

Seattle Police Chief Search

Community Outreach Summary



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Introduction

In January 2014, City of Seattle Mayor Ed Murray launched a national search to find a new Police Chief for SPD within 100 days. In doing so, he seeks the leadership and vision necessary to build effectiveness, accountability and community trust for the Seattle Police Department (SPD).

The search for a new Police Chief was launched with an extensive public outreach process during January through early-February 2014 to identify a leader who will be challenged to successfully manage police reforms and garner public confidence. The Mayor's Office hosted seven community workshops throughout Seattle and created an online forum to receive input from Seattle's diverse communities.

In addition, the Mayor appointed community members to two committees. The 32-member Community Advisory Committee (CAC) represents the diversity of Seattle and provides feedback from a community perspective. A second 12-member Search Committee will screen all applicants and present finalists to the Mayor for his consideration. Community perspectives will inform the CAC, Search Committee, and the Mayor's nomination for the new Police Chief.

This report provides a detailed summary of the community engagement and input. It reviews the outreach activities during the search process and the advertising and notification approach. It also summarizes key themes from the public comments received and presents next steps. This report is organized into six sections:

- Advertising and notification
- What we heard
- Public workshops
- Online forum
- Additional comments
- Outcome of public process and next steps

The Chief of Police Role: At a Glance

- Responsible for management oversight of nearly 2,000 employees within SPD
- Manages an annual operating budget of more than \$288 million
- Oversees operations in five precincts: East, West, North, South and Southwest
- Reports directly to the Mayor
- Likely to serve as Chief for 5 to 7 years, the national average length of service as police chief



"The goal at the end of this process is that we can say, together, that we reached out to as many people as possible with the breadth and depth of the connections in this room; that those in Seattle who had something to say felt that we heard their voices; and that we are turning over to the search committee a clear set of criteria and qualities for what the next Chief of Police should embody."

— Pramila Jayapal,
Search Committee and Community
Advisory Committee Co-Chair

Community Advisory Committee members

Pramila Jayapal, Co-Chair - Distinguished Taconic Fellow, Center for Community Change

Ron Sims, Co-Chair - Former Deputy Secretary for the U.S. Department of Housing and Urban Development

Pamela Banks - President and CEO, Urban League of Greater Seattle

Teresita Batayola - CEO, International Community Health Services

Isaiah Bridges - Franklin High School Student

Merril Cousin - Executive Director, King County Coalition Against Domestic Violence

Toby Crittenden - Executive Director of the Washington Bus

Gregory Davis - Rainier Beach Community Empowerment Coalition

Dave Freiboth - Executive Secretary Treasurer of the King County Central Labor Council

Ollie Garrett - President, Tabor 100

Kay Godefroy - Founder and Executive Director, Seattle Neighborhood Group

Toshiko Hasegawa - President, Seattle Japanese American Citizens League

Bill Hobson - Executive Director, Downtown Emergency Service Center

Jay Westwind Wolf Hollingsworth - John T. Williams Organizing Committee

Grace Huang - Washington State Coalition Against Domestic Violence

Abdullahi Jama - Community Activist

Norman Johnson - Executive Director of Therapeutic Health Services

Kate Joncas - President and CEO of the Downtown Seattle Association

Shomari Jones - Vice President of Operations and Development, Urban League of Greater Seattle

Verlene Jones - A. Phillip Randolph Institute

Phyllis Gutierrez Kenney - Former State Representative, 46th District

Paul Lambros - Executive Director, Plymouth Housing Group

Rev. Dr. Robert L. Manaway Sr. - Pastor, Tabernacle Missionary Baptist Church

Estela Ortega - Executive Director, El Centro De La Raza

David Perez - Attorney, Perkins Coie

Michael Ramos - Executive Director, Church Council of Greater Seattle

Eric Sano - President, Seattle Police Management Association

Steve Shulman - Owner, Leschi Food Mart, Seattle Police Foundation

Jennifer Shaw - Deputy Director, ACLU of Washington

Ron Smith - President, Seattle Police Officers Guild

Chris Stearns - Attorney, Native American Activist, Former Seattle Human Rights Commission Chair

