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# City of Seattle



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CITY CLERK

## Chief of Police Seattle Police Department

Confirmation Packet  
May 19, 2014

**Kathleen O'Toole**



**City of Seattle**  
**Mayor Edward B. Murray**

May 19, 2014

The Honorable Tim Burgess  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Burgess:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Kathleen O'Toole as the Chief of Police.

The materials in this packet are divided into two sections:

**A. Kathleen O'Toole**

This section contains Kathleen's appointment and oath of office forms, her resume, and the press release announcing her appointment.

**B. Background Check**

This section contains the Mayor's Office report on Kathleen O'Toole's background check.

Kathleen O'Toole is a career police officer and lawyer who has earned an international reputation for her principled leadership and reform strategies. In 2012, Ms. O'Toole completed a six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for bringing reform, best practice and accountability to the 17,000 member Irish national police service.

Prior to serving in Ireland, Ms. O'Toole rose through the ranks of local and state policing in the United States. During her police career, she was assigned to numerous patrol, investigative, undercover, supervisory and management positions. She served as Superintendent (Chief) of the Metropolitan District Commission Police and Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. She was later appointed Massachusetts Secretary of Public Safety (1994) and Boston Police Commissioner (2004). She was the first woman appointed to all of these senior positions.

The Honorable Tim Burgess

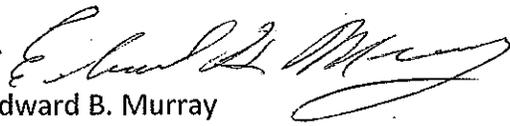
May 19, 2014

Page 2

I believe Kathleen will provide the leadership to move the Seattle Police Department toward becoming a model for 21<sup>st</sup> Century urban policing. I urge you to support her appointment as Chief of Police.

If you have any questions about the attached materials or need additional information, please contact Chris Gregorich of my office, at 206-386-1251, or via e-mail, at [Chris.Gregorich@seattle.gov](mailto:Chris.Gregorich@seattle.gov).

Sincerely,



Edward B. Murray  
Mayor, City of Seattle

cc: Honorable Seattle City Councilmembers

**SECTION**

**A**



**City of Seattle**  
**Mayor Edward B. Murray**

May 19, 2014

Kathleen O'Toole  
via e-mail

Dear Kathleen,

It gives me great pleasure to appoint you to the position of Chief of Police, (Executive 4) at an annual salary of \$211,076, effective on a mutually agreeable date in June 2014 to be determined. I will seek legislative approval to increase the annual salary to \$250,000 per year.

Your term of office is at the discretion of the Mayor. Also, your appointment as Chief is subject to City Council confirmation and relevant background checks and certifications. You will need to attend the Council's hearings regarding your confirmation.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Susan Coskey at 206-615-1622.

I look forward to working with you in your role as Chief of Police and wish you success. We have much work ahead of us, and I am confident that the Seattle Police Department will thrive under your leadership.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward B. Murray".

Edward B. Murray  
Mayor of Seattle

cc: Human Resources

# City of Seattle

## Notice of Appointment

|  |   |
|--|---|
| <b>Name:</b><br><br><b>Kathleen O'Toole</b>  | <input checked="" type="checkbox"/> <b>Executive Appointment</b><br><br><input type="checkbox"/> <b>Legislative Appointment</b> |
| <b>Appointed to:</b><br><br><b>Chief of Police, Seattle Police Department</b>  | <b>Date of Appointment:</b><br><br><b>5/19/2014</b>   |
| <b>Authority (Ord., Res.): Seattle City Charter Article VI. Sec. 2</b>   | <b>Term of Office</b><br><b>From:</b> City Council Confirmation<br><br><b>To:</b> Serves at discretion of Mayor                 |
| <p><b>Comments:</b> Kathleen O'Toole is a career police officer and lawyer who has earned an international reputation for her principled leadership and reform strategies. In 2012, Ms. O'Toole completed a six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for bringing reform, best practice and accountability to the 17,000 member Irish national police service.</p> <p>Prior to serving in Ireland, Ms. O'Toole rose through the ranks of local and state policing in the United States. During her police career, she was assigned to numerous patrol, investigative, undercover, supervisory and management positions. She served as Superintendent (Chief) of the Metropolitan District Commission Police and Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. She was later appointed Massachusetts Secretary of Public Safety (1994) and Boston Police Commissioner (2004). She was the first woman appointed to all of these senior positions.</p> <p>I believe Kathleen will provide the leadership to move the Seattle Police Department toward becoming a model for 21<sup>st</sup> Century urban policing. I urge you to support her appointment as Chief of Police.</p> |   |
| <b>Authorizing Signature:</b><br><br>   | <b>Name and Title of Officer Making Appointment:</b><br><br><b>Edward B. Murray, Mayor</b>                                      |



