the busiest times of the week when 9-1-1 call volume is high.
- There is imbalance between patrol officer deployment and workload, which means that officers are not always available when and where they are needed.
- Because of the need to respond to 9-1-1 calls during peak workload periods, patrol officers do not have enough time to work on proactive and specific problem solving activities.

How does the Neighborhood Policing Staffing Plan fix these problems:

- **Adds a total of 154 new patrol officers over an eight-year period.** This has already started, with 49 new officers added since mid-2005. Between 2008 and 2012, another 105 officers will be added. The additional officers are needed to meet the targets for faster response time and ability to do more proactive problem solving.
- **Revises patrol officers' work shifts to match the workload.** Since 1997, police patrol has worked nine-hour days with rotating schedules of four days on and two days off, with shift start and end times remaining basically unchanged for more than 30 years. The new plan will make officers available at the times and on the days when they are most needed. Agreeing on the goal of deploying officers more effectively and efficiently, the City and the Seattle Police Officers Guild (SPOG) are currently discussing alternatives.
- **Redraws patrol "beats."** The last time beats were redrawn was in the 1970s. There are five precincts in Seattle, each divided into sectors, with each sector divided into beats. The new plan will group 51 beats into 17 sectors across the city. This will allow for more balanced, flexible and effective deployment of patrol officers and will enhance officers' sense of responsibility for the neighborhoods they serve.

Precinct Priorities:

Seattle Police Department is divided into five precincts. Setting priorities for precincts is a dynamic process, with changes anticipated over time. Current priorities are listed below as examples.

North Precinct

- Currently covers 32 square miles, population: 236,700; north Seattle between Lake Washington and Puget Sound, and the Ship Canal and the north city limits.
- This is the largest precinct and under the new plan, will have five sectors and 15 beats.
- Priorities for this precinct: Extended foot, bicycle and car patrol presence in the University District business core; two-officer emphasis patrols in the Aurora corridor, Ballard-Fremont and Lake City-Northgate business districts; emphasis on Friday and Saturday nights on Greek Row in the spring.

South Precinct

- Currently covers 12 square miles, population: 48,700, south Seattle between I-5, Lake Washington, and North Beacon Hill and South Ryan Street.
- Under the new plan, will have three sectors and nine beats.
- Priorities for this precinct: Special emphasis patrols along the Rainier corridor, focus on youth and gang-related activities; Georgetown weekend emphasis to address early morning property crimes.

East Precinct

- Currently covers eight square miles, population: 98,000; central Seattle between Lake Union and Lake Washington, and the Ship Canal and I-90.
- Under the new plan, will have three sectors and nine beats.
- Priorities for this precinct: Proactive patrol in the areas of 20th and Madison, Yesler/Jackson, Colman neighborhood and Pike/Pine/Broadway nightclub area; undercover operations to address drive-by shooting incidents in the Central Area; patrols to address public inebriation and narcotics activity in parks.

West Precinct

- Covers 12 square miles, population: 75,800, central Seattle between Puget Sound and I-5, and the Ship Canal and South Spokane Street.
- Under the new plan, will have four sectors and 12 beats.
- Priorities for this precinct – Emphasis patrols in the central business district to address early morning drinking; counter-drug enforcement in Pike/Pine Corridor; proactive work to abate safety threats around nightclubs in Belltown and Pioneer Square.

Southwest Precinct

- Covers 19 square miles, population: 104,100 southwest Seattle between I-5 and Puget Sound, and South Spokane Street and the south city limits.
- Under the plan, will have two sectors and six beats.
- Priorities for this precinct –Narcotics interdiction efforts along Delridge outside of the "Weed and Seed" area; South Park weekend emphasis to address early morning property crimes.

Introduction

This report outlines the principal elements of the Seattle Police Department long-range plan for staffing patrol services. It responds to work program elements in the Seattle Police Department Strategic Plan: SPD 2010, as well as the Seattle City Council Resolution 30930 that called for a multi-year plan for police staffing and requested recommendations from the Mayor on police staffing.

There is broad consensus that SPD patrol is understaffed. While a true statement, the problems and challenges confronting the Department are multi-layered. The basic problem addressed in this plan is that the SPD deployment of patrol officers is not well matched with its workload, which consists of response to 9-1-1 calls and proactive work to get at the root cause of crime and disorder problems.

This mismatch is the result of three things: 1) an outdated patrol geography; 2) a shift assignment system that has not been thoroughly modified in more than three decades; and 3) an insufficient number of officers to ensure equitable, consistent and sustainable results from patrol deployment, in general, and from proactive work, in particular.

The core principles that form the foundation for the analysis and recommendations summarized in the plan are:

- 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.

Guided by these principles, the Department has analyzed four years of deployment data covering all aspects of patrol work: geographic beat and sector boundaries, patrol shifts and duty hours, 9-1-1 response, uses of proactive and administrative time, methods of supervision and accountability, as well as the policies governing patrol dispatch and priorities of different types of 9-1-1 calls for service. In performing this work, the Department has consulted its own experience as well as that of a highly regarded international consultant who has introduced the SPD to a new analytic tool called Managing Patrol Performance (MPP). MPP is a software program based upon a mathematical queuing theory that uses data from the Department's computer-aided dispatch (CAD) system to more precisely match workload to assigned officers.

It is important to note that MPP provides a starting point to identify patrol deployment needs. This plan uses MPP as a baseline for policing in Seattle, modified by the unique criteria that govern patrol deployment in SPD. The most significant of these criteria involve options for patrol shifts and duty cycles that, as described further below, are the subject of on-going negotiations with the SPOG. Other factors include the need to go beyond MPP to precisely identify hourly staffing requirements and to provide for variability in proactive deployments to meet patterned public safety challenges, such as threats of public disturbances on Friday and Saturday nights when nightclubs close.

As a result of this analysis, SPD will redefine the structure of beat and sector boundaries, modify patrol shifts, and improve dispatch priorities for calls for service. In order to achieve maximum efficiency and results from this new structure, SPD is recommending an increase to its authorized patrol strength by 105 officers over the next five years, 2008 through 2012. Because the Mayor and City Council began addressing the issues raised in this report by adding positions to the patrol force in 2005, it is important to understand that there will be an increase of 154 to the patrol strength over the eight-year period from 2005 to 2012, a 25% increase in patrol strength.

This is the first time the Department has produced a comprehensive patrol staffing plan covering a multi-year period. The last time the City approved a hiring of similar magnitude was 1990. As explained below, when one considers the number of systems affected and the resources involved, there has not been a change of this magnitude in the Seattle Police Department in over 30 years.

Strategic Planning
for Service and Safety

The decision to add officers to the Seattle Police Department and, specifically, to patrol in each of the five precincts comes after many months of study and discussion about implementing the work program outlined in the Seattle Police Department Strategic Plan: SPD 2010. This plan, which was published early in 2004, called for an action program that would strengthen the ties between police officers and the neighborhoods they serve, enabling fast, equitable, and safe response to emergency calls for service. In addition, patrol officers would have more time to work proactively with those who live and work in Seattle, to address crime and related public disorder problems that impact quality of life.

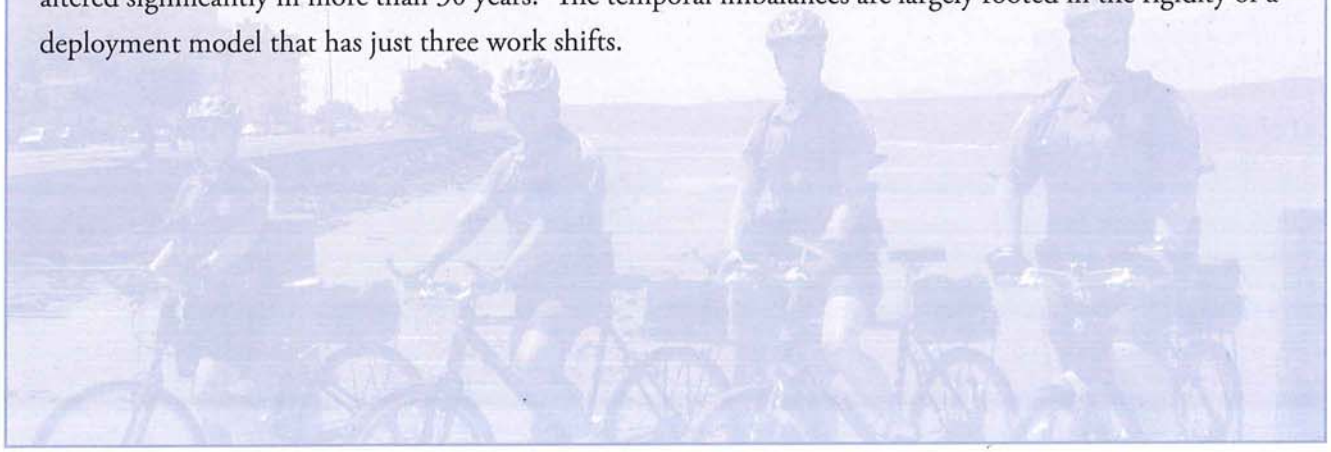
SPD Strategic Plan Goals

- **Strengthen Geographic Integrity**
- **Reduce Sworn Specialization**
- **Enhance Crime Fighting Results**
- **Strengthen Emergency Response Capabilities**
- **Invest in Key Support Functions**
- **Strengthen Accountability for Results**
- **Foster a Culture of Service Excellence**

In the summer of 2004, SPD began work on a Neighborhood Policing Project to move us toward the goals set forth in the strategic plan. One of the major work components in this project has involved an in-depth examination of the SPD patrol force that is on line 24 hours a day, 365 days a year to respond to citizen calls for service and address related public safety concerns. In exploring the data, a series of problems that had long been commented on by patrol officers and their supervisors became readily apparent:

- Certain places in the city and certain times of day and days of the week are far busier than others in terms of calls for service.
- The number and distribution of officers is not well matched to the workload.

The project team has documented both geographic and temporal imbalances. The geographic imbalances are a function of a system of police beats – the smallest unit of patrol geography – that has not been altered significantly in more than 30 years. The temporal imbalances are largely rooted in the rigidity of a deployment model that has just three work shifts.



Problem Statement

The Neighborhood Policing Project, in its assessment of patrol deployment problems has identified four distinct problems, all of which involve some type of imbalance between the Department's calls for service workload and the number of patrol units available to respond to those calls.

The four types of imbalance are:

- Geographic, across beats, sectors, and precincts;
- Temporal, by hour of the day;
- Temporal, by day of week; and
- Temporal, by season of the year.

Geographic Imbalances:
Seeds Planted in the 1970s

The number of patrol beats has remained basically unchanged since the early 1970's, when the Department put a "Basic Car Plan" into place with 61 patrol beats. Since that time, the number of beats has varied from 61 to 64, the current number that went into place in 1990. Across the years, while there have been minor adjustments to the system of beats, distribution of workload has changed significantly with the end result being that some beats are much busier than others and some officers end up having to handle many more calls than others. There also has been a considerable amount of cross-beat dispatching as a result of these spatial imbalances. This is a cause for concern as it runs counter to a key principle guiding this work – a squad comprised of a sergeant and officers consistently working the issues of the same beats. This structure fosters a sense of ownership of the geographic area for the officers and allows people who live and work in the area to know the members of the squads who work in their neighborhoods.

An example of these geographic imbalances is found in North Precinct, the city's largest. Data show that, on average, North Precinct has a heavier call load, particularly during the busiest times between 11 a.m. and 8 p.m., and precinct officers have less time to spend on proactive work to get at the root of crime and disorder problems. In 2005, for example, officers in North Precinct, on average, handled a third more calls than officers assigned to South Precinct, even allowing for the fact that North Precinct fielded twice

the number of officers. There also are significant differences in call load across police beats within the precincts. Each precinct had one or more beats handling in excess of 4,000 calls for service while there were others dealing with fewer than 2,000 calls. Overall, North Precinct handled 31 percent of the call load on the average day; South and Southwest Precincts, in contrast, each handled 12 percent of the calls for service workload.

2005 Calls for Service and Officers Fielded by Precinct

PRECINCT	CALLS (per DAY)	PERCENT	9-1-1 Ofcs (per DAY)	PERCENT
NORTH	199	31%	63	27%
WEST	156	24%	53	23%
EAST	129	20%	49	22%
SOUTHWEST	79	12%	30	13%
SOUTH	79	12%	33	15%
CITYWIDE TOTAL	**642**		**228**	

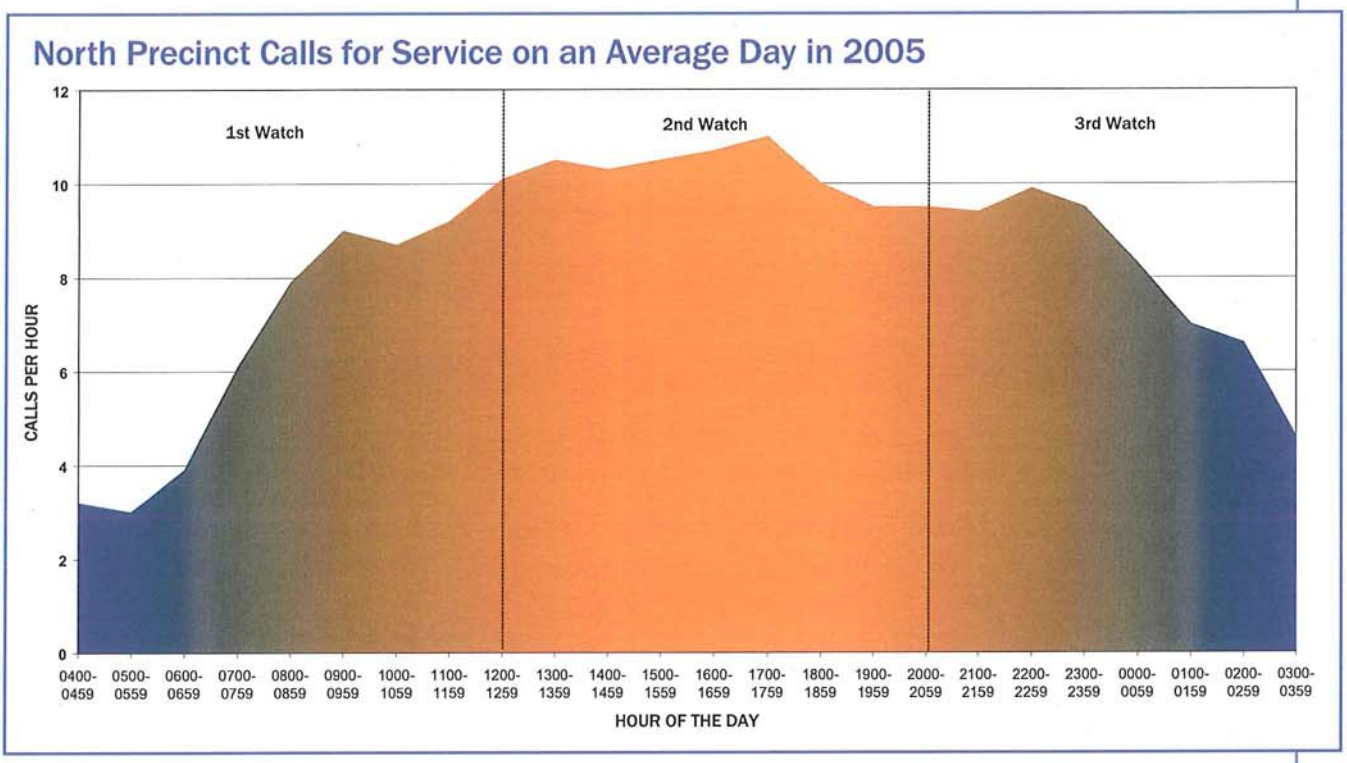
Equally telling is the imbalance that exists citywide in patrol service time on calls for service – arguably the best gauge of calls for service workload because it captures the actual time, in aggregate, spent responding to calls from moment of dispatch until the officer clears the call at the end of the response. In North Precinct in 2005, the busiest patrol beat spent more than three times the number of hours servicing calls compared with the least busy beat in the precinct. In the South Precinct, the variance between the most and least busy beats was more than nine times in terms of service hours spent.

Temporal Imbalances:
The Problem of Shift Design

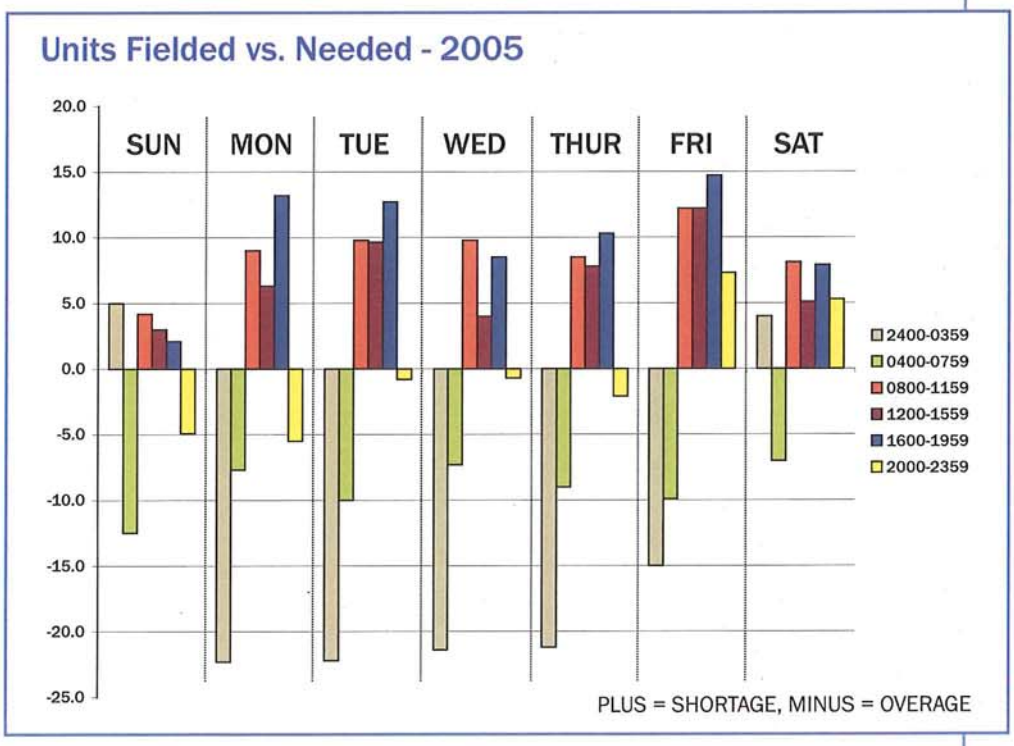
Having sufficient officers available when needed to respond to calls for service is a key component of this plan and, specifically, of the design of patrol shifts and duty cycles. Principally as a result of the nature of the Department's current system, which is described later, SPD has been experiencing significant temporal imbalances in its deployment of patrol officers.