Rev. Harriett Walden - Founder, Mothers for Police Accountability

Search Committee members

Pramila Jayapal, Co-Chair – Distinguished Taconic Fellow, Center for Community Change

Ron Sims, Co-Chair – Former Deputy Secretary for the U.S. Department of Housing and Urban Development

Bruce Harrell – Seattle City Council Member and Chair of the Public Safety, Civil Rights and Technology Committee

Tim Burgess – President, Seattle City Council

Sue Rahr – Former King County Sheriff; Executive Director, Washington State Criminal Justice Training Commission

John Lovick – Snohomish County Executive

Eric Sano – President, Seattle Police Management Association

Ron Smith – President, Seattle Police Officers Guild

Verlene Jones – A. Philip Randolph Institute

Kathleen Taylor – Executive Director, ACLU of Washington

Michael Ramos – Executive Director, Church Council of Greater Seattle

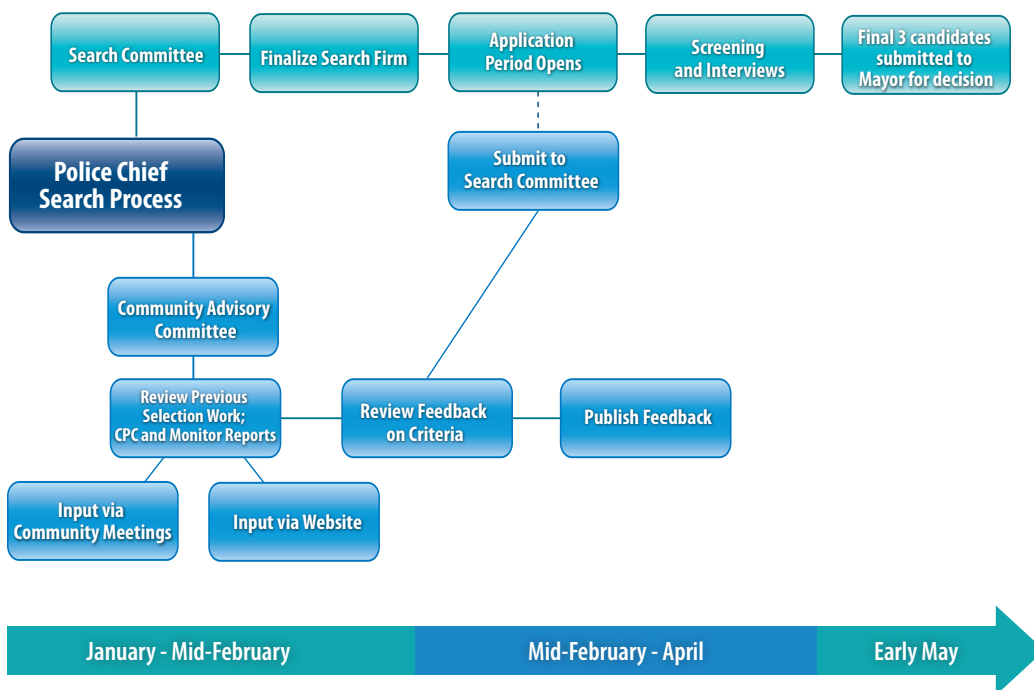
Michele Storms – Assistant Dean for Public Service & Executive Director, W.H. Gates Service Law Program, University of Washington



"I define success as being able to look back through this process and show how the comments we heard are reflected in the Police Chief we select."

— **Ron Sims**,
Search Committee and Community
Advisory Committee Co-Chair

Search process diagram



Advertising and Notification

Sample online ad



The Mayor's Office notified community members about the public workshops and other opportunities to comment through a variety of methods.

On January 8, 2014, the Mayor's Office held a press conference to announce the CAC, the new Seattle Police Chief Search website, and upcoming workshops. Approximately one week prior to the start of the public workshops, the Mayor's blog posted an announcement describing the launch of the online forum and upcoming public workshops. In addition, announcements were posted on the Police Chief Search website and the Mayor's Facebook and Twitter feeds.