**CITY OF SEATTLE - STATE OF WASHINGTON  
OATH OF OFFICE**

**STATE OF WASHINGTON**

**COUNTY OF KING**

**I, Kathleen O'Toole, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Chief of Police; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as *Chief of Police*.**

\_\_\_\_\_  
**Kathleen O'Toole**

**Subscribed and sworn to before me  
this \_\_\_\_\_ day of \_\_\_\_\_, 2014**

(affix seal)

\_\_\_\_\_  
**Monica Martinez Simmons, City Clerk**

## **Kathleen M. O'Toole**

Kathleen O'Toole is a career police officer and lawyer who has earned an international reputation for her principled leadership and reform strategies.

In 2012, Kathleen completed a six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for bringing reform, best practice and accountability to the 17,000 member Irish national police service.

Prior to serving in Ireland, Kathleen rose through the ranks of local and state policing in the United States. During her police career, Kathleen was assigned to numerous patrol, investigative, undercover, supervisory and management positions. She served as Superintendent (Chief) of the Metropolitan District Commission Police and Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. She was later appointed Massachusetts Secretary of Public Safety (1994) and Boston Police Commissioner (2004). She was the first woman appointed to all of these senior positions.

As Secretary of Public Safety, Kathleen oversaw twenty agencies, boards and commissions with more than ten thousand personnel, including the Massachusetts State Police, the Department of Correction, the Massachusetts Emergency Management Agency, Fire Services, the Criminal Justice Training Council, and the Registry of Motor Vehicles. She promoted unprecedented collaboration between government agencies, the private sector, the non-profit community and academia. She reorganized the Secretariat to promote greater efficiency and was a champion for new technologies. During her tenure, crime dropped dramatically throughout the state and the quality of life improved significantly, particularly in urban neighborhoods.

As Boston Police Commissioner, Kathleen continued to demonstrate principled and effective leadership during very challenging times. She oversaw the successful safety and security operation at the 2004 Democratic National Convention, the first presidential nominating convention post-9/11. Working in close collaboration with public and private sector partners, she developed and enhanced prevention and intervention programs to address the root causes of violence in Boston neighborhoods. She spearheaded several reform initiatives and launched the Boston Regional Intelligence Center, one of the nation's first major city fusion centers.

Kathleen has worked on many high-profile projects. In 1999, she was retained as a consultant to the United States Department of Justice Civil Rights Division to examine New Jersey State Police practices and procedures following serious allegations of police profiling. In 1998-1999, she was a member of the Independent Commission on Policing in Northern Ireland (The Patten Commission). The Commission transformed policing there as part of the Peace Process. In 1999, she chaired the Boston Fire Department Review Commission that called for sweeping reforms. In 2009, Kathleen served on a four-person panel that published recommendations for reforming the Northern Ireland Prison Service. Recently, she was a member of the Independent Commission on Policing in England and Wales. The group published its findings in late 2013. She currently

serves as Joint Compliance Expert overseeing an agreement between the US Department of Justice and the Town of East Haven, CT to ensure constitutional policing.

Kathleen earned a BA from Boston College, a JD from New England School of Law and was admitted to the bar as a practicing attorney in 1982. She is in the process of completing her PhD thesis at the Business School of Trinity College, Dublin. The thesis focuses on change management in large police organizations. Kathleen attended many executive development programs, including the FBI National Executive Institute, the Program for State Managers at the JFK School of Government at Harvard University and a senior executive program at the Sloan School of Management at MIT. She is a life member of the International Association of Chiefs of Police and has served as a member of the Committee on Terrorism since 1999.

Kathleen currently lives in Massachusetts with her husband, Dan, a retired Boston Police detective. They have one adult daughter, Meghan.

## Kathleen M. O'Toole

### Education and Degrees

|                           |         |                        |
|---------------------------|---------|------------------------|
| Boston College            | 1976    | BA Political Science   |
| New England School of Law | 1982    | Juris Doctor           |
| Trinity College, Dublin   | Present | PhD Candidate Business |

Admitted to Bar - 1982

Honorary Doctor of Laws - 1998 New England School of Law

Honorary Doctor of Laws - 2005 Suffolk University

### Professional Experience

2006 – 2012 Garda Síochána Inspectorate, Ireland

Served as Chief Inspector of 16,000 member Irish National Police Service. Appointed to reform and modernize the organization and to advise the Irish Minister of Justice on policing and security.