Patrol calls for service workload currently is unbalanced temporally three ways:

- **By hour of day:** first and third watches have significant imbalances in workload, with the last half of the 3 a.m. to noon first watch and the first half of the 7 p.m. to 4 a.m. third watch being a lot busier. The chart on the next page depicting the number of calls by hour in North Precinct shows the unevenness of the workload.



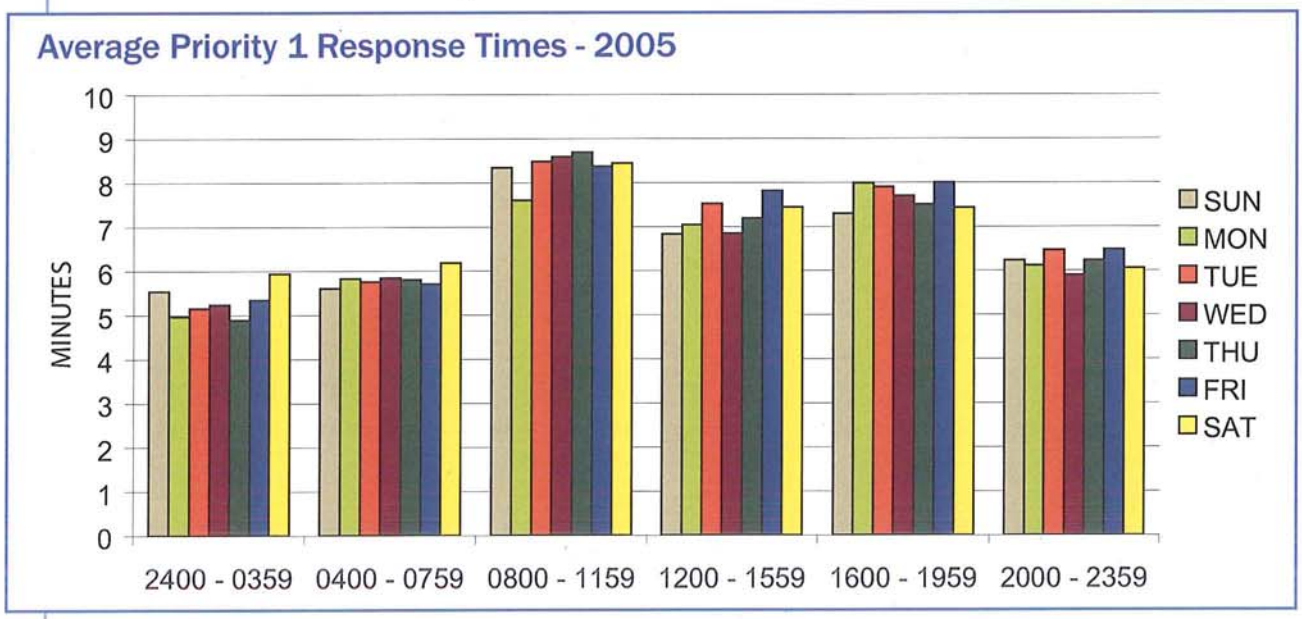
- **By day of week:** Friday and Saturday nights typically are much busier than other weeknights; Sundays, after the earlymorninghours, are slower than other days. This pattern is shown graphically in the accompanyingchart that depicts the citywide mismatch between available units (working patrol cars) and call demand by four-hour blocks, by day of the week, in 2005. The graph shows staff overages (below the 0.0 line) and shortages (above the line) in meeting response-time and proactive-time targets in 2005, assuming seven-minute response and 30 percent proactive time.



- **By season of the year:** the warmer months, beginning in early May, and picking up toward the end of June through Labor Day, are classically the busiest times of the year from a patrol workload perspective.

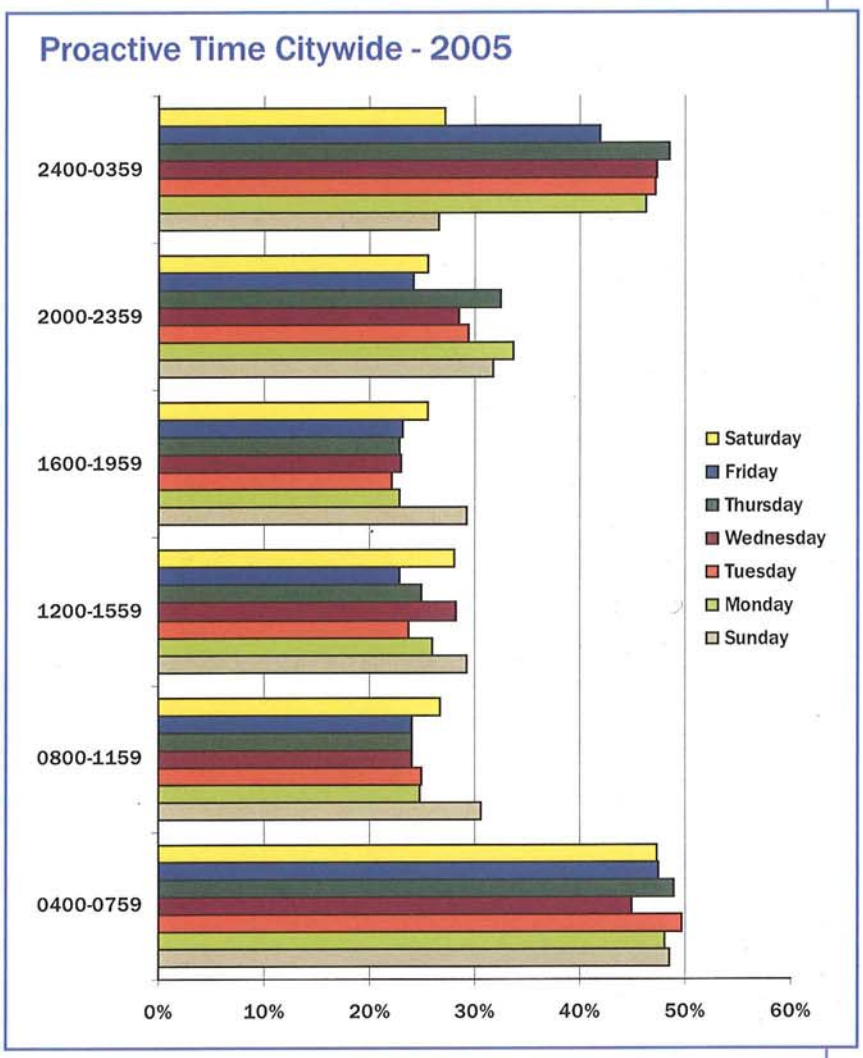
This imbalance is comparatively well-known to the public, as can be readily observed during the Fourth of July or Seafair events. The Department has traditionally addressed this problem by adjusting its business procedures during these months, including limiting officers' taking of discretionary vacation and delayed furloughs, moving all training outside the busy season, and conducting emphasis patrols funded with overtime directed at seasonal problems.

These imbalances in workload matter in two ways. They matter to those served by the Department, who receive variable levels of service from patrol, with some receiving a significantly faster response than others depending upon location and time of day and day of week. It is important to point out that, citywide, the true emergencies, such as a home invasion robbery, "officer/person down," a felony crime in progress, or a serious injury accident, typically receive an emergency response that is less than five minutes. Still, unevenness exists. For example, 2005 data showed that an emergency call response in North Precinct in late morning hours from 8 a.m. to noon took, on average, 9.5 minutes. In comparison, an emergency call in East Precinct after 8 p.m. only took an average of five minutes for the first police response unit to arrive. By day of week, again during late morning hours, the average response time for emergency calls exceeded eight minutes in 2005 on all but one day of the week; after midnight, the response time for emergency calls was less than 6 minutes on average.



These imbalances also matter to patrol officers because they mean that some officers are assigned to more calls than others, jumping from call to call with little respite, and there are fewer backup units available nearby if assistance is needed.

A related patrol problem is that officers' ability to stand back from 9-1-1 calls and examine smarter, proactive ways to address recurring crime and disorder problems is diminished when things are overly busy. As with emergency response times, there is a great deal of unevenness in the distribution of opportunity for proactive work by hour of the day and day of the week. The irony is that opportunity for proactive work clusters at times of day – between midnight and 8 a.m. – when there is least need for it.



During the busier work shifts, patrol supervisors often simply do not have enough officers to deploy units with a proactive mission to address the underlying problem and intervene to prevent crimes and/or improve public safety. Proactive time is a strategic investment of resources that can pay dividends for people in the form of safer communities, and for officers, in terms of reducing repetitive calls for service to the same locations to deal with chronic, recurring issues. It is the difference between dispatching a patrol car to a school zone accident (a reactive response) and regularly assigning officers to school zone coverage to prevent that accident from occurring; or the difference between responding to call after call regarding parking, fighting, noise and drug complaints associated with a particular night spot and working with the night spot and its neighbors to establish a framework for mutual co-existence, then backing that up with standby law enforcement.

Proactive time is powerful in its potential to reduce or prevent public safety consequences, and it is cost-effective in its use of police resources. This in large measure is why the Department is seeking additional patrol officers, as described in the next section.

Solutions

Analysts working on these problems have devised multiple strategies to mitigate these imbalances, providing for equity in emergency response and more time for proactive work. These strategies are:

- Redrawing patrol geography, to even out the calls for service workload across the city;
- Revising patrol deployment, the system of work shifts and duty cycles, to make officers available at times and on days when they are most needed;
- Making more time available for supervisor-directed proactive work on chronic crime and safety-related problems;
- Adding 105 patrol officer positions to the SPD sworn force, to ensure that officers have sufficient time to engage in meaningful proactive work to fight and prevent crime, and
- Revising Communications Center protocols to reduce unnecessary dispatch and minimize those practices that take officers out of their assigned geographic areas for other than emergency calls.

In terms of the number of systems affected and the number of resources involved, there has not been a change of this magnitude in the Seattle Police Department in the last 35 years.

Redrawing Patrol Beats
to Mitigate Geographic Imbalance

The patrol "beat" is the smallest unit of patrol geography around which daily deployment of officers is planned. Beats comprise the building blocks for patrol operations. Beats, in turn, are grouped into sectors, and sectors into the precincts – those organizational entities that are more familiar to the public.

The number of patrol beats has remained basically unchanged since the early 1970's, varying from 61 to 64, the current number that went into place in 1990. Across the years, the distribution of workload has changed greatly with the end result being that some beats are much busier than others and some officers end up having to handle many more calls than others.

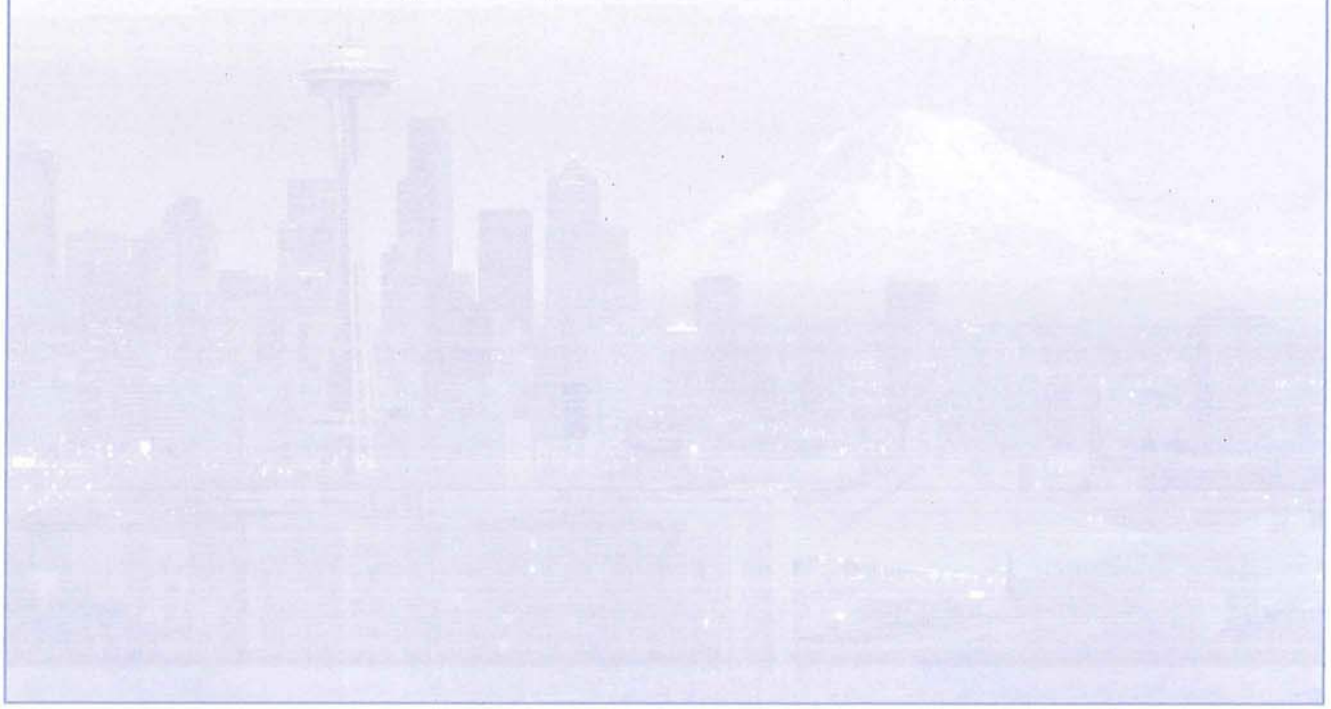
The proposed "beat redraw" will even up the service hours on calls, with a plus or minus 5 percent variance across beats within precincts, compared with the current wide variance described earlier. In the new scheme depicted in the accompanying maps, 51 beats will be grouped into 17 sectors (three per sector) across the city. North Precinct, the largest precinct, will have the most sectors and beats, with

five and 15, respectively. West Precinct will have four sectors, as it does today, with 12 beats. East and South Precincts each will have three sectors and nine beats, and Southwest Precinct will have two sectors and six beats.

This change will leave the current number and size of sectors little changed, increasing from 16 to 17. The geographic area of the beats, however, will increase as their number declines from 64 to 51. This change will allow for greater flexibility and ease of supervision by the precincts, while providing a far more equitable distribution of workload across the beats and among the officers working patrol.

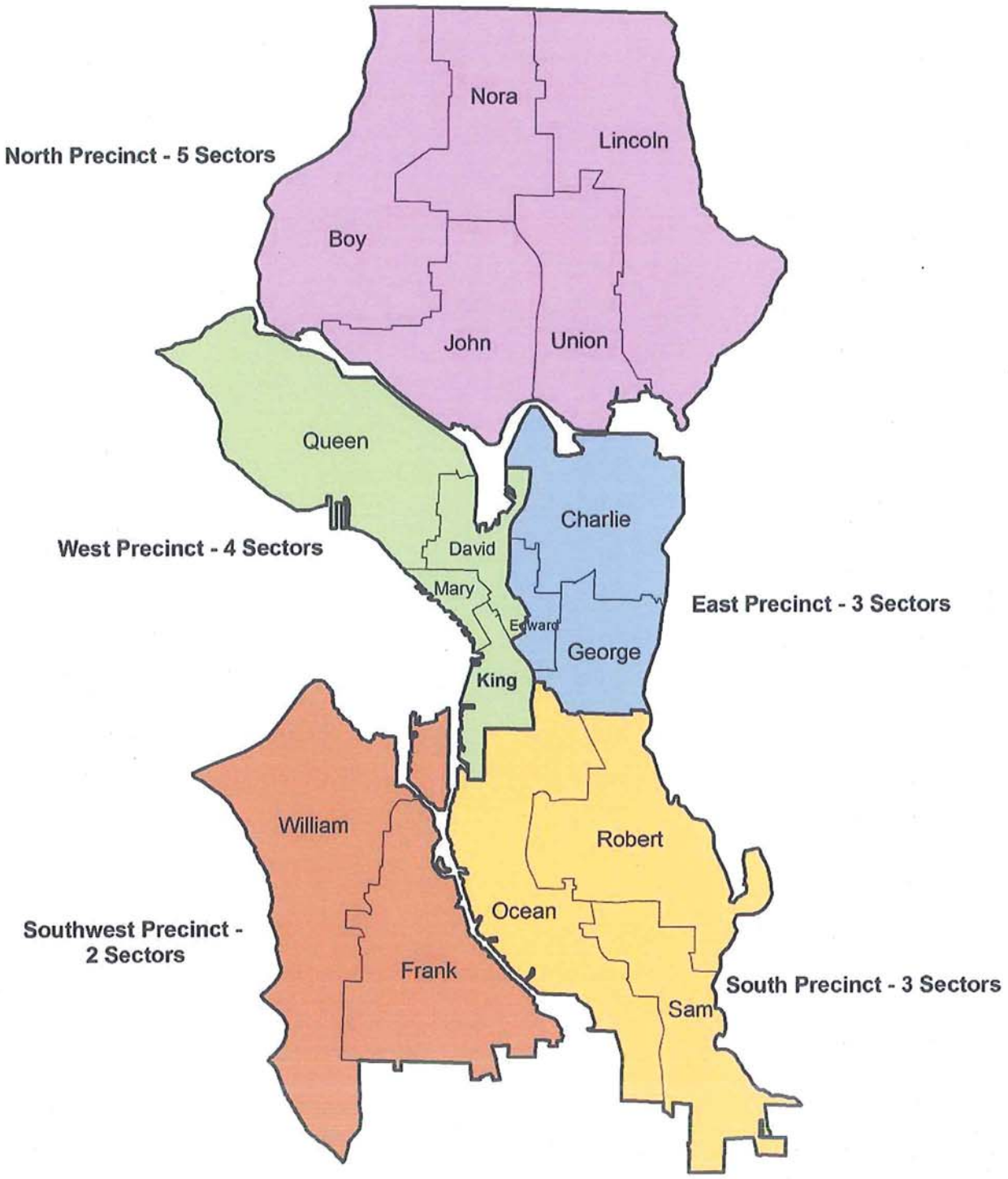
As depicted in the accompanying maps, the boundaries of precincts will be little changed from the current alignment. North Precinct will remain unchanged. West and South Precincts will expand slightly, while East and Southwest Precincts decrease in size. On its eastern boundary, West Precinct will cross Interstate-5 between James and Pine and proceed a short way up Capitol Hill to Minor Avenue. West Precinct will also take in a bit more of the South Lake Union neighborhood, extending up the shoreline between the Lake and Interstate-5 to Lynn Street. The new South Precinct will expand to include the Georgetown area and everything up to the Duwamish River, which now will form a boundary between precincts. Southwest Precinct will retain responsibility for Harbor Island. South Precinct will also cross Spokane Street to include part of the SODO neighborhood, as far north as Holgate Street, between 1st Avenue South and the freeway.