To reach non-English speaking and traditionally underserved populations, online and print advertisements were placed in Somali, African-American, Chinese, Korean, Spanish and Vietnamese publications. The combined circulation of these media outlets reaches almost 110,000 people. An online advertisement, linked directly to the Police Chief Search website, was placed on the Runta News website (Somali language). Print advertisements were placed in the following publications:

- Facts Newspaper
- Northwest Asian Weekly
- Epoch Times
- Seattle Chinese Times
- Korea Daily Seattle
- Korea Times
- La Raza
- Seattle Viet Times

The City also engaged community organizations that serve diverse constituencies and groups with members who may be potentially interested in or directly affected by policing issues to raise awareness about the opportunity to provide input and support engagement. These organizations were asked to send email notifications about the workshops to their constituencies, post announcements on their social media sites, and directly encourage participation.

Sample print ad

Search for new Seattle Police Chief starts with local input

JOIN THE CONVERSATION!

The City of Seattle is conducting a national search to find an experienced, well-respected, and accountable executive to effectively lead the Seattle Police Department (SPD). The City of Seattle Mayor's Office invites the people of Seattle to discuss the qualities they would like to see in Seattle's new Police Chief. Please join us at one of several scheduled meetings to provide your input and help find a Police Chief that is the best fit for Seattle residents and SPD.

COMMUNITY WORKSHOPS:

Meeting #1: Tuesday, Jan. 28 from 6-8 p.m. University Heights Center 5031 University Way NE Seattle, WA 98105	Meeting #2: Wednesday, Jan. 29 from 6-8 p.m. Garfield Community Center 2323 E Cherry St Seattle, WA 98122	Meeting #3: Thursday, Jan. 30 from 6-8 p.m. Youngstown Cultural Arts Center 4408 Delridge Way SW Seattle, WA 98106	Meeting #4: Saturday, Feb. 1 from 12-2 p.m. Van Asselt Community Center 2820 S Myrtle St Seattle, WA 98108	Meeting #5: Tuesday, Feb. 4 from 6-8 p.m. Pinehurst K-8 School 11530 12th Ave NE Seattle, WA 98125	Meeting #6: Wednesday, Feb. 5 from 6-8 p.m. Nordic Heritage Museum 3014 NW 67th St Seattle, WA 98117	Meeting #7: Thursday, Feb. 6 from 6-8 p.m. Seattle City Hall, Bertha Landes Reception Room 600 Fourth Ave Seattle, WA 98104
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Refreshments will be served at each meeting. Can't make it to a workshop? Visit www.seattle.gov/spdchiefsearch to learn more about how to participate in our online forum. To request an interpreter, please contact the city at chiefsearchinfo@seattle.gov.

Americans with Disabilities Act (ADA) Information: Information can be provided in alternative formats: large print, Braille, cassette tape, or on computer disk for people with disabilities by contacting chiefsearchinfo@seattle.gov or 206-684-7991. Persons who are deaf or hard of hearing may make a request for alternative formats through the Washington Relay Service at 7-1-1.

City of Seattle 600 Fourth Avenue, Seattle, WA 98104 | www.seattle.gov

Community partners and stakeholders notified

- *Seattle Human Services Coalition*
- *Seattle Housing Authority*
- *NAACP*
- *Mt. Calvary Church*
- *Abused Deaf Woman's Advocacy Services*
- *New Beginnings*
- *One America*
- *Refugee Women's Alliance*
- *Chinese Information and Service Center*
- *LGBTQ Allyship*
- *Safe Futures Youth Center*
- *Seattle/King County Coalition on Homelessness*
- *Vietnamese Friendship Association*
- *Downtown Human Services Council*
- *City of Seattle-Department of Neighborhoods*
- *Atlantic Street Center*
- *King County Sexual Assault Resource Center*
- *United Black Clergy*
- *Chief Seattle Club*
- *Mt. Zion Church*
- *YWCA*
- *Pioneer Square Alliance*
- *The Breakfast Group*
- *Urban League*
- *SeaMar*
- *Public Defender Association*
- *SCIDpda*
- *Teen Feed*
- *United Indians of All Tribes*
- *MEDC*
- *Seattle Indian Health Board*
- *Horn of Africa Services*



What We Heard

"We need a chief that will have the capacity and courage to make changes in codes of ethics consistent with some of the comments, qualities, and criteria we have heard throughout this process."