2004 – 2006 Boston Police Department, Boston, MA

Served as Commissioner/Chief of major city police organization. Staunch proponent of community policing. Oversaw planning and operations for major events, including Democratic National Convention, Patriot's World Championship celebration and Red Sox World Championship celebration. Established Boston Regional Intelligence Center, once of the nation's first major city fusion centers. Instituted significant organizational and cultural reforms. Addressed numerous crises in a principled and effective manner.

2000 – Present O'Toole Associates, LLC, Boston, MA

President and founder of international consulting firm with offices in Boston, MA. Firm provides services to government and industry clients. Areas of focus include policing, public safety, security services, special events planning, change management, economic and business development.

1998 – 1999 Patten Commission, Northern Ireland

Appointed by British Government to serve on eight-member international panel established to create a new strategy for policing in Northern Ireland as part of the Peace Process there. The commission created a model for policing in a democratic society, with particular focus on accountability and professional standards.

1994 – 1998 Commonwealth of Massachusetts

Served in Governor's Cabinet as Secretary of Public Safety. Oversaw twenty agencies, more than 10,000 employees and an annual operating budget exceeding \$1 billion. Agencies included Massachusetts State Police, Department of Correction, Parole, Registry of Motor Vehicles, Fire Services and Emergency Management.

1992 – 1999 Massachusetts State Police

Served as Lieutenant Colonel, Special Operations Division Commander. Responsible for all tactical and traffic operations and units. Directed all special events planning and operations including World Cup Soccer. Oversaw consolidation of four state police entities. (Maintained sworn State Police status while serving as Secretary of Public Safety)

1990 – 1992 Digital Equipment, Maynard, MA

Corporate Security Manager responsible for white collar crime investigations, executive protection and crisis management. Held international responsibility in these categories.

1986 – 1990 Metropolitan District Police, Boston MA

Served as Deputy Superintendent, Administrative Services and Deputy Superintendent of Patrol Services before appointed Superintendent/Chief of this state-funded regional police service responsible for highways and other state-owned properties in ninety communities in and around Boston.

1979 – 1987 Boston Police Department, Boston MA

Served as a line officer, supervisor and manager across patrol, investigative and administrative bureaus.

**Relevant  
Professional  
Affiliations**

International Assn. of Chiefs of Police (Terrorism Committee)  
Police Executive Research Forum  
Major City Chiefs Association  
FBI National Executive Institute Associates  
Massachusetts Bar, U.S. District Court Bar  
Life Trustee – University of Limerick  
Fulbright Commission - Ireland



City of Seattle  
Edward B. Murray, Mayor

## **NEWS RELEASE**

**FROM THE OFFICE OF THE MAYOR**

**FOR IMMEDIATE RELEASE:**

**Contact:** Megan Coppersmith, Mayor's Office Press Secretary, 206.684.8379  
Jeff Reading, Mayor's Office Communications Director, 206.684.3952

### **Mayor Murray nominates Kathleen O'Toole for chief of police**

**SEATTLE** (May 19, 2014) – Seattle Mayor Ed Murray today announced Kathleen O'Toole as his nominee for chief of the Seattle Police Department.

"I made a commitment to find the best possible chief of police for Seattle, and that's exactly what I have found in Kathleen O'Toole," said Murray. "The Seattle police department deserves the best leadership possible to drive ongoing reform efforts – not for the sake of reform, and not even for the sake of compliance with the federal court, but because all individuals in this city deserve to feel safe and protected in their communities. We can be a national model for urban policing, and Kathleen O'Toole is the right choice to lead us there."

"I am humbled and excited to have this extraordinary opportunity," said O'Toole, who, if confirmed, would be Seattle's first female chief of police. "I look forward to working with Mayor Murray, members of the Seattle Police Department and the community to restore trust and develop a police service second to none."

O'Toole is a career police officer who has risen through the ranks of local and state policing. During her police career, she was assigned to numerous patrol, investigative, undercover, and supervisory and management positions, including service as Massachusetts Secretary of Public Safety (1994) and Boston Police Commissioner (2004). She was the first woman appointed to both positions.

O'Toole is also a lawyer who has earned an international reputation for her principled leadership and reform strategies. In 2012, O'Toole completed a six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for bringing reform and accountability to the 17,000 member Irish national police service.

