

**Confirmation Questions for Kathleen O’Toole  
Mayoral Nominee for Chief of Police  
Seattle Police Department**

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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?
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?
3. What is your view of an ideal relationship between the Mayor, City Council, and Police Chief?
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?
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?
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?
7. What performance measures and other indicators would you use to evaluate the effectiveness of the Police Department?
8. How do you determine appropriate staffing levels in a police department? How many officers is enough?
9. What do you consider examples of innovation in police work? How have you implemented these innovations yourself?
10. What do you do to stay in touch with the officers “on the street?”

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?
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?
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.