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Mayoral Nominee for Chief of Police
Seattle Police Department
Responses to Confirmation Questions Presented by City Council
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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 4th 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.