"I want to thank interim Chief Harry Bailey, who came out of a well-earned retirement to serve as my interim chief because of his dedication to the profession, to public safety, and to the people of Seattle," said Murray. "For this, he has my profound gratitude, the gratitude of this police department and of this city."

Bailey will continue in his role while O'Toole undergoes the Council confirmation process over the coming weeks. O'Toole's targeted start date is June 23.

For more information on O'Toole, visit: <http://www.seattle.gov/mayor>

-MoS-

**SECTION**

**B**



# City of Seattle

Edward B. Murray, Mayor

Personnel/ Human Resources Department

Susan L. Coskey, Director

Date: May 19, 2014

To: Adam Schaefer, City Budget Office

From: Susan Coskey, Director, Personnel/Human Resources Department *SM*

Subject: BACKGROUND CHECK – KATHLEEN O'TOOLE

The Personnel Department has received a copy of Kathleen O'Toole's preliminary background check, run by Bob Murray and Associates during the Police Chief Search Process. There were no findings that would impact the employment eligibility of Ms. O'Toole. A more extensive background search will be conducted by the Washington State Patrol consistent with her position.

cc: Personnel File, Police Chief Search

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Personnel/Human Resources Department, Seattle Municipal Tower, 700 5<sup>th</sup> Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028

General Tel: (206) 684-7664, TTY: (206) 684-7888, Fax: (206) 684-4157, Website: [www.seattle.gov](http://www.seattle.gov)

Recorded Job Line: (206) 684-7999, Employment Website: [www.seattle.gov/jobs](http://www.seattle.gov/jobs)

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.



**Responses - Kathleen O'Toole**

**1. Describe your realistic 5-year vision for the City of Seattle Police Department? What specifically will success look like after year one? Three? Five?**

First, I would like to preface my answer to this question by respectfully suggesting that a police chief should not single-handedly develop the vision for the organization. The vision should be developed during a collaborative process involving sworn and non-sworn personnel of all ranks, city leaders, other government agencies, academia, the private sector, non-profits and a broad range of community representatives. The vision should unite and inspire all partners and provide a solid foundation for the Seattle Police Department strategy. It should be stated in simple and clear terms. The following is an example of a simple, but inspiring, vision statement:

*Working with our community, in mutual trust, to provide a safe, vibrant and nurturing environment for all in our city.*

At the end of year one, I envision:

- More productive partnerships and collaborative initiatives;
- Exciting and effective policing strategies for each neighborhood;
- Significant progress on implementation of the consent decree;
- A professional development plan for the organization;
- An enhanced accountability framework;
- More efficient operations and enhanced technology;
- Significant improvement in community confidence; and
- Improved morale.

At year three, I envision:

- Community confidence and trust restored;
- Public/private/community partnerships thriving;
- Safer, more vibrant neighborhoods throughout the city;
- Consent decree requirements met;
- Solid business practices and cutting edge technology;
- A healthier organizational culture; and
- An emerging cadre of capable leaders.

At year five, I envision:

- Consent decree reforms imbedded;
- High performance, high morale organization;
- Effective and efficient management and technology;
- Community pride, trust and confidence in police; and
- Seattle Police Department recognized as a model of excellence for professional policing and community collaboration.

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2. **As specifically as you can – describe three operational/tactical actions you will take to achieve success in year One? Five?**

In policing, the words “operational” and “tactical” have multiple definitions. In my response, I assume the Committee is using these words in the context of leadership and management, and not as they relate to field operations.

My operational/tactical priorities would be built on the foundation of a strategy that emerges from broad consultation. I expect the following would be at the top of my list.

**Year One**

- I would declare that restoring community trust is my top priority. I would meet immediately with the Consent Decree Monitor and representatives of the US Department of Justice to determine how we can work constructively and collaboratively to address all of the requirements in the agreement. I would constantly emphasize the Department’s commitment to substantive reforms and develop a greater sense of urgency in the implementation process.
- I would work tirelessly to develop strong relationships and trust, internally and externally. I would do so by being visible and accessible, in formal meetings and informal encounters. I would listen carefully, and incorporate valuable input and feedback into SPD strategies and plans. I would also work hard to leverage public and private resources to support the implementation of the Consent Decree and other important initiatives.
- During the first 90 days, my team would conduct a comprehensive assessment of the organization, which would culminate in a plan of action with concise and measurable goals and objectives. This process would be informed by the ongoing consultation described above.