— **Rev. Dr. Robert L. Manaway Sr.,**

*Pastor, Tabernacle Missionary Baptist Church and
Community Advisory Committee Member*

Overview

The purpose of the community engagement process was to find out the answer to the following questions:

- What are the top three qualities we should look for in a Police Chief?
- Is this the right list of criteria? What else is important to you or your community in finding a new Police Chief?
- What other skills, qualifications, or issues do you want to make sure the search committee considers?
- What would you like the new Police Chief to focus on?

Community members participated in multiple ways:

- 101 attended community workshops
- 919 visits (710 unique visitors) to the online forum
- 191 responded to a multiple-choice online survey question and 47 provided online comments
- 25 sent email comments, in addition to a comment form and a letter
- 1 organization submitted a video comment

What does the community want to see in a new Police Chief?

Although most participants felt the draft list of criteria was a good list and did not suggest any to remove, many proposed to expand on existing criteria or add additional qualities. Many also stressed the need for more definition and assertiveness in the terms used. For example, changing "encourages" to "requires" and defining the term "cultural competency".

At a very high level, there was overarching consensus that Seattle's new Police Chief should:

- Listen and respond to the community
- Demonstrate cultural competency
- Build community relationships and be visible in the neighborhoods
- Change the culture at SPD and attitudes related to race, diversity, and social justice
- Uphold and enforce high standards for police behavior
- Implement community policing and provide Crime Prevention Coordinators
- Recruit officers that reflect and respect the community
- Take a proactive and innovative approach to preventing incarceration and re-arrests
- Work well across departments, with community partners, and with elected officials

The major substance of public comments are listed in more detail below, organized around some recurring key themes.



Background and skills

Community members shared their ideas about what experience or unique offerings a Police Chief candidate should offer Seattle.

- Well-informed about and invested in Seattle and SPD. Once hired, the Police Chief should live within the city limits.
- Proven history of working through tough challenges, including implementing police reforms and working with DOJ.
- Demonstrates cultural competency. Some recommended the Police Chief should speak at least two languages.
- Record of success in implementing organizational change.
- Problem-solving and de-escalation skills.
- Strong background in labor management.
- Served in an urban environment similar to Seattle.
- Offers strong examples of innovation.
- Mixed views about whether the Police Chief should be hired either internally or externally. Some expressed support for hiring from within SPD, however many seemed to prefer an external candidate who offers a fresh perspective and can more effectively change SPD culture.
- Politically-savvy.
- Knowledgeable about public and mental health issues in the region.



Character

Many community members commented on the type of personality traits the Police Chief would need to be successful and named the following examples.

Champion of civil rights
Visionary and creative **Honest**
Accountable **Effective communicator**
Transparent **Flexible** **Resourceful**
Respectful **Proactive** **Sincere**
Values social justice **Leads by example**
Compassionate **Friendly and approachable**
Confident **Ethical**
Unafraid of change **Commands respect**
Collaborative



Relationship with the community

People felt strongly that building a relationship with the community was an important part of the Police Chief's role and described ways that they expected the Police Chief should engage with community members in order to regain community confidence and trust.