These changes will greatly mitigate the problem of geographic imbalance while strengthening geographic integrity and officers' ownership of the neighborhoods to which they are assigned.



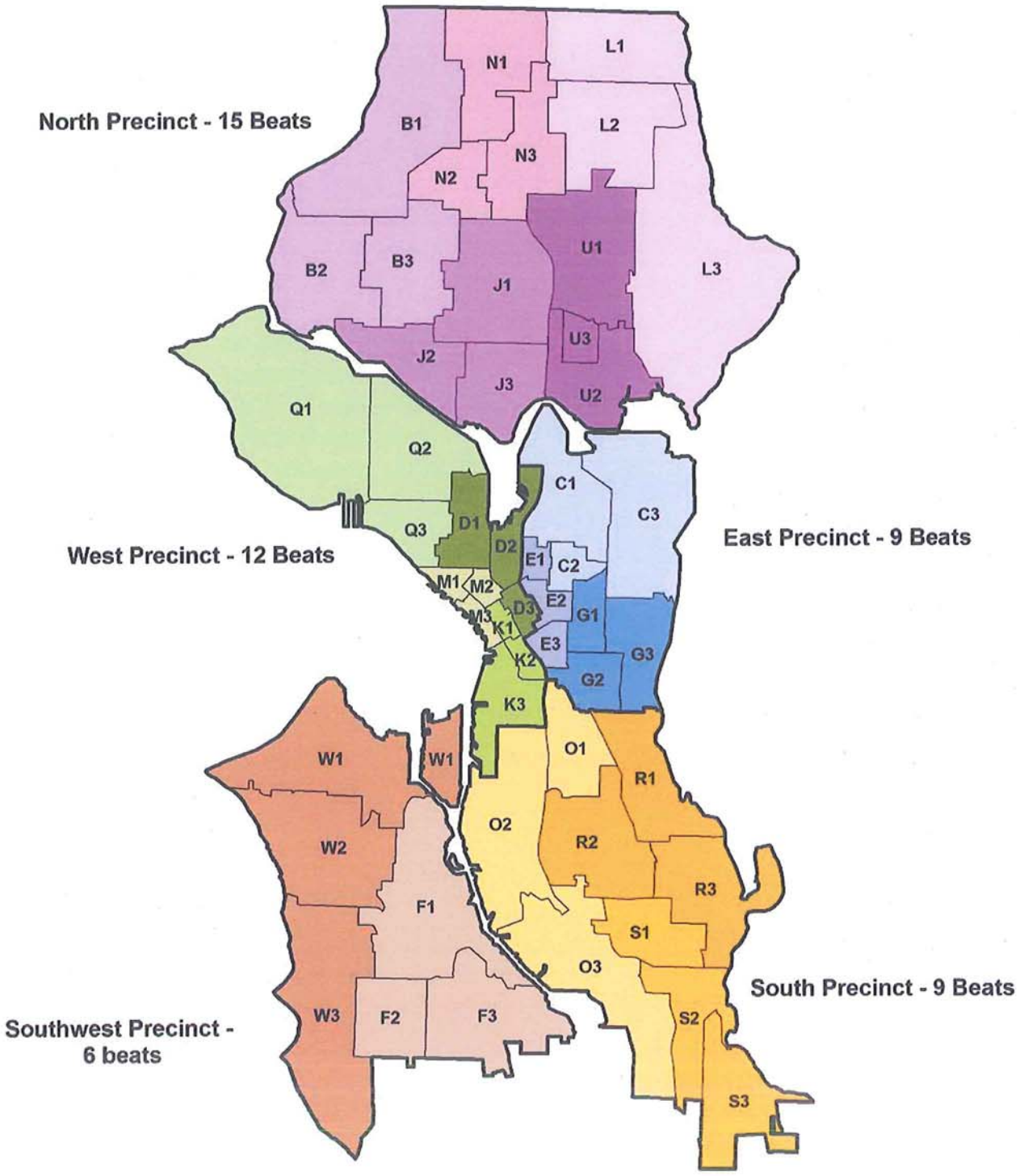
New Seattle Police Sectors by Precinct

17 Sectors Citywide



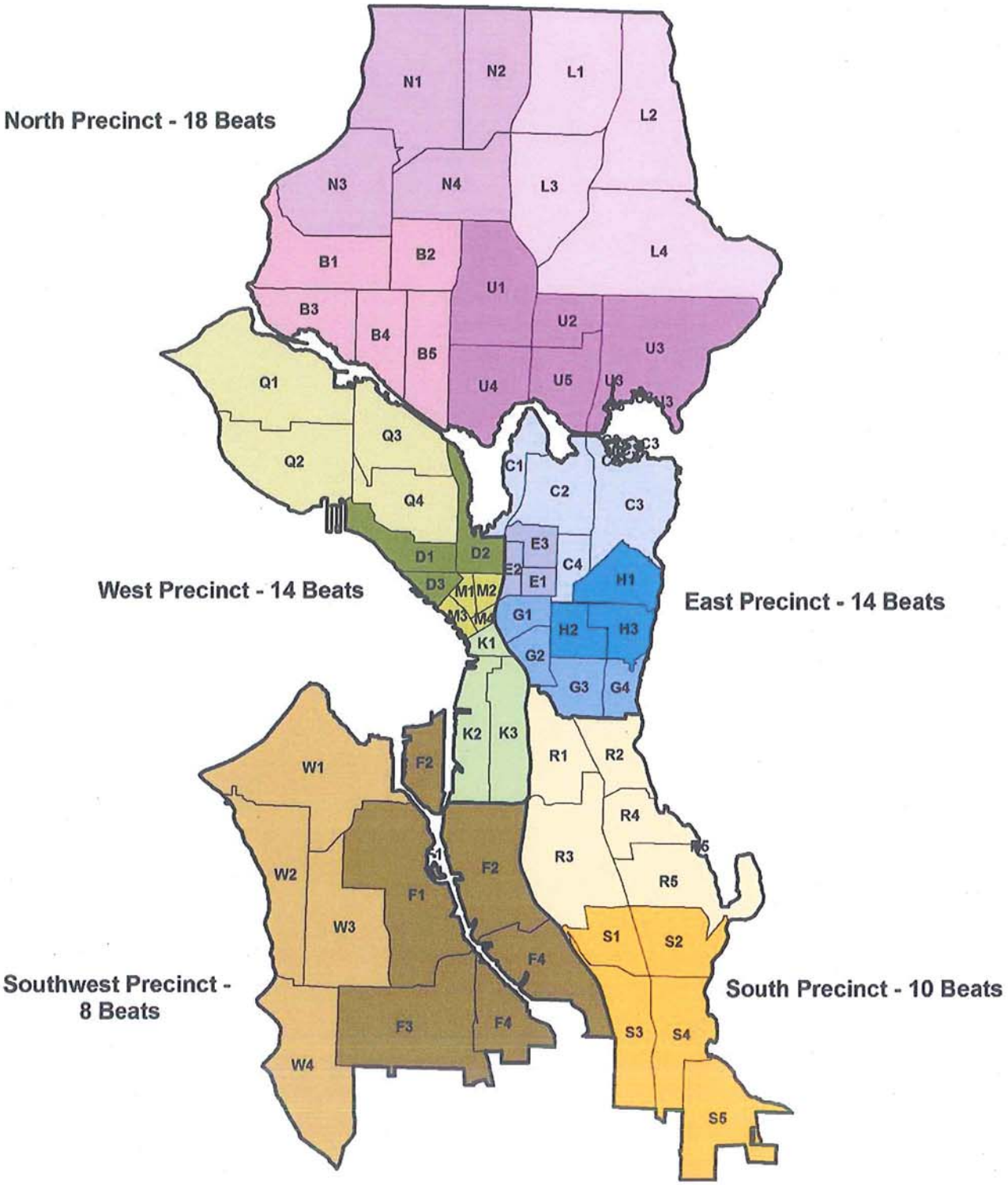
New Seattle Police Beats

51 Beats - Balanced by Workload



Old Seattle Police Beats

64 Beats - No Workload Balance



Modeling Patrol Deployment

The ongoing work on the SPD patrol deployment model is the most complex aspect of the Neighborhood Policing Project. A work group, directed by of the Department's Deputy Chief of Administration and assisted by an internationally recognized consultant, has examined a variety of alternatives to the current deployment model.

Since 1997, SPD patrol has been working a nine-hour day, with a rotating schedule of four days on and two days off with shift start and end times of three shifts that have remained essentially unchanged for more than three decades. Foregoing a very complex discussion here, suffice it to say that the aforementioned imbalances have persisted under this system.

The goal of this work is to deploy patrol officers in the most efficient and effective way while creating additional opportunities for proactive work when and where it is needed. Alternatives under consideration range from a variety of improvements to the current system, as well as a number of 10-hour day plans – the type of patrol deployment model most widely used in Washington state as well as in almost all major West Coast cities.

The City's collective bargaining team is currently discussing these alternatives with the SPOG. The officers' duty cycle is a mandatory subject of bargaining because it affects officers' hours and the pattern of days on and days off. Detailed discussion of this work must wait until agreement is reached between the Guild and the City.

The Department also is aware of the fact that it is not enough to be efficient. It is very important that any new deployment plan be competitive in the marketplace for new recruits, consistent with the core principles guiding this work. SPD can ill afford to have top candidates find the shift and related quality of life conditions in other law enforcement agencies to be superior to those we offer.

Strengthening SPD Patrol

Since the spring of 2005, when the Mayor took the initiative to request 25 additional officers, a total of 49 patrol personnel have been funded in the Department. On top of this, the present proposal for 105 new patrol officer positions, would mean, therefore, 154 added to patrol between 2005 and 2012, a 25 percent increase in authorized patrol strength.

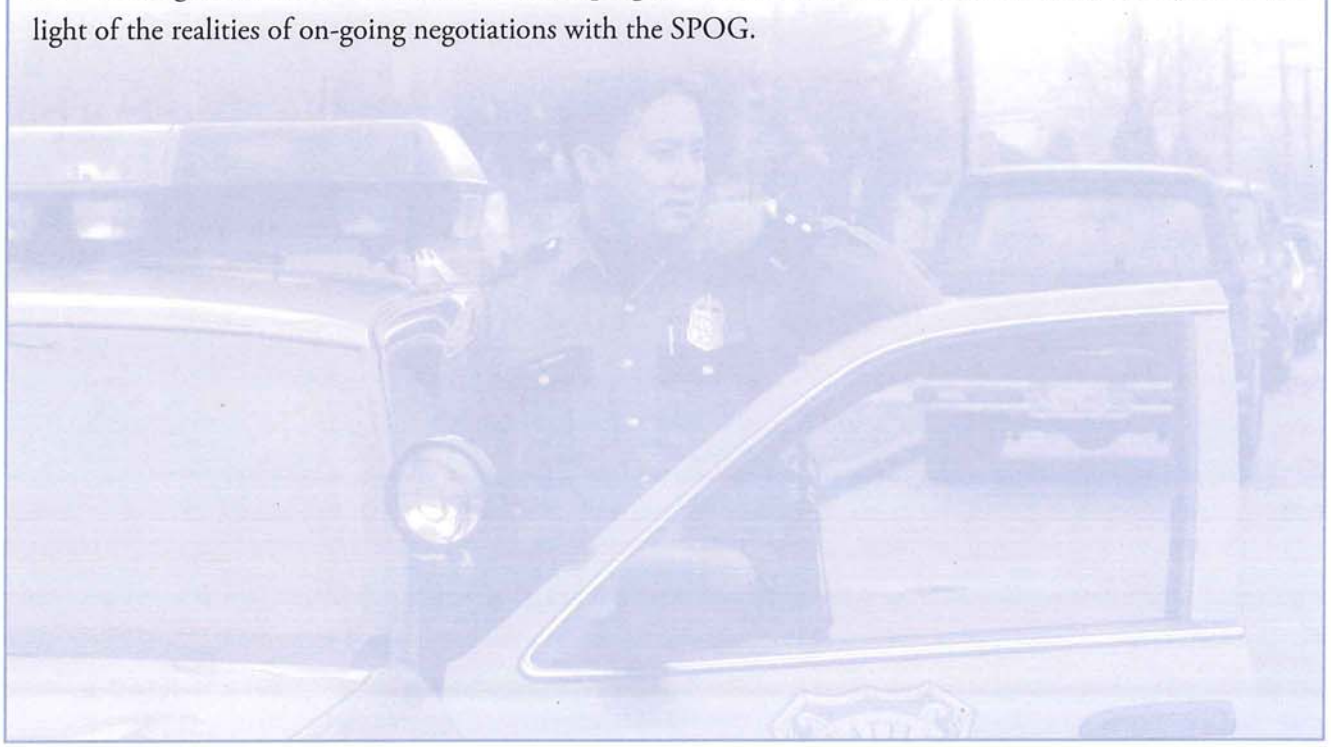
Goals for Patrol Deployment

SPD is basing its staffing recommendation on results that are achievable and matter to people who live and work in Seattle and to the officers serving them. The recommendation is not based on population, crime or any other criterion presumed to drive the need for officers; nor is it based on historical SPD staffing levels or staffing numbers in other cities. These exercises do not produce "apples-to-apples" comparisons across time and jurisdictions and never provide measurable, meaningful outcomes with which to track success in meeting public safety goals. There is no simple formula accepted nationally for determining the "right" number of officers.

Based on patrol service levels attained in 2005 and using the MPP model, SPD has worked with a patrol management consultant to model service results defined by three variables:

- Average emergency response time in minutes,
- The percentage of patrol time available for supervisor-directed proactive work, and
- The number of patrol cars free to provide back up for officer safety and added capacity for proactive work.

MPP uses these variables to establish a baseline for calculating patrol staffing requirements. The project team has used MPP as a starting point, and its recommendations are based on a precise hour-by-hour analysis of MPP staffing numbers with the intent of developing an effective and efficient shift and duty cycle pattern in light of the realities of on-going negotiations with the SPOG.



In specifying quantitative targets and an associated number of patrol officers, the Department has considered its recent performance, the practicalities of recruitment, budget and the complexities of aligning officer work schedules and shifts with workload. These targets are as follows:

- **Seven-minute emergency response time.** Citywide, on average, SPD currently meets this goal; however, performance is uneven both geographically and temporally as described earlier. Our goal is to meet the seven-minute average response everywhere, anytime. This is a fundamental point of equity for those people served by the Department. Within every patrol sector, at any time of day or night, people will be able to expect an emergency response, on average, within seven minutes or less. Although not an official standard, Department commanders have observed that this is a police best practice in large cities around the nation.

- **Enhanced patrol proactive time.** Proactive time is supervisor-directed patrol time aimed at resolving underlying conditions that lead to violations of law and/or public order. Proactive time is the means by which the Department can achieve specific public safety outcomes beyond those related solely to 9-1-1 response.

Proactive work typically requires dedicated blocks of time for interacting and coordinating with residents, businesses, other public and not-for-profit agencies at times of day when they are accessible. In 2005, approximately 25 to 30 percent of patrol officer time was potentially available for proactive work between the hours of 8 a.m. and midnight. The goal is to improve on the use of this time, by bringing a larger proportion of this time into manageable blocks for proactive projects such as those listed immediately below, and to shift a greater proportion of total patrol officer time into this work. Many of these projects will significantly enhance people's sense of safety and quality of life.

It is important to note here as well that the specialized proactive squads available to precinct commanders today – currently authorized positions include 35 bike officers, 35 Anti-Crime Team (ACT) officers, and 27 Community Police Team (CPT) officers – will remain in place and functioning as critical resources for assisting with achievement of proactive goals.

- **10 cars free citywide (two per precinct).** Having this number of cars uncommitted to calls at any time will give patrol commanders capacity for added proactive work and, especially, a flexible back-up capability for officer safety.

Proactive Project Examples by Precinct

North

- Extended patrol presence on foot, bicycle and in cars in the University District business core to address drug dealing, disorder and a range of criminal behavior;
- Targeted two-officer emphasis patrols at hot spots in the Aurora corridor, including ACT and Neighborhood Corrections Initiative (NCI) coverage;
- Targeted two-officer patrols in the Ballard-Fremont and Lake City-Northgate business districts;
- Spring emphasis on Friday and Saturday nights on Greek Row to reduce assaults, disturbances and noise complaints.

South

- Special emphasis patrols along Rainier corridor, focus on youth and gang-related activities;
- Georgetown weekend emphasis to address early morning property crimes.

East

- Proactive patrol to maintain order and prevent assaults in 20th and Madison, Yesler/Jackson and Colman Neighborhood, and Pike/Pine/Broadway nightclub area;
- Undercover/stakeout operations to address drive-by shooting incidents in the Central Area;
- Park Patrols to address public inebriation and reduce narcotics activities in area parks.