Note: I’m a bit confused as the question jumps from year one to year five. My hope is that the organization would be much healthier after five years and operational/tactical priorities would be very different.

**Year Five**

- Metrics would be developed to ensure ongoing compliance with the goals and spirit of the Consent Decree after the Department of Justice and the Monitor have completed their work. The system would include internal and independent review.
- The “action plan” would be a living document that would be assessed and updated each year.
- Continued focus will be placed on public/private partnerships that will enhance trust and produce tangible results and benefits for the community.

**3. What is the ideal relationship between the Police Chief and the Mayor, including in terms of engagement and autonomy?**

The ideal relationship between the Police Chief and the Mayor is one of trust, respect and shared purpose.

Over the years, I reported directly to three elected officials: a mayor and two governors. Each had a unique personality and management style. One delegated liberally, another had the reputation of micro-manager, and the third struck a sensible balance between the two. I developed and maintained wonderful friendships with all of them and was ALWAYS loyal. They were very different people, but they all demonstrated a selfless commitment to public service, and I respected that.

I am a team player and have adjusted to different working environments. Once I've earned the trust of my boss, I prefer an environment where I am delegated the authority required to get the job done. At the same time, I recognize the importance of constant, effective communication and seeking direction when needed.

When working for elected officials, I've always said to them, "When it's a good news story, you should be at the podium. When it's a bad news story, I should be there." At the same time, I've been blessed with bosses who have always backed me up during difficult challenges. For instance, on the day I addressed the tragic killing of an innocent college student by the Boston Police, I did not expect my Mayor to attend the press conference. As I approached the podium at police headquarters, I was surprised to see him enter the room. He did not speak that day. I made the statement and fielded all the questions. But he stood behind me and it was reassuring. It also sent out a powerful message that he believed in me. I'll always remember and appreciate that.

From time to time, I engaged in spirited (but respectful) discussions with that same Mayor about staffing and operations, but it was always in private. I never disrespected or embarrassed him publicly. To this day, we remain personal friends.

I also recall working for the Governor who said, "You're the police expert. Take the ball and run with it. If you need me, call me." He delegated considerable authority and provided the resources required to do my job effectively. I always kept him informed and he also stood behind me when there were crises. It was an exciting and professionally rewarding experience.

In conclusion, the Mayor and the Police Chief should have a close relationship. I would hope to be a key member of the Mayor's management team, weighing in on a variety of issues. I have considerable experience beyond policing and very good political instincts (although no political aspirations). I hope the Mayor would consider me a valuable resource and trusted confidant.

**4. Describe how in your first three months and first year you will prioritize establishing internal and external relationships and who/what groups fit in each category?**

Developing and maintaining trusted relationships would be my top priority, not only during the first three months and first year, but also throughout my tenure as Chief. I believe it is important to balance internal and external relationships, making an equal commitment to both. During the first three months, I would establish relationships with the internal and external parties/groups below and I would create a structure to maintain these relationships. Also, I feel it is very important to institutionalize these relationships by involving personnel at all levels of police department. This will ensure continuity when individual players change in the years to come.

**Internal**

- Command staff – It will be important to develop relationships of mutual trust and respect. Also, constant interaction will provide an opportunity to assess existing command staff personnel.
- Unions – It is essential to establish an open door policy and maintain strong lines of communication with union leaders.
- Front-line officers - I would attend meetings at all stations during the first ninety days and develop a schedule for ongoing visits. I would also spend considerable time in the field, interacting informally with officers.
- Non-sworn personnel – I would make an equal commitment to non-sworn personnel.
- Chief's Advisory Committee – I would establish a representative group of highly respected police and civilian personnel of all ranks and would rotate personnel through this group.

**External**

- Mayor and his team - It is absolutely essential to develop and maintain a relationship of trust, respect and common purpose with the Mayor and his team.
- City Council and other elected officials – Elected officials, particularly city council members serve as an important conduit to the community.
- Monitor and Department of Justice personnel – A healthy, collaborative relationship must be developed in order to accomplish the goals and requirements in the Consent Decree.
- Business community – The business community can be a great resource to a police service. Too often police chiefs undervalue the private sector.
- Academic community – Trusted, capable academics should be imbedded in the police department, building an important bridge between theory and practice.
- Federal, state and local law enforcement – It is important to harness resources and work collaboratively with these partners. Also, grant opportunities can often emerge when working in partnership, particularly with federal agencies.
- Other city, state agencies - Education, health, mental health, probation, parole, sheriff, corrections)
- Wide array of community groups – Everyone would have access and a voice, including the faith-based community, LGBT community and civil liberties groups.

