



Seattle City Council

August 9, 2010

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

RE: City Council Expectations for the Chief of Police

Dear Chief Diaz:

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

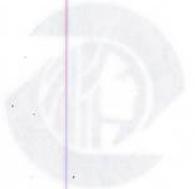
This letter is being sent to you and placed in Clerk File 310947, which contains the Mayor's request for your confirmation as Chief of the Seattle Police Department (SPD). It outlines the Council's expectations for your job performance.

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

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

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

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Expectations for Chief of Police Performance

- 1. Reducing Crime: Focused and Proactive Problem-Solving.** Council Resolution 31184 specifically cited a need for improvements in focused and proactive problem-solving policing in tandem with the application of evidence-based methods to increase public safety (Section 2). We expect you to provide leadership in collaborating with criminal justice and community partners in developing and implementing innovative and effective initiatives to reduce crime. The Department must organize and manage the use of its officers to maximum effect and focus on the most serious neighborhood crime problems. The Council expects you to lead the Department in employing evidence-based, best-practice strategies and tactics to solve recurring and new crime problems and to target and apprehend serious repeat offenders. Specifically, the Council would like to see declines in domestic violence, robbery, theft, aggravated assault and residential burglary rates. We expect you to formulate initiatives that will lead to reductions in street disorder, particularly problems related to illegal open-air drug markets that plague some Seattle neighborhoods. The Department's focus on the commercial sex trade should continue, especially targeting predators and those who traffic individuals for financial gain.
- 2. De-escalation Practices: Leadership and Training.** We understand that the work of police officers often places them in high-risk situations in which conflict is inherent and which require them to make instant judgments. We expect Seattle police officers to be highly skilled and professional in performing their jobs. The Council expects that the Department will quickly develop and fully implement the most effective training available for minimizing and de-escalating conflict in encounters between officers and civilians. Those encounters related to misdemeanor and infraction enforcement have been the subject of repeated analysis and comment by the Office of Professional Accountability civilian auditors over the years. We also ask that you ensure that the ability to minimize and de-escalate conflict be an integral part of the Department's regular evaluation of all patrol officers' performance, including recognizing those who demonstrate excellence in managing conflict, as well as providing corrective guidance to those who could improve their skills.
- 3. Setting the Bar High: Misconduct and Restorative Discipline.** We expect our police officers to always perform their duties in a professional, respectful and fair manner, treating all persons with dignity. We encourage expanded use of restorative discipline, such as mediation and training/education, for less serious violations of Department policies. Less serious violations include minor good-faith mistakes and those matters that would normally be resolved through reprimand and line supervisor interventions. We encourage you to aggressively investigate and appropriately punish misconduct of a more serious nature, including use of excessive force, dishonesty, violations of constitutional protections, ethical violations, and behavior that involves discriminatory intent.

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

Expectations for Chief of Police Management

- A. **Council Relations.** You are expected to maintain a constructive working relationship with Council, as demonstrated by:
1. Prompt and complete responses to Council information inquiries.
 2. Proactive updates on policy development, operational concerns and financial matters of significance, so the Council is informed of major changes or controversies.
 3. Dependable implementation of formal policy direction provided by the Council.
 4. Assistance in the research and development of Council policy initiatives.
- B. **Community Relations.** You are expected to maintain open and positive relations with the public and encourage community confidence in the Department, as demonstrated by efforts in:
1. Conducting extensive outreach to members of diverse communities and other relevant stakeholders and regularly engaging with them as key public safety partners.
 2. Supporting Seattle's independent system of civilian oversight of police conduct and encouraging the community to rely on it.
- C. **Staff Development.** You are expected to maintain a high caliber work force for the Department, as demonstrated by your efforts in:
1. Recruiting the best and brightest to SPD ranks, and striving to develop an SPD work force that reflects Seattle's demographics and cultural values.

Chief John Diaz
August 9, 2010
Page 4

2. Fostering the highest standards of professionalism, developing and maintaining good morale among SPD employees, and ensuring a work environment that offers all staff advancement opportunities.
3. Conducting succession planning and attending to the professional development of SPD staff, including identifying, developing and nurturing SPD leaders.

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

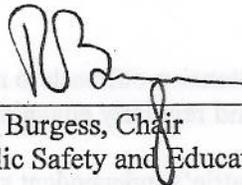
Ensuring peace in our communities and excellence in policing must be the work of many hands. In this work you can expect the Council to support the work of innovation, accountability, and transparency, although we will have questions for you about strategies, tactics and follow-through. No doubt there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

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

Sincerely,



Richard Conlin, President
Seattle City Council



Tim Burgess, Chair
Public Safety and Education Committee

Cc: Mayor Michael McGinn
Seattle City Council Members