West

- Proactive patrol in the central business district to address early morning drinking in the area that evolves into fighting and disturbances by noon;
- Proactive patrol and use of partner agency resources to address the open-air drug dealing in the Pike-Pine Corridor;
- Proactive work with City's Joint Assessment Team, businesses and residents to abate threats to safety surrounding the operation of clubs in Belltown and Pioneer Square.

Southwest

- South Park weekend emphasis to address early morning property crimes;
- Narcotic interdiction efforts along the Delridge corridor outside of the Weed and Seed area.

Ensuring Accountability

SPD has implemented systems to measure its progress toward accomplishing the three goals above. The Department will use CAD system data to ensure that it is meeting new deployment goals. Targeted and measured proactive work will be guided by the Department's crime monitoring systems like NarcStat and Crime Capsule to ensure that SPD is reaching the specific public safety outcomes identified by its command staff, policy makers, and the community. Accountability will reside at two different levels:

- At the Department level, with the Chief and his Command Staff; and
- At the Precinct level, with the Precinct Captain and supervisors.

One key feature of this system of accountability is regular meetings with members of the community, enabling effective outreach and ensuring clear lines of communication and feedback from those we serve. Another key feature of the Neighborhood Policing Project accountability system is the emphasis that it places on providing patrol commanders and supervisors with the information they need to achieve results. A series of monthly and quarterly reports will be provided to allow precincts to monitor how they are progressing toward established goals, identify problem areas, and make corrections as necessary. For example, supervisors will have available to them data on officers' service times on different types of calls as well as the numbers and types of calls that they have handled over the time period in question. Also, data will be available on supervisor-directed proactive work, enabling commanders to assess tactical results and make adjustments as necessary to improve performance. These data will also allow people to develop an objective, fact-driven basis for evaluating their Police Department.

The shift to more proactive police patrol work will be a gradual, ongoing process. SPD will put the new systems in place and be ready to start reporting in 2008. Where on-course corrections are called for, we will make them to achieve our objectives and improve service to Seattle's neighborhoods.

Next Steps & Milestones

The Neighborhood Policing project is a work in progress. The following is an outline of next steps and major milestones for the project.

Growing the Force

Recruitment and Retention

Beginning with the 20 additional officers approved in the 2008 Endorsed Budget, SPD is committed to hire 20 to 25 recruits over and above retirements in each of the years, 2008 through 2012, for a total of 105 new officers. This recruitment range will allow for attrition of recruits and student officers in training and will still give us the 105 needed for the plan at the end of the period.

This plan will require SPD to significantly expand its recruitment efforts over the next year and sustain these efforts for the duration of the plan. Including the continuing need for approximately 50 to 55 new recruits annually to replace retiring officers, the SPD recruitment mission will require total new hires in the range of 75 to 85 annually over the five-year period. To support this effort, the SPD recruitment team is now working on a program to achieve the results we are seeking. A final work product is expected by summer 2007.

Adjusting

Communications Protocols

Ongoing work at the SPD Communications Center that handles patrol calls for service is a very important part of the Neighborhood Policing Project. This work includes examining the system of priorities used to classify calls for service by the degree of threat posed to life or property, and a priority system that determines whether patrol units will be dispatched, and how quickly. It will also examine whether calls can safely be referred for telephone reporting or follow-up by other city agencies. The goal of this work is to reduce dispatch of police where this can be done without unacceptable risk to safety or property and customer satisfaction can reasonably be assured by alternative means. Years of police research have demonstrated the efficiency of dispatch alternatives and have shown that members of the public are very satisfied when told, by phone or in person, how and when the Department will respond to their incident.

The Department plans to reduce aggressive dispatch that takes patrol units out of their assigned beats when there is no emergency. This practice has resulted in a great deal of cross-beat dispatching that undermines the close connection between officers and the beats to which they are assigned – a core principle guiding the Neighborhood Policing Project. Results in this area are expected to enhance the results of the project.

In tandem with the ongoing Neighborhood Policing Project, and responsive to major changes pending in the Department's CAD and RMS systems, a comprehensive review of the organization and staffing of the Communications Center is under way, with recommendations expected, along with the call priorities work, in summer 2007.

Implementing
The New Geography, Deployment Plan, and Accountability

The Department now plans to put the new patrol geography into operation in January 2008, using the existing CAD system. New procedures for developing and monitoring proactive projects will also go into place in 2008, working on the kinds of precinct-based issues listed above.

In all of this work, the Department will remain mindful of its core mission, as stated in the strategic plan: to prevent crime, enforce the law, and support quality public safety by delivering respectful, professional, and dependable police services to the people of Seattle.

Funding the Plan

The annual ongoing cost of 105 new officers in 2012 is $12.2 million, with increments of $2.0 million growing to $2.5 million per year. These costs include salaries, benefits, one-time equipment costs to outfit new officers, one-time capital costs for vehicles at a rate of one new patrol car for every four new officers, and ongoing lease costs to replace and maintain the new patrol cars.

This initiative will be funded from a combination of sources:

1. Savings in general government spending other than police officers.
2. Revenue growth from a strong economy.
3. Restoration by the state legislature of the City's ability to raise $20 million in Business and Occupation Tax (B&O) revenue.

The initiative's goal is to achieve its hiring targets in five years, but we recognize that budget realities may force a delay in the plan. If economic growth slows or there is either no fix or only a partial fix to the B&O problem, then the timeline for implementing the hiring targets will be extended. The extension would be for as short a period as affordable, but would not extend the initiative beyond ten years.

About the Department

Command Staff

R. Gil Kerlikowske, *Chief of Police*

Clark Kimerer, *Deputy Chief of Administration*

John Diaz, *Deputy Chief of Operations*

Linda Pierce, *Assistant Chief - Patrol Operations 1 Bureau*

Harry Bailey, *Assistant Chief - Patrol Operations 2 Bureau*

Nick Metz, *Assistant Chief - Criminal Investigations Bureau*

James Pugel, *Assistant Chief - Field Support Bureau*

James Pryor, *Assistant Chief - Emergency Preparedness Bureau*

General Information

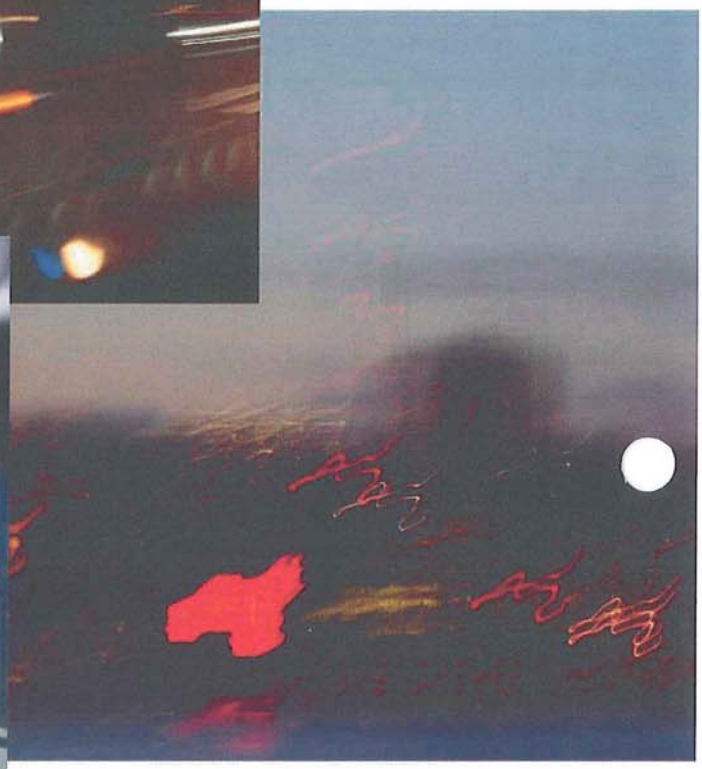
Population of Seattle (2006): 578,700

Population of King County (2006): 1,835,300

Number of SPD Sworn Officers (2007): 1,277

Area of Seattle:

- Total: 84 sq miles
- North Precinct: 32 sq miles
- South Precinct: 12 sq miles
- East Precinct: 8 sq miles
- West Precinct: 12 sq miles
- Southwest Precinct: 19 sq miles



City of Seattle
Seattle Police Department
610 Fifth Avenue
P.O. Box 34986
Seattle, WA 98124-4986
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City of Seattle
Office of the Mayor

May 21, 2010

Honorable Tim Burgess
Chair, Public Safety and Education Committee
Seattle City Council
City Hall, 2nd Floor

Dear Councilmember Burgess:

Enclosed is candidate material in preparation for the presentation of the three finalists for the Seattle Police Chief at the June 2, 2010 meeting of the Public Safety and Education Committee.

Contents of the file are:

- Candidate profile
- Candidate resume
- Candidate's initial letter of interest
- Personal statement by the candidates
- Written questions posed to the candidates
- Interview questions asked of the candidates by panel
- Candidate responses to written questions

The information provided is part of the competitive exam process and will be included with the record of the competitive exam process that will be filed with the Mayor's nomination for Police Chief as provided by Article VI, Section 3 of the City Charter.

Should you have questions, please contact Pam Inch, Personnel at (206) 684-4198

Sincerely,

Michael McGinn
Mayor of Seattle

Enclosures

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Seattle, WA 98124-4749

Tel (206) 684-4000
Fax (206) 684-5360
TDD (206) 615-0476
mike.mcginn@seattle.gov

Essay Questions – Competitive Exam Process

Chief of Police

The following questions are part of the City's competitive exam process and will be utilized by the Search Committee and Mayor in the assessment of Police Chief Candidates. These essay questions are part of the competitive exam process and are subject to public disclosure.

Please answer each of the following questions in no more than two single spaced pages. Your responses will be reviewed by the Search Committee prior to your interview.

Question One

The City of Seattle is anticipating a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

Question Two

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to working conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

Question Three

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Semi-Finalist Interview Questions

Chief of Police

Panel A	Panel B
What has been your approach to community policing? Please give specific examples of where you have implemented community-policing strategies that were successful in reducing crime and improving community relations in diverse communities.	If you were selected as Seattle's next Chief of Police, what would be your immediate priorities, and what steps would you begin to take to accomplish these priorities?
What is your assessment of the Seattle Police Department? What is working well and what is not? What would be your priorities for the Department?	Social Justice and Cultural Competency are two terms that frequently came up in discussion about our next Police Chief. Can you define what these terms mean to you and how they are reflected in a Police Department under your command?
What would you do to develop credibility as the new Chief of Police? What experience would you bring from your previous jobs and assignments to help you to be successful as Seattle's new Chief?	How would you go about building a leadership team that is cohesive and willing to take personal responsibility for their actions, and how would you hold them accountable for carrying out your vision and message to the rest of the organization?
Describe your experience building coalitions within diverse communities for the purposes of creating trust, solving community problems and promoting better relations between the police and the community.	Can you give us an example of a time when you made a mistake in a management decision and what you learned from that situation?
What crime prevention and outreach strategies have you employed to foster support to the youth of the community and help to curb gang, drug and youth related crime?	Provide us with an example of your approach to an organizational challenge that you have faced that reflects your leadership style.
Do you have experience in conducting or reviewing a significant officer misconduct investigation? If so, please describe your experience, including how you addressed any internal and external concerns about any discipline imposed - or the absence of discipline. If not, please describe the principles you believe should bear on the investigation of possible misconduct and the imposition of discipline.	How would you measure the level of community satisfaction with the Seattle Police Department?
Has your character or ethics ever been seriously challenged and, if so, what did you consider in your response and how did you deal with the consequences?	Describe your experience in collaborating with organizations other than law enforcement agencies in a team approach to addressing crime related issues?
Please tell us of a time when you had to lead your organization during a crisis. Explain what approach you took and the steps that were taken to insure that the situation was handled expediently, appropriately, and with success.	How have you utilized the data collected by your department (such as time of arrest, date of arrest, location of arrest, charge, race and ethnicity of arrestee) to guide your decisions regarding policing? In your opinion how can the Seattle Police Department best leverage data to better protect the community?

May 8, 2010

Competitive Exam Materials

Chief of Police

Police Chief Candidate:

Rick Braziel

City of Seattle

Semi-Finalist Candidate Profile

Chief of Police

Rick Braziel

Professional Education

Bachelor of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Communication Studies, California State University, Sacramento
Master of Arts, Security Studies, U.S. Naval Postgraduate School
Senior Management Institute for Police
Graduate, National Executive Institute, FBI Academy

Command Level Experience

City of Sacramento	Chief of Police	January 2008 - Present
	Deputy Chief	August 2002 - 2008
	Captain	April 1994 - 2002
	Special Investigations Division, City Manager's Office – Strategic Planning Unit, Metro Division, Sector Commander	

Department Profile

Number of sworn personnel: 701 (1,197 total employees)

Demographics: White 72%; Hispanic/Latino 12%; Asian/Pacific Islander 9%; Black 6%; Filipino 1%; Native American 1%. 36% Female.

Budget: Less than $150M

Collective Bargaining: Yes

Community Profile

Population: 453,781

Demographics: White 48%; Hispanic/Latino 22%; Asian 17%; Pacific Islander 1%; Black 16%; American Indian 1%. 51% Female

RICK BRAZIEL

PROFILE

- Proven ability to work in collaboration with people from all communities, agencies, and organizations.
- Goal-oriented individual with strong leadership qualities.
- 30 years with the Sacramento Police Department, the last 15 years in a management/executive leadership capacity.
- Committed to customer service.
- Passion for work, compassion for people, and the courage to make difficult decisions.

EDUCATION

M. A., Security Studies, U.S. Naval Postgraduate School. 2006

M. A., Communication Studies, California State University, Sacramento. 1993

B. A., Communication Studies, California State University, Sacramento. 1986

EXPERIENCE & ACCOMPLISHMENTS – SACRAMENTO POLICE DEPARTMENT

Police Chief, January 2008 - present

Leader of an organization, with over 1,200 employees and a $132 million budget, responsible for working in partnership with the community to identify priorities in the delivery of police services. Sacramento, the capital city of California, was identified by TIME Magazine as the most diverse city in America. Sacramento has approximately 500,000 residents and a daytime population in excess of 600,000.

Refocused SPD mission including redesign of crime reduction strategies, deployment, and resources resulting in the reduction of Part I Violent Crime by 17.9% and Property Crime by 13.9%. Strategies included collaborating with unique partners to develop creative concepts such as "Keep Your Wits," a rape reduction campaign. www.keepyourwits.org

Increased transparency and community involvement through the creation of a Police Advisory Committee, Youth Advisory Committee, and redesigned wed site including interactive features. Conducted 14 Town Hall meetings as well as an on-line survey to identify community expectations.

Worked with Police Union leaders and City Management in successfully re-negotiating Police Union labor contract protecting the community from officer layoffs while balancing a reduced budget.

Deputy Chief, August 2002 - January 2008

Office of Operation and Office of Investigations –Chief responsible for Patrol, Problem Oriented Policing (POP), Neighborhood Crime Prevention, SWAT, Parole Intervention Team, Air Operations, Traffic, K-9, Bikes, Regional Transit Police Services, Marine, Mounted, EOD-Bomb Squad, Reserves, Court Liaison, Major Crimes, Property Crimes, Narcotics, Vice, School Resource Officers, Magnet Schools, Forensic Identification and CSI.

Office of Technical Services – Chief responsible for Personnel, Training, Communications, Records, Property, Fleet, Technology and Information Divisions. Directed the overhaul of the recruiting, hiring, and training process for police officers and dispatchers. The "Train to Success" model has received national attention.

Office of Emergency Services and Homeland Security – Created the Sacramento Regional Office of Homeland Security with federal, regional, and local law enforcement, regional fire services, emergency services, and public health partners. Office Chief of a multidiscipline, multi-agency team responsible for regional planning, training, and logistics related to Homeland Security.

Development of the Sacramento Community Racial Profiling Commission through the drafting of City ordinance and serving as Vice Chair.

Authored Naval Postgraduate School thesis, "Impact of Homeland Security Communities of Learning: Developing a Strategy for Training and Collaboration," resulting in Sacramento receiving a $3.1 million grant.

Captain, April 1994 - August 2002

Special Investigations Division – Commander for narcotic and vice-related enforcement including the management of asset forfeitures, and the administrative review and processing of all narcotic related arrests in the city.

City Manager's Office, Strategic Planning Unit – Assisted in working with the community, City Council and city workforce in crafting a strategic focus and establishing a more systems approach to managing the City's challenges and opportunities.

Metro Division – Responsible for centralized services including SWAT, K-9/EOD, Traffic and Air Operations, Bike Patrols, Mounted, and Marine operations. Duties require heavy involvement with community groups, business, and federal, state, and City officials. Olympic Trials Incident Commander in cooperation with C.S.U. Sacramento Police, Sacramento Sheriff, CHP, FBI, ATF, Secret Service, and US Army. Co-chair of Drive Smart Sacramento, a coalition of insurance industry, medical providers, and private sector.

Sector Commander – Responsible for the delivery of police services in the Downtown Sector including managing patrol operations, Neighborhood Policing Projects, SWAT, and K-9/EOD.

Lieutenant, August 1990 - April 1994

Sergeant, December 1987 - August 1990

Police Officer, May 1981 - December 1987

Community Service Officer, October 1979 - May 1981

RICK BRAZIEL

AUTHOR, CONSULTANT & INSTRUCTOR

- **Co-Author:** COP TALK: Essential Communication Skills for Community Policing. San Francisco: Acada Books, 1999.
- **Instructor - Humboldt State University.** California Peace Officer Standards and Training (POST) Management Course, leadership, communication skills, leader's role in community policing, media relations, and marketing.
- **Instructor - Regional Community Policing Institute.** Community policing for supervisors, police ethics for supervisors and line staff, police ethics for chief executives.
- **Consultant - California Commission on Peace Officer Standards and Training.** Community policing consultant/trainer, statewide assessor of agency specific community policing efforts.
- **Consultant - Teambuilding.** Teambuilding facilitator for public sector agencies.
- **Facilitator - Federal Law Enforcement Training Center.** Former trainer in communication skills, community oriented policing and problem solving.