**Kathleen O'Toole**  
**Mayoral Nominee for Chief of Police**  
**Seattle Police Department**  
**Responses to Confirmation Questions Presented by City Council**  
**June 9, 2014**

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1. *What do you consider the biggest opportunities and challenges facing the Seattle Police Department in the next three years? How would you propose addressing these challenges?*

Public trust in the SPD has been shaken by events that led to the Consent Decree. Department morale has suffered as well. Crime and quality of life issues are concerns voiced in neighborhoods throughout the city. There is need for improvement in business practices, particularly in the area of technology. Each of these challenges presents an opportunity that we will address as follows:

1. **Restoring Public Trust** - Community trust and confidence must be reestablished. My team and I will spend considerable time in the field, building and reinforcing partnerships with those working and living in the city. We will also work closely with the Monitor and the Department of Justice to implement the Consent Decree and to realize the spirit of that Agreement. An enhanced accountability framework will also be implemented.
  2. **Restoring SPD Pride and Professionalism** – Training, education and continuing professional development will be a priority. Dedicated, hard-working police officers will be supported and recognized.
  3. **Addressing Crime and Quality of Life Issues**- Focused crime control, crime prevention and quality of life strategies will be implemented in all Seattle neighborhoods. Plans will be developed from the bottom up with input and feedback from residents, business leaders and police officers on the beat.
  4. **Promoting Best Business Practices**- We will operate the SPD efficiently and effectively with a renewed focus on data collection and analysis, technology and strategic planning.
2. *Why do you want to be the Chief of the Seattle Police Department? What would be your top three priorities, if you were confirmed as Chief?*

Policing is my vocation. Over the years, I've been blessed with great mentors and wonderful opportunities. At this point in my career, this is not a stepping stone. It is an opportunity to bring my decades of leadership and policing experience to another jurisdiction where I think I can make a valuable contribution.

As stated in Question 1, my four priorities will be:

1. Restoring Public Trust
2. Restoring SPD Pride and Professionalism
3. Addressing Crime and Quality of Life Issues
4. Promoting Best Business Practices

We will accomplish this by working collaboratively with public and private sector partners, and community representatives throughout the city.

3. *What is your view of an ideal relationship between the Mayor, City Council, and Police Chief?*

The ideal relationship between the Mayor, City Council and Police Chief is one of trust, respect and shared purpose. I am a team player and will insist that members of my leadership team are as well. It is clear to me that the Mayor and the City Council are determined to work with the next Chief to get beyond the challenges that have plagued the SPD in recent years.

The Mayor, City Council members and the Police Chief must maintain strong lines of communication and close working relationships. I will work hard to earn your respect and trust.

4. *Tell us about a major incident you commanded – what happened? How was it resolved? Was it planned or reactive? How did you work with other jurisdictions?*

I've been commanding major events and incidents since 1987 when I was first responsible for security planning and operations for the Boston 4<sup>th</sup> of July celebration. The event attracts up to 500K people on the banks of the Charles River. I believe it was 1989 when the event was interrupted by a major pro-choice rally. Marchers were determined to take the stage just prior to the concert. When learning that the march was headed in our direction, I led a small team of officers and we met them as they approached. I identified the group's leaders and walked with them, negotiating a resolution and they continued their march. In the end, our discussion was very productive and they agreed to abandon their plan in our mutual interest of public safety.

I also served as Commissioner in Boston during the Democratic National Convention in 2004. The Boston Police and US Secret Service chaired the Steering Committee, but we welcomed the participation of dozens of other federal, state, local and private sector partners. We organized 17 multi-agency sub-committees that contributed to a very comprehensive operations plan. There were numerous challenges throughout the week, but in the end, there were only six arrests, a remarkable contrast to the 2,000 arrests that were predicted. I attributed our success to outstanding collaboration and a progressive, tiered approach to policing demonstrations. We kept our tactical resources staged out of sight in strategic locations and opted to use other resources, such a large squads of bicycle officers, as first responders to unauthorized demonstrations. The approach was highly successful.

5. *One of the biggest tasks will be to implement cultural change and transformation within the Department. What does that mean to you? How have you changed or transformed an organization? What worked, and what did not? Do you anticipate resistance to change and*

*how would you deal with it? What are the most important things in implementing this kind of organizational change?*

As an outsider, it is difficult for me to provide an accurate assessment of the current culture in the SPD. Going forward, the goal will be a culture of professionalism, service and innovation. Having met a number of committed members of the SPD in recent weeks, I'm confident that we'll be able to achieve that in the next few years.