HONORS & AWARDS

- Sacramento Police Department Unit Citation, March 2002
- Sacramento Police Department Distinguished Service Award, May 2001
- California State University Sacramento, Alumni of the Year, 1994
- Sacramento Police Department Silver Medal of Valor, November 1988

PROFESSIONAL DEVELOPMENT, BOARDS, & PERSONAL ACCOMPLISHMENTS

- California Commission on Peace Officer Standards and Training, Command College, Class 33 Graduation Speaker
- California Peace Officers' Association, Board of Directors, 2008-2009
- California Peace Officers' Association, 4th Vice President 2009-2010
- California Peace Officers' Association, 3rd Vice President 2010-2011
- California Police Chiefs Association Board of Directors 2010-2011
- California Police Chiefs Association, Finance Committee
- CSUS Alumni Association
- Central California Intelligence Center, Governance Board, Chair 2009-2011
- International Association of Chiefs of Police
- National Executive Institute Associates
- Naval Postgraduate School, CHDS, Alumni Association Treasurer, 2007-2009
- Police Executive Research Forum
- Senior Management Institute for Police – Boston 2004
- 2001 Ironman Triathlon World Championships, Hawaii
- Marathon and triathlon competitor
- Boston Marathon Qualifier 2008

Rick Braziel

April 18, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Please accept the attached resume with references as an indication of my desire to apply for the Chief of Police, City of Seattle. My professional, personal, and educational backgrounds make me uniquely qualified for the Seattle Police Chief position.

As the Chief of Police for an ethnically diverse major city, I am committed to working with the community in a transparent and inclusive way to identify neighborhood problems and improve quality of life. A book I co-authored, COP Talk: Essential Communication Skills for Community Policing (1999), demonstrates my long-term commitment to community policing.

My collaborative style of leadership has guided the Sacramento Police Department through significant budget challenges while maintaining my commitment to reducing crime. At a time of organizational change, the unified commitment to clear Police Department goals has helped define a critical role for every employee in the success of our department.

I am a strong proponent of continued education as demonstrated by my two Masters degrees. I also believe in sharing my experiences and expertise with others. As an instructor of communication skills, teambuilding, and leadership for newly promoted command staff, I help shape the direction of law enforcement in California.

I appreciate your time in reviewing my unique qualifications and look forward to continuing in the selection process.

Sincerely,

Rick Braziel

Many describe me as passionate and positive about everything in life. Challenging myself both personally and professionally excites me. The only certainty in life is change and we can either be a follower of change or a leader. I choose to be a leader. I lead change through my basic values of continued education, integrity, fairness, openness, inclusion, teamwork, and fitness.

As a police leader, I believe in several key principles. First, the organization must have clears goals. The goals must be focused on the values of the community and consistent with the core mission of the department. Second, community involvement is critical to the success of the organization and must be an integral part of policing. Additionally, community trust is key and directly related to collaboration and partnerships. Historically, communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police.

To enhance community involvement I formed a Police Advisory Committee. The 18 members represent the diverse community I serve including, African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community. To provide a voice for the youth I formed a Youth Advisory Committee made up of representatives of each of the area high schools.

Critical to success is valuing and developing department employees. As as the community's greatest public safety asset, department employees reach their greatest potential through ongoing, innovative career and leadership training. Additionally, employees well trained in community policing and problem solving are more professional, creative, and successful.

Unified commitment to department goals is critical to the success of the organization. All employees have a role in organizational change, which is best achieved through involvement and teamwork. I model this through constant communication and interaction with officers, detectives, dispatchers and staff. I frequently attend roll call, walk around one of our many facilities, and whenever possible I work with a patrol officer to experience firsthand the issues in the community.

Our large organization benefits from the department web based training site, Sacramento PD University (SacPDU), which includes multiple discussion areas including a Chief's forum. I use the forum as an informal department blog, improving the exchange of information and ideas.

As a leader, I uphold excellence while acknowledging that some of the best lessons come from making mistakes. Creativity involves risk that cannot be eliminated and allowing for error is critical to creativity. The most highly trained and experienced people will continue to make errors. The key is how to correct mistakes, improve, and move forward. Sharing both success and failure with others builds stronger and more efficient and effective individuals, organizations, and communities.

I believe organizations must be focused on a results driven structure. Too often unnecessary process gets in the way of good business. Departments must restructure performance measures to look at outcomes and not just outputs. Outputs are easy to measure but do not tell a complete story. Outcomes measured against customer expectations provide a more complete picture.

As a progressive major city police chief, I am passionate about community policing, value employees as our greatest asset, and committed to great customer service. I bring a unique set of skills and abilities to take the Seattle Police Department to the next level of excellence.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Rick Braziel

1. In your current position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

The City of Seattle is facing similar challenges to what the City of Sacramento has experienced for the past several years. Sacramento suffered a $39.7 million deficit in FY2008, $47 million deficit in FY2009, $67.5 million deficit in FY10, and is projecting a $43 million deficit for FY 2011. The reductions to the police department since I assumed command are approaching $20 million. A December 2007 headline/story in the Sacramento Bee described my challenges, "city woes will test new chief."

The need to cut department spending required that we establish clear measureable goals. The goals must be consistent with our primary mission and input from the community and labor was essential to success. We needed to distinguish public safety from public convenience while recognizing that transparency in all aspects of budget and priority development required community and employee participation.

The first priority was to refocus the Sacramento Police Department to services that directly support our mission of enhancing the quality of life in our city. We have refocused and reaffirmed our commitment to reducing crime through Community Oriented Policing and Problem Solving strategies. Strategies and tactics are driven by accurate, timely, reliable, and actionable information. This approach requires analysts, officers, sergeants, lieutenants, and captains to come together in a defined way. We have transitioned from a traditional CompStat model to one that is more responsive and predictive.

Through focused crime reduction efforts, during difficult financial times, Sacramento has experienced significant reductions in serious crime. Comparing crime between 2007 and 2009 shows a two year overall reduction of 14.8%, with violent crime down 18.7%, and property crime down 13.9%. Serious crime is down an addition 7.6% in 2010.

To reduce crime and better serve our community we held fourteen town hall meetings in 2008. The meetings were designed to allow for community input into the development of service level expectations. During the town hall meetings, a service level survey was conducted. For those unable to attend a town hall the survey was distributed through community leaders as well as on-line. The results of the survey served as a foundation for the department's master plan.

The second goal of the department is to invest in our employees as our greatest department asset. During difficult budget times investing in the workforce in innovative and appreciative ways helps to build teamwork, and improve morale. The third goal is great customer service. I constantly remind employees that service can be defined in areas of quantity and quality. The quantity portion of the formula is influenced by funding and resources, which is something they have little control over. Quality of service is within the control of each employee and should be a focus of every interaction.

All of the strategies played a role in navigating the organization thorough difficult budget problems including the possible layoff of 67 Police Officers, an unacceptable option and politically difficult for the City Council.

Working with the Sacramento Police Officers Association President and the City Manager's Office, we designed a two-part plan. First, we held work area meetings to give all employees a transparent look at the city's budget problems and options. During the briefings, we were candid and forthcoming on options and impacts. I also posted regular updates on my Chief's Forum within the Police Department's Web-based training site (SacPDU).

Secondly, the SPOA agreed to reopen the collective bargaining agreement if the overall proposal included more than economic reductions from employees. The negotiations process served as an opportunity beyond labor concessions to develop programs that employees would value as well as modify the agreement in ways that benefitted both the employee and the organization.

Unlike traditional negotiations where the decision makers are deliberately absent, I insisted that all the City decision makers be at the table, including myself. This was done to demonstrate the seriousness of the situation as well as create an environment of transparency and trust.

In March 2009, the SPOA membership voted overwhelmingly to defer all salary increases and extend their contract until July 2013. The SPOA's leadership not only allowed the department to mitigate a serious budget problem it created opportunities for the city to gain concessions from most of the city's labor unions. The Sacramento Bee summarized the approach.

March 6, 2009

...City leaders and Sacramento residents owe the cops their thanks. In contrast to other city unions that have publicly rejected wage concessions, Sacramento police leaders have stepped up at a time of economic crisis in a way that will make our city safer.

Month after month, as the city's budget shortfall has grown more serious, police have absorbed difficult cuts in the most responsible way possible with a minimum of whining.

A big part of the credit goes to Police Chief Rick Braziel and the culture he has helped build within the department. Braziel assumed his position last year just as the economy began tanking. As cuts were made, Braziel included union leaders in decision-making. Both sides, labor and management, recognized that patrols must be the department's highest priority, and cuts were made with that priority in mind. The chief also created an internal online forum, sharing with management and line officers the reasons that certain actions were taken and giving them an opportunity to ask questions...

During difficult economic times, the department has been able to experience unprecedented levels of community involvement, reduce serious crime, aggressively invest in our employees, and improve morale to the highest level in years.

2. In your current position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decisions?

As mentioned in question one, the Sacramento Police Department has experienced significant budget reductions. The reductions have required changes to organizational priorities and staff deployment. The decision making process used to make these changes has been done in an open setting with involvement from labor and the community. After establishing clear goals the organization was tasked with identifying the level of support, individual programs provided department goals. Strategic reductions were made based upon level of support to identified goals.

Additional, patrol and the 911 Center were two areas that needed additional staffing. As policy, we established minimum staffing levels in patrol as identified by sergeants and lieutenants assigned to patrol. Previously we spread vacancies equally throughout the department. We also increased authorized staffing in the 911 Center to handle call volume. In establishing this policy, I limited transfers to units outside of patrol.

Simultaneously we overhauled our CompStat process. Our previous CompStat process was heavy on reporting and light on crime predictive analysis. To accomplish a more robust, agile, and predictive posture we added sworn and civilian staff to our Crime Analysis and CompStat units. We also changed the hierarchy of decision making within CompStat to address our need for agility. In prior years, the deployment of resources to address a crime pattern or crime series was done in a Chief down process that was slow to respond and lacked flexibility. The revised CompStat process places redeployment decisions at the lieutenant level. Using real time data lieutenants come together with the responsibility and authority to redeploy units within the department to address emerging crime. The targeted redeployment of resources is done every week within existing resources and assignments. We are careful to work within the requirements of the collective bargaining agreement, particularly when it involves assignment of personnel.

To allow for relentless follow-up a crime strategies team was created. The team receives direction from the lieutenants who attend the weekly CompStat meeting. The team members, including the sergeant, rotate through the team based upon experience level, skills, and needs of the team. This has become a sought after volunteer assignment that allows employees to develop their skills. Again, the selection and length of assignment are consistent with the collective bargaining.

In addition to crime fighting staff deployment changes I also value career development opportunities as well as partnerships with other city departments and law enforcement agencies. Despite fiscal challenges, I have assigned several detectives to work with federal partners on three key initiatives. Two detectives have been assigned to the FBI "innocence lost initiative," two detectives are working with federal and state agents on gang violence reduction, one detective is assigned to a terrorism task force, and one detective to an IRS task force. All of these assignments are force multipliers for critical issues affecting Sacramento.

From a city perspective, we temporarily assigned a lieutenant to the city Finance Department to assist in budget preparation. As the city struggles to balance budgets, the opportunity to learn while sharing the needs of an operating department is ideal. I also placed a sergeant in the Community Development Department so that crime prevention is considered at the design phases therefore streamlining the process.

Changes in staff deployment are not exclusive to the officer and sergeant rank. Shortly after assuming command, I made significant changes at the captain and lieutenant levels. Previously we had a practice of rotating command staff every three years. Rotation for rotation sake weakened our ability to successfully lead the department through difficult financial times. I therefore assigned command staff based on their unique skill set. Captains talented at community mobilization were given area commands, those with a knack for financial or personnel issues were assigned accordingly.

All of the changes in staff deployment, including those described above, were done with input from labor and with consideration of labor agreements. Too often management and labor see each other as adversaries, particularly in the collective bargaining process. This attitude greatly reduces an organizations ability to deliver the best possible service to the community. My approach is to work in collaboration with labor. My strategy involves many deliberate and transparent steps to create an atmosphere of trust between labor, employees, and management so that issues related to change within the organization can occur swiftly.

An example is the policy "red team" that is charged with table topping critical policies and procedures to expose weakness and potential failures before policies are issued. The SPOA President serves on the "red team," in addition to reviewing all proposed policies or revisions.

I formed a work group that includes labor that is charged with reinventing Internal Affairs. The group is looking for efficiencies in internal investigations to shorten turn-around times, improve accountability, and reduce repeat offenders. The Department has revised the existing early warning policy in order to establish a standard protocol to identify officers who may be candidates for an early intervention program and/or additional training. Both the SPOA and Department command staff contributed to the drafting and completion of this policy. In addition to revising the policy, the proposed response to this recommendation includes:

1. Fostering open communication among line staff and management
2. Institutionalizing positive recognition of exemplary employee performance
3. Addressing morale issues that may arise
4. Reaffirming Department goals and expectations

As police chief, I must respect collective bargaining agreements. It is also a necessity that labor be active participants in the efficient and effective deployment of resources. Through open honest dialogue, decision can be made that are in the best interest of the community and employees.

3. How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

Community trust is directly related to collaboration and partnerships. Historically communities who work closely with law enforcement have higher satisfaction ratings (i.e. trust) than communities that have little to no partnerships with the police. Organizations committed to Community Policing will be much more successful in enhancing quality of life, particularly in diverse communities.

As the Chief of Police for the most diverse city in the U.S[1]., my interaction with minority communities is constant. There are many examples of working with minority communities around very sensitive issues such as racial profiling and immigration.

While we in law enforcement may not measure community support with a return on investment calculator, community support is currency that can be used to enhance our neighborhoods.

An example is my commitment to unbiased policing. The Sacramento City Council, in March 2004, established the Community Racial Profiling Commission (CRPC) to provide equitable representation, accountability, and reporting from Sacramento residents on this issue of national importance. The Commission was also established to provide the City with a greater opportunity to be inclusive. I served as Vice Chair from the inception of the Commission thru 2007.

Immediately upon assuming my position as Chief, I began remedial steps necessary to address the issues and perceptions related to profiling. Waiting for formal research results was not an option.

The Department has successfully implemented a Cultural Immersion Program at the Sacramento Police Academy. We also worked in partnership with external stakeholders to design and train existing officers. A major focus area for tenured employees has been first line supervisors and field training officers. As part of our ongoing training program, the Department has incorporated Implicit Association training and facilitation based on Harvard University's Project Implicit program. Most significantly, the Sacramento Police Department has been chosen by the Corrections Standards Authority (CSA) of the California Department of Rehabilitation and Corrections to implement Disproportionate Minority Contact training. The Sacramento Police Department is the first municipal law enforcement agency in the state to be afforded this unique opportunity. CSA intends to expand their training to other local law enforcement agencies based on the Sacramento model.

Racial profiling is a symptom of much broader societal issues that the Police Department cannot resolve alone. I am working with key community leaders to discuss

[1] A 2002 study conducted by the Civil Rights Project at Harvard University identified Sacramento as the most diverse city in the United States.

all the issues directly and indirectly related to profiling. I am committed to work in partnership with community leaders, schools, business, and local government to make a difference.

I have met on numerous occasions with Hispanic leaders in our community related to immigration enforcement. This outreach became increasing important during several high profile crimes involving undocumented immigrants. Victims and witnesses were fearful that their immigration status would be checked if they came forward. I reassured Hispanic leaders that it was not in the best interest of the community to review immigration status of victims and witness. We continue to reach out to the undocumented immigrant population for support and help in reducing victimization.

The Mexican Consulate in Sacramento has been very helpful in our outreach efforts. I have assigned a member of my immediate staff as the liaison between the Consulate and the Police Department. The Consul General and I have met regarding victimization within the immigrant community, education of immigrants regarding reporting crime and police interaction, training programs for police employees related to immigration.

I formed a Police Advisory Committee that represents the diverse community I serve. The 18 members represent African American, Asian Pacific Islander, Hispanic, Sikh, Jewish, Muslim, LGBT, ACLU, NAACP, and seniors. I use the Committee as a focus group to discuss department vision, performance, service levels, and anything they feel is important to the community.

I also formed a Youth Advisory Committee made up of representatives of each of the area high schools. They also serve as an advisory committee. I use the group to identify issues related to gang involvement, drop-out/attendance issues, and hiring opportunities. We ask the committee for perceptions of the police, and how to bridge the gap between youth and law enforcement.

I have set strategic goals to develop a more diverse police force, and reduce violent crimes among youth. To achieve these goals, the department has created the Criminal Justice Career Pathway program to recruit high-risk youth from high-crime communities, provide them with career-path training in law enforcement, and positioned them as role models and mentors to other at-risk youth. The program will provide a meaningful career pathway for at-risk youth and deter their participation in violent and criminal activities.

Finally, I am committed to being proactive, transparent, and inclusive. I am a believer of the power of community-police partnerships. I insist on it within the organization, and I practice it as a leader. I promoted these principles by co-authoring the book, COP Talk: Essential Communication Skills for Community Policing. Through authoring my book and by instructing leadership in several courses, I endeavor to create a legacy of diversity, tolerance, and social spectrum wide community collaboration. Characteristics that will help me establish productive relationships within the diverse communities of Seattle.

Competitive Exam Materials

Chief of Police

Police Chief Candidate:

Ronald Davis

City of Seattle

Semi-Finalist Candidate Profile

Chief of Police

Ronald Davis

Professional Education

Bachelor of Science, Southern Illinois University
Graduate, Senior Executives in State and Local Government, Harvard University

Command Level Experience

City of East Palo Alto, CA	Chief of Police	June 2005 - Present
City of Oakland, CA	Captain	1999- 2005
	Inspector General, Area Commander, Criminal Investigations Commander	

Department Profile (Current)

Number of sworn personnel: Less than 100

Demographics: White 24%; Hispanic/Latino 14%; Asian 20%; Black 20%; Pacific Islander 8%; Native American less than 1%. 26% Female.

Budget: Less than $9M

Collective Bargaining: Yes

Community Profile (Current)

Population: 32,784

Demographics: White 27%; Hispanic/Latino 59%; Asian 2%; Pacific Islander 8%; Black 23%; American Indian 1%. 48% Female

Community Profile (Previous)

Population: 397,067

Demographics: White 31%; Hispanic/Latino 22%; Asian 15%; Pacific Islander 1%; Black 36%; American Indian 1%. 52% Female

RONALD L. DAVIS

Goal: *To obtain a Public Administration position of progressive executive responsibility*

Experience

Summary: *More than 25 years of progressive experience in law enforcement, community policing, and collaborative public safety practices.*

Chief of Police, City of East Palo Alto – *06/05 to Present*

- Worked closely with the mayor, city council, city staff, community, and numerous outside law enforcement and government agencies to dramatically reduce crime and violence in a city once dubbed the murder capital of the United States. Over the past 3 years, homicides are down 30% and overall crime is down 16%.

- Partnered with the California Department of Corrections and Rehabilitation (CDCR) to implement a model parole-reentry program that provides parolees with programming services, including jobs with the California Department of Transportation. The Department is the only police agency in California to operate a CDCR funded program. Program recidivism rates are less than 20%, which is dramatically lower than the state average of over 70%.

- Led an effective organizational reform and community policing effort that has increased public trust and confidence. Implemented "Chats with the Chief" and neighborhood Beat meetings to engage the community in effective problem-solving and crime-fighting. Established the Police Chaplaincy program to partner the police and faith community to more effectively deal with crime and violence.

- Restructured the Police Department to "Area Command" and implemented the CompStat process to enhance managerial and geographic accountability. Commanders have 24-hour responsibility for geographic areas of the City.

- Created the Crime Analysis Unit and obtained sophisticated crime-analysis software to track crime trends and patterns; conduct link-analysis, utilize predictive analysis, and provide commanders real-time crime data and intelligence to strategically deploy resources.

- Obtained close to $15 million in grants and donations to implement progressive community policing initiatives, such as the parole-reentry program, the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, and Operation Ceasefire.

- Enhanced technology in the Police Department. Placed Mobile Digital Terminals (MDTs) in patrol vehicles that interface with the Records Management System; installed In-Car Video Cameras, and the first city in the United States to install the ShotSpotter gunshot detection system citywide.

- Enhanced organizational accountability. Revamped the citizen complaint process to ensure openness and accountability; instituted quarterly training and coaching sessions; initiated the "Cultural Competency" training series; implemented industry best-practices in the use of force, canine, racial profiling, and internal investigations. Civil litigation and claims are down by 40%.

- Formed private-public partnerships to enhance the capacity of the Department.

Oakland Police Department - ***08/85 to 06/05***
Captain of Police

- Served as Inspector General of the Department responsible for audits, inspections, and evaluation of the Department's efforts to comply with the Settlement Agreement; served as Area Commander responsible for collaborating and coordinating public safety services for over 120,000 residents; served as Criminal Investigations Commander responsible for all criminal investigations.

Lieutenant, Sergeant & Police Officer

- Served as Academy Director responsible for the Police Academy and in-service training; served as watch commander responsible for the supervision of 100 police officers on a shift. Assignments as sergeant and police officer include patrol, narcotics, special duty unit, field training and recruit training officer.

Education/Training

- Bachelors of Science (B.S.) – Southern Illinois University (SIU)
- Graduate, Senior Executives in State and Local Government Program Harvard University's John F. Kennedy School of Government

Special Expertise

- Served on two federal monitoring teams overseeing police-reform consent decrees between the United States Department of Justice (DOJ) and the Washington, D.C. and Detroit Police Departments.

- Served as a police-reform expert for the United States Department of Justice, Civil Rights Division, conducting "pattern and practices" investigations of police departments to assess unconstitutional practices. Served as a Senior Advisor to the Police Assessment Resource Center (PARC) and the Independent Counsel to the Los Angeles Sheriff's Department.

- Author of "Bias-Based Policing" and the co-author of the U.S. Department of Justice publication, "How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends on It". Contributing author to the Police Executive Research Forum (PERF) publication, "Chief Concerns: The Use of Force."

- Serves as a member of the prestigious Harvard University Executive Sessions on Policing funded by the U.S. Department of Justice. Sessions are designed to advance community policing and develop national best practices.

Professional Certificates

- POST Executive, Management & Supervisory Certificates
- POST Basic, Intermediate and Advanced Certificates

Professional Affiliations

- International Association of Chiefs of Police (IACP)
- California Police Chiefs' Association
- National Organization of Black Law Enforcement Executives (NOBLE)
- San Mateo County Chiefs of Police and Sheriff Association (SMCPSA)

References available upon request

Ronald L. Davis

April 11, 2010

To Whom It May Concern:

Please accept this letter and attached resume as my formal application for the position of Police Chief for the City of Seattle. I am uniquely qualified for this position based on my extensive law enforcement experience spanning 25 years, including 20 years with the Oakland, California, Police Department and the past five years as Chief of Police for the City of East Palo Alto, California.

The experiences gained and successes achieved in Oakland and East Palo Alto have well prepared me for the current and future challenges facing Seattle. In Oakland, I obtained a breadth of experience serving in all aspects of police management, including Police Academy Director, Criminal Investigations Commander, Inspector General of the Department, and Area Commander of an extremely diverse precinct.

Prior to my appointment as Chief of Police in East Palo Alto, the city's crime rate was among the highest in the nation. In 1992, the city earned the dubious title of "murder capital" of the United States. In 2005, the city recorded the fifth highest murder rate in the nation. The Department was tarnished by high profile scandals, including the criminal indictment of numerous police officers, claims of retaliation against whistleblowers, lawsuits for harassment and misconduct, and scathing reports from the Grand Jury identifying significant operational and managerial deficiencies within the Department.

As Chief of Police, I worked in partnership with the mayor, city council, city government, the police union, outside government agencies, the media, and the community, to restructure the Department to Area Command and implement a reform effort that has: 1) dramatically reduced crime and violence; 2) improved police-community relations; 3) enhanced the professionalism and image of the Department; 4) enhanced the internal capacity of the Department, and 5) strengthened the Department's community policing efforts. Since 2007, murders are down 30% and overall crime is down 16%. Police and community relations have vastly improved and civil lawsuits are at historic lows.

I possess a demonstrated resourcefulness and ability in getting more done with less. In East Palo Alto, the Police Department's funding and officer-to-citizen staffing ratio was among the lowest in California. As Chief of Police, I was able to secure about $15 million in grants and alternate funding to enhance the capacity of the Department and implement progressive community-policing strategies, such as the parole-reentry program, the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, and most recently, Operation Ceasefire. I also established strategic partnerships with local, county, state, and federal law enforcement agencies to compliment our staffing and enhance our policing efforts.

Because of these efforts, the Police Department's General Fund expenditures have remained static for the past four years while the level and quality of services provided increased, and the city's crime and violence dramatically decreased. In fact, the Police Department's General Fund expenditures for Fiscal Year 2009-10 were the same as Fiscal Year 2005-06.

I have a unique expertise in organizational reform having served on two federal monitoring teams overseeing police-reform consent decrees between the United States Department of Justice (DOJ) and the Washington, DC, and Detroit Police Departments. I currently serve as a police-expert for the United States Department of Justice, Civil Rights Division, conducting "pattern and practices" investigations of police departments to identify unconstitutional organizational practices.

I also serve as a member of the prestigious Harvard University Executive Sessions on Policing and Public Safety – a national think tank funded by the United States Department of Justice. The Executives Sessions are comprised of leading police executives and scholars who work to identify and develop industry best practices and advance community policing.

I am confident that my experience, expertise, and demonstrated ability to effectively work with diverse communities to enhance public safety make me a "fit" for the current and future challenges facing the Seattle community and Police Department. I look forward to the opportunity to discuss my qualifications for this position.

Respectfully submitted,

Ronald L. Davis

Provide a snapshot of who you are as a person and the kind of police leader you are.

I must admit that I initially viewed the request to answer this question with strong sense of curiosity and a small touch of skepticism. However, as I looked deeper into the question it became clear that the answer would provide the search committee a more in-depth insight into me as a candidate and help identify whether I am a "fit" for the Seattle community. To understand who I am now, it is necessary to provide you a brief description of where I started. I come from humble beginnings in Philadelphia, PA. My father was a cop and my mother was a secretary. Because of their hard work and selfless sacrifice in providing for me, they taught me the core values of family, community, education and work. These values were reinforced during my tenure in the Air Force and are the same values I espouse today. In my personal life I embrace the more subtle joys of life such as going to dinner and the movies with my family, and attending events (especially community events) where I can spend quality time with my family, friends and community. I am a person who believes in social justice advocacy and seeks, in both my personal and professional life, ways to equal the playing field; especially in the administration of justice. I truly believe that one person can make a difference and that we must all strive to make that difference in our communities in our own way. I enjoy writing articles that spark thought and engages people in vigorous and respectful debate about social issues. I enjoy history, especially World War II and the American Civil Rights Movement, and I am a news junky that follows the ever changing political landscape of our country. Although I haven't done this as nearly as much as I use to or should, I enjoy weight-lifting and working out. In short, I am the type of person that works hard and deeply cares for his family and community. To me, my work is not a job; it is a calling and a way of life. I am extremely loyal to my community and department, however, I believe in the creed "Loyalty above all else, except Honor." Honor and integrity define my character and serve as my moral compass that I do not betray or compromise. I continually seek ways to give back to my community and I strongly believe in mentoring young professionals so that they can enjoy the same opportunities that I have been blessed with. The quote that best summarizes the type of person I am is from Albert Einstein: "Try not to be a man of success, but rather try to become a man of value."

In describing what type of police leader I am, I will start with the word "progressive". I do not believe that we have exhausted all of the good ideas in policing. Too often, however, the law enforcement industry is stuck on the past – because we've always done it that way – and operates more like a vocation rather than a profession. As a police leader I take it as my obligation to work to transform the industry into a profession; not just in the eyes of the industry, but for the community as well. This means the utilization of education and research to identify and develop best practices, and embracing a set of industry values that are non-negotiable. I am the type of police leader that continually challenges staff to dream more in order to achieve more and enhance the quality of service we provide to our community. In the words of John Quincy Adams, "If your actions encourage others to dream more, learn more, do more and become more, you are a leader." I encourage vigorous debate in making long-term decisions and believe that is my responsibility as a police leader to train, guide and develop my staff. It is equally important for me to show my staff that we, in working with the community, can overcome all of the challenges we face. As a police leader I am not just a leader in my department and community, I am also a leader in my industry. I participate in national think-tanks at Harvard University and the University of California, Berkeley, and participate in national projects with the United States Department of Justice to advance community policing. My participation in these projects also brings credit to the outstanding men and women of my Department and the great community we serve. I am passionate about community policing and embrace the notion that the police can and must be aggressive against crime without being abusive to its community. I am an extremely persuasive leader who has garnered wide support from the community and knows how to create synergy within varying stakeholders groups. As a police leader I often challenge my industry when it comes to social justice issues such as racial profiling, disparate incarceration rates, police legitimacy, and police misconduct. I do not embrace the concept that arrests are the key tool in crime-fighting. Nor do I prescribe to the belief that putting more cops on the street is the answer to all challenges. As a police leader, I have been able to do more with less and prove, with measurable success, that community policing and problem-solving are the most effective tools in fighting crime and achieving community satisfaction.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

Ronald Davis

Question #1

The City of Seattle is facing a $50M budget shortfall in 2011. This makes efficient use of resources an even greater operational imperative. In your current (or most recent) position how have you developed and implemented reductions to the police department budget without compromising public safety, morale and innovation?

This question reveals the sobering reality that the economic crisis facing this nation has changed the definition of successful police leadership. The police chief of today must possess skills beyond traditional competency and learn a new language when it comes to budgeting and staffing. No longer can we simply throw money at problems. The chief must be able to get the job done with the resources they have, and supplement those resources through grants, private-public partnerships, and strategic relationships with the community and other government agencies. This requires creativity, innovation and the use of technology and best-practices to increase organizational effectiveness and efficiency.

During my tenure as the East Palo Alto police chief, I have clearly demonstrated these skills and the resourcefulness and expertise in getting more done with less. When I was appointed chief of police, the city faced the 2nd highest murder per-capita rate in California and the 5th highest rate in the nation. The Police Department was among the lowest funded and staffed police agency in the state; staff morale was extremely low, and public trust and confidence in the police had been severely diminished by several high profile scandals. My challenge was to develop a strategy to improve police-community relations and dramatically reduced crime and violence while operating in a fiscally challenging environment. I accomplished these goals by focusing of the following key areas:

Alternate Funding

Working with the Mayor, City Council and City Manager, I secured about $15 million in grants and alternate funding to implement progressive community policing initiatives, such as the Parole-Reentry Program (also known as the Community-based Coalition); the Graffiti Arts Projects, the Police Activities League, Project Safe Neighborhood, Operation Ceasefire, and other youth and anti-gang programs. The majority of these grants involve police-community partnerships that strengthen relationships and focus on the root causes of crime. A few of these programs are now recognized as national models. Because of these grants, the Police Department will be able to fund at least 10% of its staffing to grants and reduce its projected overtime expenditures by over 30% in Fiscal Year 2011.

Private-Public Partnerships

I established partnerships with private corporations who purchased firearms, ballistic vests, video cameras, recorders, lockers, and other safety equipment for the Department. These donors also transformed a 1500 square foot modular unit to a fully functional Wellness Center equipped with a state-of-the-art gym equipment, flat-screen televisions and sound systems, and sleeping quarters for officers who work overtime or need rest before going to court. The Department is in the process of forming a Police Foundation and has received support from at least two Fortune 500 companies.

Increase the Use of Technology

Using federal grants, the Department purchased the ShotSpotter gunshot detection system to respond to and investigate shootings. East Palo Alto is the first city in the United States to implement the gunshot detection system citywide. The system has resulted in numerous firearms arrests and has aided the Department in homicide and assault investigations. The Department also purchased, via grants, crime analysis software to better track crime trends and patterns and provide real-time crime data so the Department can strategically and effectively deploy its limited resources. This system also allows community members to track crime in their neighborhood and receive email alerts. The Department now utilizes an online crime reporting system that has resulted in a 25% reduction in calls-for-service which provides officers more time for problem solving and allows for more strategic deployment of resources. Using a risk-management grant, the Department installed video cameras in all patrol vehicles to reduce citizen complaints and civil claims and litigation.

Strategic Law Enforcement Partnerships

By establishing strategic partnerships with local, county, state and federal law enforcement agencies, the Police Department was able to implement strategic enforcement programs, such as:

- "Project Safe Neighborhoods". This program involved enforcement operations with numerous law enforcement agencies that resulted in key arrests and weapons seizures.
- "Operation Disrupt and Dismantle". The Department partnered with 14 law enforcement agencies to dismantle one of the city's most notorious gangs. A member of this gang was recently convicted of killing East Palo Alto Police Officer Richard May in the line of duty.
- The Department partnered with the California Department of Justice (DOJ) to conduct special gang and narcotics investigations resulting in numerous arrests of mid-level drug dealers.
- "Operation Impact". The Department partnered with the California Highway Patrol and numerous local police agencies (neighboring jurisdictions) to conduct anti-gang efforts. This effort was critical in stemming a spike in violence that occurred in early 2009.
- "Operation Crackdown". The Department partnered with the FBI to conduct an intensive 18-month investigation that dismantled one of the most violent gangs in the Bay Area. Over 40 gang members were indicted. It was the largest multi-agency gang operation in Bay Area history.

Strategic Community Partnerships

The Department also partnered with numerous community and faith-based organizations to implement intervention and prevention programs such as:

- Gang Resistance, Education And Training (GREAT). Officers provided a 13-week curriculum in the schools. Over 250 kids have graduated from this program.
- Parole-Reentry Program. The Police Department secured a grant/contract with the California Department of Corrections to partner with local community and faith-based organizations to provide parolees programming services designed to reduce recidivism. This includes funding for a job program with the California Department of Transportation.
- Project Safe Neighborhoods (PSN). As part of this grant, the Police Department sponsored an annual Youth Summit with over 150 youth in attendance.
- Police Chaplain Summit. The Department works with faith-leaders to identify long-term solutions to violence and garner support from youth in the community.
- Anti-Graffiti Campaign (in coordination with Public Works and Community Services). Graffiti has been removed from over 150 locations in the City.
- Graffiti Arts Project. The Department received a grant from the Department of Justice to partner with the Mural, Music and Arts Project (MMAP) to implement an anti-graffiti campaign.
- Youth Court. The Department is working with the East Palo Alto Youth Court to provide juvenile first-time offenders alternatives to incarceration and provide much needed social services.

Strategic Planning

To increase efficiency and reduce costs, the Police Department must have a clear vision for the future and a plan on how to achieve that vision based on existing and projected resources. I engaged staff in a formal strategic planning process to produce a 3-Year Strategic Plan that has enabled staff to identify tenable goals and objectives and keep the Department focused on its priorities and not waste resources.

Closing

Despite our tight fiscal constraints, the Department has worked effectively with the community to achieve five primary goals: 1) dramatically reduced crime and violence; 2) improved police-community relations; 3) enhanced the professionalism and image of the Department; 4) enhanced the internal capacity of the Department, and 5) strengthened the Department's community policing efforts.

Since 2007, murders are down 30%, overall crime is down 16%, and police and community relations have vastly improved. Yet, the Police Department's budget has remained static for the past four years. In fact, the Police Department's General Fund expenditures for Fiscal Year 2009-10 are the same as Fiscal Year 2005-06. This represents a significant budget reduction considering cost of living increases.

Question #2

Over ninety percent of the personnel in the Seattle Police Department are represented by a union. Under Washington State law changes to work conditions are generally subject to collective bargaining. In your current (or most recent) position how have you implemented changes to staff deployment to support your department's strategic plan and how have collective bargaining obligations affected your decision?