In my experience, it is easier to transform an organization facing significant challenges. Early in my career, I was recruited to the command staff of a police agency that had experienced a major corruption scandal. I was brought in as part of the team to clean things up. Public trust had been shattered and the department's reputation was poor. Morale was extremely low.

I soon discovered that there were many dedicated, talented people in the organization who were desperate for leadership and welcomed change. I spent lots of time in the field listening to their concerns and welcoming their input. We were able to get them the tools they needed to do their jobs – training, equipment, and modern technology. Morale and productivity rose quickly.

During my career, I've been the outsider responsible for driving change in three large organizations. I've worked hard to earn the trust and confidence of sworn and non-sworn members. In my experience, most good people buy in and are eager to move forward. There will always be pockets of resistance, but they are eventually marginalized by the good people who want to do their jobs and take pride in their organization.

In the end, it's all about the people. Leadership needs to listen to them, communicate effectively with them and encourage their buy-in. With clear direction and support, I am optimistic that the vast majority of SPD personnel, sworn and civilian, will readily embrace change and a strong, healthy organizational culture will emerge.

6. *Seattle is a culturally diverse community. What strategies would you use to make the Seattle Police Department more representative of the community it serves? How would you implement those strategies in Seattle?*

I want the SPD to have a positive presence in all communities. This requires partnering with members of every community. I will conduct an audit of all community programs, from youth through seniors. Working in each neighborhood in all five precincts, the SPD will build upon existing relationships and create new partnerships. This will not only enhance police-community partnerships, but will also provide young people with opportunities to interact with police officers more regularly. In doing so, they will be more likely to consider policing as a career choice.

Moreover, I will review all current recruitment efforts to ensure we are working in partnership with the diverse communities that comprise Seattle to attract new members of the SPD. A police service will only be credible and effective if it reflects the community it serves.

7. *What performance measures and other indicators would you use to evaluate the effectiveness of the Police Department?*

Developing performance metrics, instituting a system of accountability, and measuring outcomes will be an instrumental part of our strategy to address crime and quality of life issues. To be a model department, we will have to develop and move beyond traditional performance metrics and crime indicators, such as incident-based police data, to include measures of justice, integrity, fear reduction, citizen satisfaction, protection and help for those who cannot protect or help themselves. There is a national effort underway, sponsored by the Bureau of Justice Assistance, US Department of Justice, looking at ways to expand the types of data police departments collect, use, and report. The Seattle Police Department should learn from and be a part of that effort. With that said, as we develop these measures and put in place a system of accountability, we will judge ourselves ultimately on the *absence of crime and disorder* in the city and not simple measures of our activities or actions.

8. *How do you determine appropriate staffing levels in a police department? How many officers is enough?*

Ready-made, universally applicable staffing standards do not exist. It is now generally recognized that simple ratios, such as officers-per-thousand population, are not appropriate for determining staffing levels for a police department. Defining staffing allocation and deployment requirements is complex and requires consideration of an extensive set of factors, including but not limited to community priorities, policing philosophy, policies and practices, number of calls-for-service, and population size and density.

It is also important to use timely and accurate data to ensure that allocation of resources properly matches demand, but day of week and time of day. Some interesting police resource management software has emerged in recent years. Of course, the unique characteristics of the community must be considered when utilizing this type of technology.

Before advocating for more personnel, a police chief should determine what existing personnel are doing and how effectively they're doing it. Within the first year, a resource allocation study should be performed to determine if the SPD is appropriately allocating personnel to meet appropriate demands.

9. *What do you consider examples of innovation in police work? How have you implemented these innovations yourself?*

For decades I have been a strong proponent for enhanced technology in policing and public safety. At the same time, technology should be used as a tool, not as a driver. We should only

purchase technologies that will significantly improve the way we do our business. Also, we should not encourage the purchase or utilization of disparate systems. We need to integrate data to the greatest extent possible.

Systems that effectively distill massive amounts of data are important. I particularly appreciate mapping software and dashboards that provide real time information to police leaders, supervisors and cops on the beat.

I've also come to appreciate the great value of talented analysts, both sworn and civilian.

These are just a few of my thoughts on innovation. The City of Seattle is second to none in terms of innovation. I want the SPD to have that same reputation when compared to other major city police departments.