Upon my appointment as Chief of Police, the City Manager and City Council provided me a clear mandate to adopt community policing and establish an organizational structure that supports this effort and enhances the Department's accountability to the community. After extensive research and careful consideration, I decided to implement the Area Command structure, which is a progressive policing structure that has been adopted in cities across the nation, such as Washington, DC, Richmond, CA, and most recently, Oakland, CA. The Area Command structure provides both ***"Managerial" and "Geographic"*** accountability and allows the Department to utilize the CompStat (Computer Statistical) process to measure success.

In order to implement the Area Command structure, the Department had to eliminate the traditional "Division" structure and the Lieutenant classification. Instead of three lieutenants in charge of three Divisions, the Department now has two captains (one captain in charge of each Area) and a civilian Administrative Services Manager to oversee the critical administrative and support functions of the Department. The civilianization of the administrative function of the Department was necessary to address the severe administrative deficiencies noted in previous management studies. Below is a list of the benefits of Area Command:

- Flattened the organization
- Enhances community policing and crime reduction efforts
- Makes Department more responsive to community
- Provides both "Managerial and Geographic" accountability
- Strengthens internal capacity and operational systems
- Enhances managerial accountability through the use of Captains (managers operating with increased responsibility and greater accountability) versus lieutenants
- Provides for succession planning. The use of captains that serve as Area Commanders are more qualified and prepared to assume the duties of police chief
- Increases the administrative capacity of the Department
- Increases Department's ability to obtain and maintain grants
- Reduces Costs

I worked closely with the Police Officers Association (POA) and the civilian union in developing and implementing this model. I conducted several leadership retreats with members of the POA, civilian union and supervisory and management staff. I also attended roll-calls to discuss Area Command and answer questions from staff directly. The new Area Commanders and I provided update training as part of the Department's quarterly training sessions.

I also sent numerous officers and civilian employees to conferences including the Community-Oriented Policing (COP), Problem-Oriented Policing Conference (POP), the International Association of Chiefs of Police (IACP), and National Organization of Black Law Enforcement Executives (NOBLE) conferences to learn more about community policing, problem solving, and to get an opportunity to talk with agencies that use the Area Command structure. The Department's transition to Area Command was also incorporated into the Department's annual goals and objectives.

Because I involved the unions in the Department's reorganization and conducted extensive outreach and information sharing sessions throughout the Department, the POA provided its unwavering support for the reorganization. In fact, the POA president provided her support publicly at the City Council meeting in which the Area Command structure was presented and approved.

This support was obtained despite the fact that the restructure plan represented significant change and would result in the elimination of the Lieutenant classification.

I believe the key to working effectively with the POA and all collective bargaining units is communication. I meet with the POA monthly to discuss issues, share ideas and information, and receive unfiltered feedback from the rank and file. Within the past five years I have not received a grievance related to working conditions or a personnel transfer.

Most recently I engaged the POA to garner support for the adoption of the Advanced Community Policing (ACP) concept and to start the national accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Using a similar process, I engaged the unions in a dialogue during my monthly meetings and as part of our formal strategic planning process. In fact, I presented the ACP idea during the strategic planning sessions, which allowed the group to decide whether to incorporate it as part of the 3 Year Strategic Plan. The concept was adopted and is now incorporated in our strategic plan.

As part of our strategic plan, we also crafted a Vision statement that identifies our desire to become "...nationally accredited agency and industry leader." Again, through open communication with the unions, the Department did receive support for the accreditation process. The POA President asked to attend a CALEA conference in Utah with the Department's Accreditation Manager to learn more about the process and identify the role of the POA in this process. Both attended this conference and they are working together to develop an accreditation plan. We recognize that throughout this process we will have to conduct several "Meet and Confers" because some of our new policies and practices will impact working conditions. However, I am confident that we will be able to work together and resolve all differences because the unions are stakeholders in this endeavor. Numerous union members have even volunteered to serve on CALEA committees. It is clear that this endeavor represents a joint-venture.

Recently the Department received a grant to implement Operation Ceasefire – also known as the Boston Gun Project. The Department created a specialized unit called the Violence Interdiction Team (VIT) to serve as the enforcement "levers" and strategically target violent offenders. The current collective bargaining agreement with the POA requires the Department conduct a "meet and confer" when developing a specialized unit to determine if that unit is eligible for incentive pay. This was accomplished with little fanfare and the unit is in operation.

The effective police chief must be able to work with the unions and maneuver successfully amid rigid collective bargaining agreements. Respecting the union, its focus and obligations, and negotiating in good faith are critical to effective relationships. This is not to suggest that the chief seek union approval for management decisions nor does communicating with the union weaken the management team. It does suggest that the chief recognize the leadership role the unions do play in the organization, and that the role be used to accomplish the mission and benefit the staff and the community.

For example, after transitioning the Police Department to Area Command I had to hire two new police captains. Although this position is an at-will classification, I decided to use a competitive process and invite the police union to participate in the selection process. The candidates were also required to appear before a panel of city department managers that involved civilian unions as well. This allowed me to assess whether a candidate could effectively work and communicate throughout city government and with civilian and sworn unions.

Question #3

How have you addressed concerns regarding racial and social disparities in the development and implementation of policing practices?

The first step in addressing racial and social disparities in policing is to understand that they actually exist. Too often, law enforcement denies this reality and retreats to a defensive posture whenever the hint of race is mentioned. Consequently, we fail to learn from our mistakes and miss opportunities to engage the community in proactive dialogues rather than reactive debates. To simply bury our heads in the sand hoping that nothing happens to bring the issue of "race" to the forefront is dangerous and places the organization, city and community at risk.

As the police chief in one of the most diverse communities in the United States, I have obtained an authentic and in-depth understanding of these issues and possess an expert ability to face them in an effective and tempered manner. I have linked police and race relations to community policing and the Department's ultimate effectiveness. Through the strategic planning process I have been able to focus the Department on the concept of Advance Community Policing (ACP) which requires the police and community to establish strategic partnerships that focus on the root causes of crime. ACP also requires the community to gain an even higher level of trust and confidence in the police. It is therefore critical that the Department work with the community to remove the historic barriers to public trust and confidence such as police and race relations; especially in diverse communities.

I have established an organizational tone against discrimination. This was accomplished through organizational policies, practices and training, and the establishment of the "Five Deadly Sins": Untruthfulness, Discrimination, Brutality, Retaliation Against a Witness, and Accepting Gratuities. Any violation of these deadly sins results in the immediate recommendation for termination. I also established a model anti-racial profiling policing that also requires stop-data collection. The Department is in the process of forming a stakeholder group to partner with researchers at Stanford University to conduct data analysis. The Department has also reinforced the focus on racial parity through its hiring and promotional process. We have one of the most diverse police departments in the country.

In 2009, the Police Department launched the Cultural Competency Training series for all police department personnel. The purpose of this training is to provide staff training on the varying cultures in our community and allow staff and the community to engage in meaningful dialogue with the leaders from these cultures. The first session involved the then-Mayor, who is Hispanic, and a panel of Latino community leaders including representatives from Community Legal Services and the Mexican Consulate to discuss Latino Culture and specific issues facing this segment of our community.

The second Cultural Competency Training session focused on the African American community. The present mayor, who is African American, convened a panel of African American community leaders to discuss issues facing this segment of our community. Staff also received training on the American Civil Rights Movement and the roll the police played in segregation. This provided staff a better understanding of the existence and impact of generational mistrust. The third Cultural Competency Training Session is scheduled for June and will focus on the Asian/Pacific Islander community. These trainings also include a cultural lunch in which the community provides staff a taste of their culture and history.

The Police Department also conducted a Youth Summit hosted by the Police Chaplains and Police Explorers in partnership with the local youth and numerous community and faith-based organizations. The issue of racial profiling and disparate incarcerations rates were discussed during this summit.

In December 2009, a neighboring police chief made a comment that all blacks in the downtown area of that City should be stopped because of a recent spike in robberies involving black males. Obviously this statement was inappropriate and constituted racial profiling.

Because of the proximity of this city to East Palo Alto, and what many residents described as decades of racial profiling by this police department, emotions ran extremely high. Over 300 residents marched from the East Palo Alto city hall to this jurisdiction. What was extremely revealing was that the group invited the Police Department to participate in its planning meetings for the march and made a specific request that "their" police department escort them into the neighboring jurisdiction and stay with them during the march. This reflected a level of trust and comfort that had been established based on our outreach efforts.

One month later, an unarmed black youth was shot in the back and killed on camera by a transit police officer. Both of these incidents sparked racial strife and brought the issue of police and race relations to the forefront. Although neither of these incidents occurred in East Palo Alto, I called a special community meeting to tackle this issue head-on. I advised the community that I wanted to talk about these incidents and provide them an overview of their Departments policies and procedures regarding racial profiling, the use of force, and overall police accountability. I also wanted to hear directly from them about concerns they may have regarding racial profiling, excessive force and police misconduct.

Another way in which I have addressed the issue of disparate incarcerations rates in through our parole reentry program. The Department received a $3.5 million grant from the Department of Corrections to implement a program that focuses on jobs and reducing recidivism rates. My Department is the only police agency in California to operate such a program. This program has been embraced by staff and the community. Both groups understand that one of the key benefits of this program, other than lower crime rates, is the reduction of disparate incarcerations rates of young men of color.

I recently distributed a paper entitled "Police and Race Relations – the New Dialogue" in which I discuss the controversy surrounding the recent arrest of Harvard University Professor Henry Louis Gates by the Cambridge Police Department. I believe this incident underscores the complex, emotional, and challenging nature of police and race relations. The Gates' incident revealed the divide that remains with regards to police and race relations despite the significant advances made over the past 30 years and the election of President Obama. In many ways, this incident removed the false sense of racial harmony that followed the historic election. Most Americans viewed the election of a black President as significant progress in race relations; however, defining what this progress represents is where the views differ.

For many non-minorities, the election signaled the end to the lingering effects of slavery, segregation and our troubled history with regards to police and race relations in this country. In other words, if we have a black president why do minorities still view the Gates' arrest (and other similar issues) through a race-based lens? For many minorities, however, the election represented a different progress – it increased their entitlement to the American dream, lowered their level of tolerance with regards to racial discrimination, and increased their outrage with police abuse of people of color. In other words, if we have a black president why am I still being stopped and abused by the police?

For some, these differing views were masked by the adulation of the election until the Gates' incident sent them on a collision course and sparked an old debate centered on the question of who's right, who's wrong. To improve police and race relations within my community I have created venues in which the police and community engage in a "new dialogue" that transcends that question. By its nature, the answer to who's right suggests that someone must be wrong. Thus, the debate is limited to legality and fails to address the issue of legitimacy for which there is a distinct difference. Legality simply requires the police action to comply with existing law. Legitimacy, however, requires that action meet a higher standard and achieve public approval.

Using this framework has allowed my Department and our community to engage in a dialogue about race relations and ask a different question: How do we enforce the law impartially while achieving legitimacy? The answer to this question not only addresses police and race relations; it is the basis for "advanced" community policing and effective crime-fighting strategy.

Competitive Exam Materials

Chief of Police

Police Chief Candidate:

John Diaz

City of Seattle

Semi-Finalist Candidate Profile

Chief of Police

John Diaz

Professional Education

Associate of Arts, Administration of Justice, Skyline College
Senior Management Institute for Police
Graduate, National Academy, FBI Academy

Command Level Experience

City of Seattle	Acting Chief of Police	March 2009 - Present
	Deputy Chief of Operations	2006 - 2009
	Deputy Chief of Administration	2001 - 2006
	Assistant Chief, Operations Bureau II	2000 - 2001
	Captain, Violent Crimes Section	1999 - 2001
	Captain, Commander of East Precinct	1995 - 1999
	Captain, Commander Coordinated Criminal Investigation	1993 - 1995
	Captain, Commander Crimes Against Property Section	1992 - 1993

Department Profile

Number of sworn personnel: 1,330 (1,900 total employees)

Demographics: White 76%; Hispanic/Latino 5%; Asian/Pacific Islander 8%; Black 9%; American Indian 2%. 14% Female.

Budget: $245M

Collective Bargaining: 5 bargaining units

Community Profile

Population: 582,454

Demographics: White 70%; Hispanic/Latino 5%; Asian 13%; Pacific Islander 1%; Black 8%; American Indian 1%. 50% Female

JOHN DIAZ
Interim Chief of Police
Seattle Police Department

PROFESSIONAL EXPERIENCE

March 2009-Present ACTING CHIEF OF POLICE

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

2006-2009 DEPUTY CHIEF OF OPERATIONS

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

2001-2006 DEPUTY CHIEF OF ADMINISTRATION

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

2000-2001 ASSISTANT CHIEF, Operations Bureau II

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

1999-2001 CAPTAIN, Violent Crimes Section

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

1995-1999 CAPTAIN, Commander of the East Precinct

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

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

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

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

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

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

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

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

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

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

EDUCATION AND PROFESSIONAL DEVELOPMENT

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

SPECIAL ACTIVITIES, MEMBERSHIPS AND AWARDS

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

COMMUNITY INVOLVEMENT

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

JOHN DIAZ

April 19, 2010

Police Executive Research Forum
ATTN: Seattle Police Chief Search
1120 Connecticut Ave. NW, Suite 930
Washington, DC 20036

Dear Seattle Police Chief Search Committee:

The enclosed application materials are submitted in support of my strong desire to be considered for the position of Chief of Police for the City of Seattle. I believe you will find that I possess a rare combination of skills, knowledge and experience that make me uniquely qualified for the position of Chief of Police. I would like to take this opportunity to highlight my background for your consideration.

I am a consummate law enforcement professional. I began my career as a criminal investigator for the United States Army in 1977, became a sworn officer of the Seattle Police Department in 1980, and have spent my entire adult life learning and growing in this career.

I possess both depth and breadth in law enforcement experience. In my time with the Department, I have worked in a wide variety of assignments representing the broad scope of public safety challenges facing Seattle residents. I have also promoted through the ranks and have taken on supervisory and command responsibilities in such areas as the Gang Unit, East Precinct Commander, Homicide and Assault Commander. As an Assistant Chief, Deputy Chief and now Interim Chief of Police, I have assumed greater responsibility for taking on new initiatives and pushing innovations in such areas as community outreach and engagement, race and social justice, and the use of science and technology to support public safety objectives.

Whenever the Department has confronted tough issues, I have consistently been tapped as a key point person to address them. In the 1990s, for example, with the specter of emerging gang problems looming, I became the Gang Unit Commander. In the wake of a scandal involving a detective unit, I was selected to lead the group to stabilize and refocus them on their mission and purpose. As a Precinct Commander, I provided solid, consistent and steady leadership in some of the most diverse parts of the city. More recently, after many years of the Department regularly overspending its annual budget, I assumed responsibility for budget management and oversight. Under my stewardship, the Department not only balanced its budget for five straight years, but also returned some monies to the general fund. Not all of these assignments were enviable ones. Some carried with them the risk of personal or professional loss, but I did not shrink from any of these tasks, letting my sense of duty outweigh any other considerations.

Despite my many years in the Department, I have never lost my enthusiasm for the job nor my affection for the organization and for the men and women who are at its core. In my mind, there is no nobler profession than that of providing safety and security to the community; and there is no finer law enforcement organization than the Seattle Police Department. The initiative, talent and creativity that abound in the Department inspire me daily. My primary reason for seeking the job of Chief is the desire to continue to support and encourage such excellence.

During the last year as I have served as Interim Chief, the Department has experienced both exhilarating highs and profound sadness. With skilled and solid police work, we solved many high-profile cases that were celebrated by and with the community we serve. We were also rocked by tragic incidents, including the loss of one of our own officers, killed in the line of duty. Through it all, we remained steadfast in our commitment to our fundamental mission, and have moved forward effectively and productively to address the public safety challenges facing our community.

This is a daunting time for local government leaders. Public expectations remain high, though resources are dwindling. Nevertheless, I remain confident. My confidence comes from the support of a superb and highly effective leadership team, and the exceptional men and women who serve the Seattle Police Department. As Chief of Police, I pledge that I will match their dedication, commitment and hard work, and use all of my energies and resolve, to ensure that we meet and overcome whatever obstacles may lie ahead.

On a final note, as proud as I am of my career in law enforcement and my accomplishments in the Seattle Police Department, without the encouragement of my family – my wife Linda and my three children, two sons, ages 13 and 11, and daughter, age 9 – I would not be submitting this application. Their support has been crucial to my successes in the Seattle Police Department.

Thank you for your thoughtful consideration of my qualifications and application materials. Please feel free to contact me at if you have any questions or need additional information.

Sincerely,

John Diaz

John Diaz
Interim Chief of Police

PERSONAL STATEMENT OF INTERIM CHIEF JOHN DIAZ

Who I am as a person: As I reflect on the markers in my life that have been most influential in shaping who I am, being the child of immigrants must surely top the list. My parents came here from Mexico, bringing with them an abiding love for this country and an abundant faith in its potential as a land of opportunity. As parents they instilled the expectation to work hard, without complaint and without regard for glory or praise. The behavior they modeled emphasized modesty in one's accomplishments while being forthright in accepting responsibility for mistakes. These values, combined with my military experience, have given me an operational credo that says, "it's not about you, it's about the mission." I was raised with an ethic of public service. Citizenship demanded community involvement and service; and there can be no higher form of public service than the commitment to keep the community safe and secure. My family experience has also made me sensitive to the situations and circumstances where our society falls short of its lofty ideals, where persons are not treated fairly by virtue of their skin color, gender, heritage, language skills or economic condition, and where only barriers confront those who seek opportunity. While my parents insisted on having no excuses as stumbling blocks arose, I recognized that their studied stoicism could never result in necessary change. This has made me determined to use my influence to change the institutional narratives for others. The driving force in this regard is my own immediate family. As a husband and father of three school-aged children, I want them to face a society where all have the same chance of success or failure and where they will come to have the same faith and confidence in our nation's values and institutions that brought my parents here a generation ago.