*10. What do you do to stay in touch with the officers "on the street?"*

There is no substitution for visibility in the field. I hope to spend as much time in the precincts as possible. In my experience, cops really like to see their leaders in the field. At the same time, it can be challenging to reach everyone in a large organization. Social media and other technologies can be used as well to keep members informed. Systems for effective two-way communication must be developed so that officers and civilian employees voices can be heard. In my experience, those working on the street know best what the challenges are and usually have great suggestions for addressing those challenges.

I will also work closely with union leaders to maintain strong lines of communication with their members.

*11. How have you used data to manage resources in your previous department? What is your direct experience in predictive policing and evidence-based policing?*

I have used community policing, evidence-based policing and predictive analytics in every police organization I have managed. I have partnered with the community to identify and solve problems in order to prevent future crime. I have relied on local, national and international research to identify and implement new and successful crime reduction strategies. I have worked with crime analysts to connect technology and innovative strategies. In Ireland and in Boston, I supported the hiring of crime analysts to identify, track and correlate repeat or potential offenders, hot spots, victims and witnesses, response times, patrol activity, and other variables. I look forward to engaging with analysts in the SPD to study incident reports, economic trends, crime patterns and other data to predict where crime may increase tomorrow, next week or next month, thus enabling proactive deployment and other fundamental crime prevention strategies.

12. *What is your view on discipline? Have you worked previously with civilian oversight boards? Tell us your relationship with those boards or how you would approach the idea of civilian oversight? Is it important to you and, if so, why?*

A police accountability system must be effective, fair, and efficient. Civilian oversight is central to a system that engenders community trust. In Northern Ireland, I was a member of the Commission that created a new framework for policing as part of the Peace Process. We recommended an accountability framework second to none and it included independent, civilian oversight. In Boston, I worked with the Northeastern University Center for Race and Justice to develop a proposal for a new accountability system. It did not receive the political support I hoped it would, but it was a good model nonetheless.

There are now three reports containing dozens of recommendations for reform of the SPD accountability system. I look forward to working with the Mayor, the City Council, the Monitor and other interested parties during the assessment of the recommendations and implementation of a new system. In my experience, officers are not opposed to accountability or civilian oversight, as long as the system is fair and efficient.

13. *Departments across the country are facing the challenge of developing the next generation of leaders. Please describe for us your view of the responsibility of the Police Chief to develop leaders. Tell us what you have done in your previous work to meet this challenge. Please tell us how you will prepare to handle this challenge in Seattle, given the increasing number of retirements in the future.*

Creating the next generation of police leaders has been a challenge for many police organizations. People rise through the ranks as great cops and detectives, but few are properly mentored and educated to manage and lead large organizations. When appointed to senior command positions, many of them are overwhelmed.

Continuing professional development must be a priority for the SPD. I look forward to working with the state training authorities, the academic community and private sector partners, as I have in the past, to develop and access unique educational and mentoring opportunities for police officers and civilian personnel. Faculty from the University of Washington, Seattle University, the Kennedy School of Government at Harvard and senior corporate managers have already agreed to assist in this effort if I receive this appointment. Also, Sue Rahr, who oversees all police training in the state, has agreed to sit on the transition steering committee and will be an outstanding partner in this effort.

14. *The Gender Wage Gap at SPD is one of the worst in city government. Of 1,832 permanent employees, 72 percent are men. Women are grossly underrepresented in the department and they experience one of the largest pay gaps in the city, with the average hourly pay of \$34.65, versus male employees' average of \$43.60. Sixty-eight percent of all male employees earn over \$40 an hour, compared to 37 percent of all female employees. It is apparent that the department has deeply rooted institutional gender equity issues. And apparently situations are*

*even worse for women of color. Which leads to two questions: Have you faced similar problems in other departments in which you have worked? And, what strategies would you use to narrow the pay gap between male employees and female employees, with emphasis on the inequities with women of color?*

Pay equity and equal representation of women in policing is a challenge across the country. Nationwide, women make up approximately 13% of sworn law enforcement personnel. I understand that the percentage of women in sworn positions in Seattle is comparable to the national average. We need to work hard to improve that as part of a comprehensive recruitment effort to attract a candidate pool that is more representative of the community we serve. I hope that other senior women leaders in the SPD and I can act as role models in a more effective recruitment effort. It will certainly be a priority for me.

In addition, I hope we can attract more non-sworn women to assume senior management roles in the SPD.

In all of these positions, there should be pay equity – period.