Who I am as a law enforcement professional: I am a consummate law enforcement professional. I began my law enforcement career as a criminal investigator for the US Army in 1977, became a sworn officer of the Seattle Police Department in 1980 and have spent my entire adult life learning and growing in this career. In my thirty-year career with SPD, I have had a variety of tough but fulfilling assignments and leadership roles. These have given me not only a thoroughgoing knowledge of the organization, but also keen insights into the public safety challenges facing Seattle neighborhoods. The lessons learned from this experience have shaped me as a police professional and include the following. First, be willing to

change and grow, and determined to never stop learning, especially from unexpected people and places. Second, from the public's perspective, it is the little things, rather than the grand gestures, that make all the difference. In that sense, every encounter in the community constitutes a moment of truth, and represents an expenditure of our social capital and legitimacy. That is why I have supported our continuing surveys of the community to gauge the messages we send and the efficacy of the services we provide to Seattle's residents. A third lesson is that fear and insecurity, as perceived in individual communities, are shaped by a wide range of factors, only some of which are represented in official crime data. Even within official statistics, the variation between and within areas of the City is stunning. To truly address public safety, then, requires not only more active and in-depth engagement at the neighborhood level, but also more collaborative approaches to the issues that engender insecurity and fear. We are embarking on an approach, called Neighborhood View Point, to advance our capacity to listen, learn and shape public safety approaches that will really impact the sense of security in individual communities. Next, it has become clear that the criminal justice system is society's default mechanism when other systems fail or are unavailable to act. Police in particular are regularly called upon to respond to situations and persons better handled by other systems and institutions. Pressures on public sector budgets have begun to move us closer to a more rational leveraging of scarce resources. Still needed is a better approach for balancing the interests of those at risk, those in need, those asked to respond and those in the larger community who may be asked to support these endeavors. Finally, with the great authority that society gives to law enforcement officers, comes an awesome responsibility to be accountable in the exercise of that authority. Effective policing requires the community's compliance and respect for authority, but this does not happen as an automatic reflex. It comes as the result of consistent, fair and legitimate actions that engender trust and confidence. The former must be practiced – and the latter earned - every day. Despite my many years, I have never lost my enthusiasm for the job nor my affection for the organization and for the men and women who are at its core. In my mind, there is no nobler profession than that of providing public safety and there is no finer law enforcement agency than SPD. This is why I seek to be Chief of Police.

Semi-Finalist Essay Responses

City of Seattle

Essay responses for Police Chief Candidate:

John Diaz

Response to Question One by Interim Chief John Diaz

Communities both large and small are being forced to resort to layoffs, furloughs and reductions of services to an extent that was unheard of for many years. These reductions are coming at a time when the nation is suffering an economic crisis not seen in decades. Cities such as ours, that have enjoyed historic reductions in crime, are beginning to see increases in crime. Desperation rises as people are losing their jobs and homes, and social safety nets that had been available in normal economic times are fraying and disappearing. The City of Seattle is anticipating a 50 million dollar shortfall in 2011. Unanticipated cuts to social service programs that may be inevitable will make the efficient use of police resources an even greater operational imperative to ensure a high level of public safety for our citizens.

In my 30 plus years with the Seattle Police Department (SPD), it has only been in the last decade that my involvement with the budget process has given me a new appreciation of the challenges that need to be met in order to balance the budget without compromising public safety, morale or innovation. A brief overview of my history can give you an insight into the approach I have taken in the past on SPD's budget, and then I will discuss my approach to this current economic crisis.

Prior to 2001, my over 20 years of experience with SPD was working in Operations – the Patrol Bureau, Investigations Bureau, Internal Investigations Section. During that time I never worked solely as an administrative professional or budget manager. As a Captain in various sections, I oversaw budgets that ranged from 2.5 million dollars to over 15 million dollars. The approach I took in each unit was to ensure that there were clear guidelines for the use of the money and oversight of how the money was spent. During this period of time our organization's approach to the budget was quite decentralized. The challenge that we experienced, and frankly will always struggle with, is that many situations were outside of the direct control of the police department. Critical criminal investigations, increases in criminal activity in various neighborhoods, special events, and unplanned visits by dignitaries, all challenged the Department's ability to operate within its allocated budget. The reputation of the Department during that time was that SPD was not a good steward of the public's resources.

In 2001, Chief Gil Kerlikowske promoted me to the rank of Deputy Chief and, to my surprise, moved me from my comfort zone in running Operational Sections to becoming the Deputy Chief of Administration – in essence an administrative professional and budget manager. Chief Kerlikowske gave me two mandates; one, to lead the Seattle Police Department towards attaining National Accreditation, and second, to overhaul our budget process (which was over 200 million dollars at the time) to ensure it came in balanced each year. What I first viewed as a curse by our new Police Chief became a key factor in my growth as a leader. I was fortunate in having innovative and experienced staff within the department, such as Valarie Anderson and Marian Merkel, as well as city budget assistance from individuals such as Dwight Dively and Doug Carey.

I took a straightforward approach to meet this challenge of managing the administration and budget of a large police agency. My initial impressions of the budget process were that, unlike private business, government tends to be less nimble in making changes in how it conducts its business practices and less able to react to changes in the economy. I immersed myself into every detail of SPD's budget. One of the first steps I took in reaching a balanced budget was to develop a procedure that required my signature for approval on all expenditures. Previously, expenditures were approved by different commanders throughout the Department in a highly decentralized process without close oversight. Next, I began a practice to meet with the budget staff each week to review the necessity of every single expenditure request and compare it to the overall needs of the Department. We began to look at where we could trim costs in a way that would not impact our services or morale. These procedures resulted in both small and large changes to our overall budget.

One aspect of the budget we looked at was what might be termed "outlier expenditures" to see if there was a more efficient way of doing business. An example of such costs was how we were using copy machines in the Department. We had numerous contracts with four different vendors for copy machines at different police facilities around the City. We worked with users to evaluate their needs with the goal to significantly reduce the lease costs of our copiers. As a result of this effort, we stopped compartmentalizing our copier business, switched to one primary vendor and realized savings of over $120,000 in one year. Another innovation that occurred was establishing a procedure to provide more oversight on how we staffed officers at special events. Requiring final approval for all officers working a special event by the event commander drastically reduced costs in overtime for the Department. These additional steps of oversight and stricter review of expenditures resulted in five years of balanced budgets and some years with a surplus that could be returned to the City's general fund.

When given the assignment of overhauling the Department's budget process, the approach I took was a radical departure from our previous history of having an extremely decentralized budgeting culture. And while I did have procedures in place that allowed for bringing in additional resources as needed to ensure public safety, these new procedures did have ramifications for morale. Some commanders rightly believed that their budget authority had been stripped. I also believe that they felt this approach shifted the responsibility of the budget from everyone's responsibility to only one person's responsibility -- mine.

Recognizing this unintended effect required another viewpoint, which resulted in many changes in how we now address budget oversight. A few examples of how the Department is balancing a more centralized budget process with shared responsibility are the following: with respect to training expenditures, we now have a training committee, run by a Captain; in a similar vein, overtime allocations for each section are evaluated by the respective bureau's commander, allowing direct involvement by section commanders and greater flexibility in the process. We continue to have a culture of central oversight and, I am proud to say, have gained a reputation of strong fiscal responsibility.

Your question rightly asks how we reduce budgets without compromising public safety, morale or innovation. In the past budget reductions, we instituted a process that set functional priorities for every line of business in the Department. These priorities placed emergency response, follow-up investigations and oversight at the forefront of our core mission. In this current economic crisis there may be lines of business that we will have to either suspend or cancel, but having established our functional priorities provides us with a solid framework from which to proceed.

Despite the current fiscal situation in the City, we are extremely fortunate on a couple of different fronts in our ability to sustain the Department's commitment to innovation. We have over 17 million dollars in grants that help us in a variety of areas, from homeland security to gang violence reduction. We are also very fortunate to have the Seattle Police Foundation as a partner. The Foundation is made up of highly successful business and community leaders who have put together a grant process to fund new ideas. It has funded items such as Blackberries for bicycle officers and having Automated External Defibrillators in every patrol car. We continue to look at new ways to improve our Department through resources external to the City, as they come available.

In conclusion, our current budget practices now have a more inclusive approach to decision making on priorities but with a strong central, oversight component. The Criminal Justice System has in many ways become the default mechanism to deal with many of the social conditions facing our society today. This tendency not only will continue to stress our budgets, but also will give us an opportunity to leverage and collaborate more closely with our partners throughout various public and private institutions. In my years serving as an administrative professional and a budget manager, I believe that I created balanced budgets while at the same time ensuring that public safety needs are being met, allowing for innovations and creating solutions to raise morale, when cuts or changes had to be made.

Response to Question Two by Interim Chief John Diaz

Over 90 percent of the personnel in the Seattle Police Department (SPD) are represented by a union. Under Washington State law, changes to working conditions are generally subject to collective bargaining agreements. SPD has eight different unions that it works with on a regular basis. Until the last 10 years of my career at SPD, I had been a member of either the Seattle Police Officers Guild (SPOG) or the Seattle Police Management Association (SPMA). During the last decade, I had been the lead in our monthly Joint Labor Management Committee (JLMC) meetings with SPOG until I was appointed Interim Chief of Police. I also represented the Department as part of the City Negotiation Team for the last SPOG contract. These experiences strengthened my belief that in the overwhelming majority of issues that arise during the normal course of business, unions and management have a similar vision for the police department. We jointly share a belief in providing the best service possible to our community in order to keep them safe, in providing the best tools and training to keep our officers safe, and in a belief in oversight and transparency.

An ongoing concern for unions and management will always be how best to deploy our scarce resources in such a way that we maximize efficiencies and do so in a way that works in keeping within the boundaries of our labor agreements. There is a process codified in labor agreements that allows changes in deployment through our Employment Involvement Committee (EIC). Committees such as the EIC are formed with participation from both labor and management to look at efficiencies and changes in work schedules that jointly benefit both. As a member of the JLMC I know that this process is effective and valuable. A current example would be the change in work hours that has taken place in the Harbor Patrol Unit, allowing more efficient deployment of their resources. Many different options were considered, but through cooperation by both the unions and management, an agreeable and optimal shift schedule was created.

We have had a succession of ten-year strategic plans over time, each one bringing new ideas and innovations to the Department. The cornerstone of our current deployment of resources is based on our Neighborhood Policing Plan project that was led by Deputy Chief Clark Kimerer. This plan took a detailed look at the workload, staffing levels and metrics of the entire patrol force and made some significant changes. The changes included the balancing of workloads, the realignment of districts and, most importantly, brought back the concept of geographic integrity into our patrol operations. The last phase of this plan requires changes in the shift hours and times for patrol to align more closely with workload peaks and valleys. Although somewhat radical in police circles, this approach – align your staff and schedules to mirror your workload – is considered a basic, best practice to most private businesses. A similar examination of staff schedules and workload is being conducted for our detectives and is currently being led by Assistant Chief Jim Pugel and a team of detectives in the Investigations Bureau.

The change in working conditions by an employee represented by a union requires that we bargain the impacts of that decision. In the case of the Neighborhood Policing Plan (NPP), we went through an extensive negotiation process that is spelled out in the current SPOG contract to work through the variety of issues that come into play in order to make these changes. Our current budget will have great impact on when and how NPP can be fully implemented. I plan to continue to work collaboratively with our unions in upcoming negotiations to determine how best to meet the needs of the Department and community with regard to patrol staffing.

Several years ago prior to opening contract negotiations, union representatives, Chief Kerlikowske, members of the mayoral executive team and I went through a two-day Interest Based Bargaining Training Course. The approach taken in the course, which I continue to feel has great promise, encourages a problem-solving aspect within contract negotiations. It has been my experience that early involvement and collaboration with labor on issues of concern creates higher-quality solutions and lasting results. One

example where this has occurred in our current contract, SPOG leadership had great input on designing how officers would bid for shifts under the new schedule.

Our City will be dealing with a budget deficit of a magnitude never before seen. We must ensure that we are communicating with the unions in any upcoming deliberations. The priorities of the Department are to deliver rapid and quality 911 response, to conduct timely and accurate follow-up investigations, and to stay focused on prevention -- as these services are paramount to the Department and the community. An open line of communication between unions and management is the best way to work through any unexpected issues that may arise in these uncertain economic times.

In conclusion, the change in deployment for any of our employees will be conducted within the parameters of our labor agreements. It has been my experience that differing interpretations of those agreements by the unions and management cause the most tension and, left unchecked, can result in distrust on both sides. My personal approach is to try and resolve conflicts whenever feasible as early as possible. However, we do have a well-detailed grievance process that can be used in times when a mutual decision cannot be reached. I am a believer that the grievance process should only be used as a last resort and that the mere fact there is a grievance process does not eliminate the commitment to collaborate whenever possible in reaching a solution to an issue. Again, I believe overall that unions and management have a similar vision of what is best for the Department and community to provide the best possible service.

Response to Question Three by Interim Chief John Diaz

Race and social justice is an area that deeply concerns me. The opportunities and promise available in our country are the envy of the world. However, the issue of race continues to plague us. Racial disparities are outcomes of virtually all institutions in our society, regularly exhibited in the form of disparate academic achievement, health indicators, income and economic well-being. My concerns with race and social justice have both personal and professional origins. As the son of immigrants, my awareness of institutional differences was heightened and gave me particular insight into how law enforcement is perceived by different communities. In addition, rather than detracting from my desire to be in law enforcement, this experience gave me additional incentive to take on this career.

My professional concerns about race and social justice are rather straightforward. While many in our society may decry racial disparities, they may do so from a comfortable distance. Police officers cannot. Day in and day out, police officers confront persons – as victims, as witnesses and as offenders – whose circumstances have been shaped by racial inequities. Moreover, police officers are placed in the unenviable position of asking these same persons to comply with and have faith that the governmental institutions they represent will produce just outcomes. Needless to say, this is often a tough sell.

By the late 1990s the issue of racial profiling by law enforcement agencies was becoming a national controversy, with more and more departments being accused of engaging in racially motivated practices. In the interest of being part of the solution to address these issues, I joined a taskforce put together by then-State Supreme Court Justice Bobbe Bridge and King County Councilmember Larry Gossett. The taskforce included members of the Defenders Association, judges, prosecutors, corrections officials, and other program managers such as James Bell from the Law and Youth Justice Center of San Francisco. In this project, I volunteered our Department's statistics in traffic stops to be used to study the issue of profiling. I worked closely with Bob Scales, who at the time was with the Office of Policy and Management, and developed a detailed review of over 130,000 traffic stops the Department conducted in 1999.

The traffic stop data proved extremely valuable to the group, allowing it to study the issue using concrete information rather than abstract concepts of the outcomes in police encounters. For my work on this task force, I received the 2001 "Unsung Hero Award" by the San Francisco Youth Law Center. In some quarters there was concern that providing the traffic data had made the Department vulnerable to further accusations of profiling, but I was extremely proud of our Department for taking a leadership role on this crucial issue.

As a result of this work, I was then appointed to a number of different committees that focused on race and social justice issues. An early taskforce that led the way was the Racial Disproportionality Project in which I was the Department lead. In late 2001, the Seattle City Council passed a resolution addressing racial profiling and the Council and Mayor jointly worked with our Department in a multi-prong approach, including:

- Citizens' taskforce to design a data collection system
- Specific policy condemning racial profiling
- Training
- Studying the feasibility of using video cameras
- Increase strategies for building community partnerships
- Ongoing accountability measures

Those approaches within the Department's control, such as video cameras in patrol vehicles, and policy, training, accountability and outreach initiatives, have been undertaken. In addition, this early work has

been built upon and we continue to move forward in this area. For example, I meet with each police academy graduating class and their families. I discuss our City's race and social justice agenda and make sure that each graduate receives a copy of our policy against bias-based policing. I begin each discussion with the fact that as police officers they have an incredible responsibility in how they handle their duties. I always quote Lincoln's statement that "most can handle adversity, but the true test of their character is how they handle power". In speaking with new officers, I have incorporated the idea that it is not what you *can do* as a police officer, but rather what you *should do* that can make the most difference.

I continue to work with some of the best and brightest of our Department to try new initiatives to address systemic disparities. The Drug Market Initiative is a good example of such an approach. This initiative tries to ensure that the community is safe, while enlisting their assistance to stop the drug dealing on their streets, without resorting to incarceration of the suspects. This approach has shown promise and we will be replicating the program in another neighborhood shortly.

I have worked with members of the Department's Race and Social Justice Core Team to strengthen ties between our Department and our community in a variety of ways. Working with our finance director Valarie Anderson, Chief Administrative Officer, I was proud to see her expand the economic opportunities for women and minority-owned businesses, as our Department spending with such businesses has grown from 3 percent to over 20 percent over the last five years. Working closely with OPA Director Kathryn Olson, I have been intent on ensuring that we thoroughly investigate misconduct cases and that we are transparent in our work. Such efforts continue to pay dividends in strengthening our community partnerships. Working with a professor from the University of Washington, we continue to assess the responses by our officers to persons who call 9-1-1. This effort helps to build continuous improvement in our service. Our Department's policy of not asking for citizenship status helps strengthen our ability to work closely with all of our communities.

Other activities of the Department testify to our initiative and innovation in reaching out to all parts of the community. Successful attainment of National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA), for example, highlights the commitment by the men and women of our Department to adhere to the highest standards of our profession. Our new initiative, the Neighborhood View Point, introduces the idea of customizing our police response for every neighborhood in the city. Our outreach in dealing with gang violence, providing school resource officers, our truancy and mentoring programs, our outreach to women prisoners and their daughters, are but a few of the many initiatives of this Department, designed to change the institutional outcomes for many.

I am personally involved in the following groups and organizations that address racial and social disparities:

- City of Seattle's Race and Social Justice Initiative
- Latino Advisory Council
- Salvation Army – multiple programs that assist the most needy in our community
- Scoutreach – bringing lessons from scouts through sports
- Center for Children and Youth Justice – work on system changes in how we handle youth

This last year has been one of successes and great tragedies in our city. The men and women of our police department were successful in solving some horrific crimes. I continue to assert that we need three ingredients to succeed: excellent police officers, innovative science and community involvement. A progressive police department is one that understands we must work in close partnership with our community to be effective. Racial and social disparities – left unaddressed – only lead to a community that distrusts the police and to frustration on both sides. It is my desire to address these issues head on, jointly and openly, in order to better serve the community and the Department that I lead.