- Listen to community interests and concerns
- Report back about how SPD is addressing concerns and share updates about the progress of police reforms
- Attend community meetings on a regular basis and be visible in each community
- Engage proactively with communities who may not feel comfortable directly communicating with police
- Demonstrate cultural sensitivity and respect
- Conduct outreach to youth and schools
- Respect and treat all individuals equitably, including all language groups and communities of color
- Understand how to work well with immigrants and refugees
- Develop partnerships with community councils and groups including faith-based organizations, local businesses, and community service organizations
- Educate and collaborate at the neighborhood level
- Perception that Police Chief should shun any SPD allegiances with potential "vigilante" groups
- Involve communities who feel over-policed and under-protected
- Collaborate with a mentor that knows community history and neighborhoods
- Provide more information to the public about labor management issues and communications
- Evaluate the results of community engagement



Role and actions within SPD

Overall, participants felt that SPD needs a leader who will be able to change the culture at SPD and demonstrate accountability, many wanting stronger language and clarity around some of the terms used in the draft list of criteria. Community members provided many other types of comments about reforms and improvements the Police Chief should spearhead within SPD.

- Require ongoing training for all officers, including attending Race and Social Justice, crisis intervention and de-escalation training. Teach officers how to help individuals who appear physically or mentally ill.
- Create an environment where command staff and officers get to know communities, by setting up long-term, stable placements.
- Improve hiring and diversity within SPD to reflect the community. Hire officers with

community-minded skill sets. Many noted the East African community should be represented within SPD. The definition of diversity must be broad and include race, gender, sexuality, and class.

- Establish an environment of zero tolerance for police bias, intimidation, destruction of video recordings, and excessive use of force. Demonstrate accountability by enforcing consequences for officers who violate this policy.
- Emphasize and implement community policing. Community policing should include sensitivity for people who are homeless, have mental health challenges, immigrants, LGBT, youth, Native Americans, women, sex workers, and domestic violence victims.
- Ensure officers treat everyone in an equitable and respectful manner.
- Focus on reforms mandated by consent decree and ensure they are implemented properly.
- Prioritize social justice, cultural competency, and equity. Ensure equal opportunity for all and understand impacts of bias based on factors such as race, gender and class. Further definition for each of those terms and what is expected from the Police Chief is needed in the selection criteria.
- Serve as a good public representative of the department and foster positive public image of SPD.
- Eliminate cultural components within SPD that no longer work, such as the “us versus them” culture. Instead, set expectations for a service-oriented and community values-based culture, including encouraging community service among officers. For example, direct outreach and engagement in schools.
- Ensure command staff visit each precinct to build rank and file morale.
- Promote officers based on merit rather than nepotism.
- Improve morale and support services for officers’ families.
- Recognize officers for good work.



Crime prevention and service priorities

In addition to commenting about the Police Chief’s role and actions within SPD, participants provided input about specific ways they would like the Police Chief to improve the well-being of Seattle residents. Rather than focusing primarily on enforcement, many community members spoke to the need for a proactive and innovative approaches to preventing crime and arrests, noting ways the new Police Chief could improve service for neighborhoods.

- Support crime prevention through environmental design and dedicating funding for crime prevention coordinators
- Establish equitable allocation of resources across all communities, regardless of the number of calls to 911
- Support best practices, including diversion programs like Law Enforcement Assisted Diversion (LEAD), to avoid re-arrests and incarceration

- Improve police response to emergency calls
- Add more bike cops
- Provide more patrols in community parks
- Address quality of life issues, such as graffiti, noise and unmaintained properties
- Consider long-term, broad solutions to address issues such as substance abuse
- Tackle safety concerns on transit
- Ensure protection and services for all people currently underserved by SPD, such as homeless youth
- Focus on reducing violence and theft
- Improve crime databases for public
- Some commented on the need to respect the Second Amendment Constitutional rights



Coordination with elected officials, city departments, and agencies

Community members noted the importance of positive collaboration between the Police Chief and key stakeholders. They felt the Police Chief should work as a partner with elected officials, city departments, and agencies.

- Coordinate with all city departments and non-sworn employees
- Break down bureaucratic walls
- Work together as one voice with Mayor and City Attorney
- Avoid negative politics and playing the “blame game”
- Continue positive interaction with U.W. police department
- Develop partnerships with other police departments to share training and best practices
- Improve communications with the Mayor and Council
- Work well with the Department of Justice



The search process

Participants provided input about other issues the Search Committee should consider during the search process.

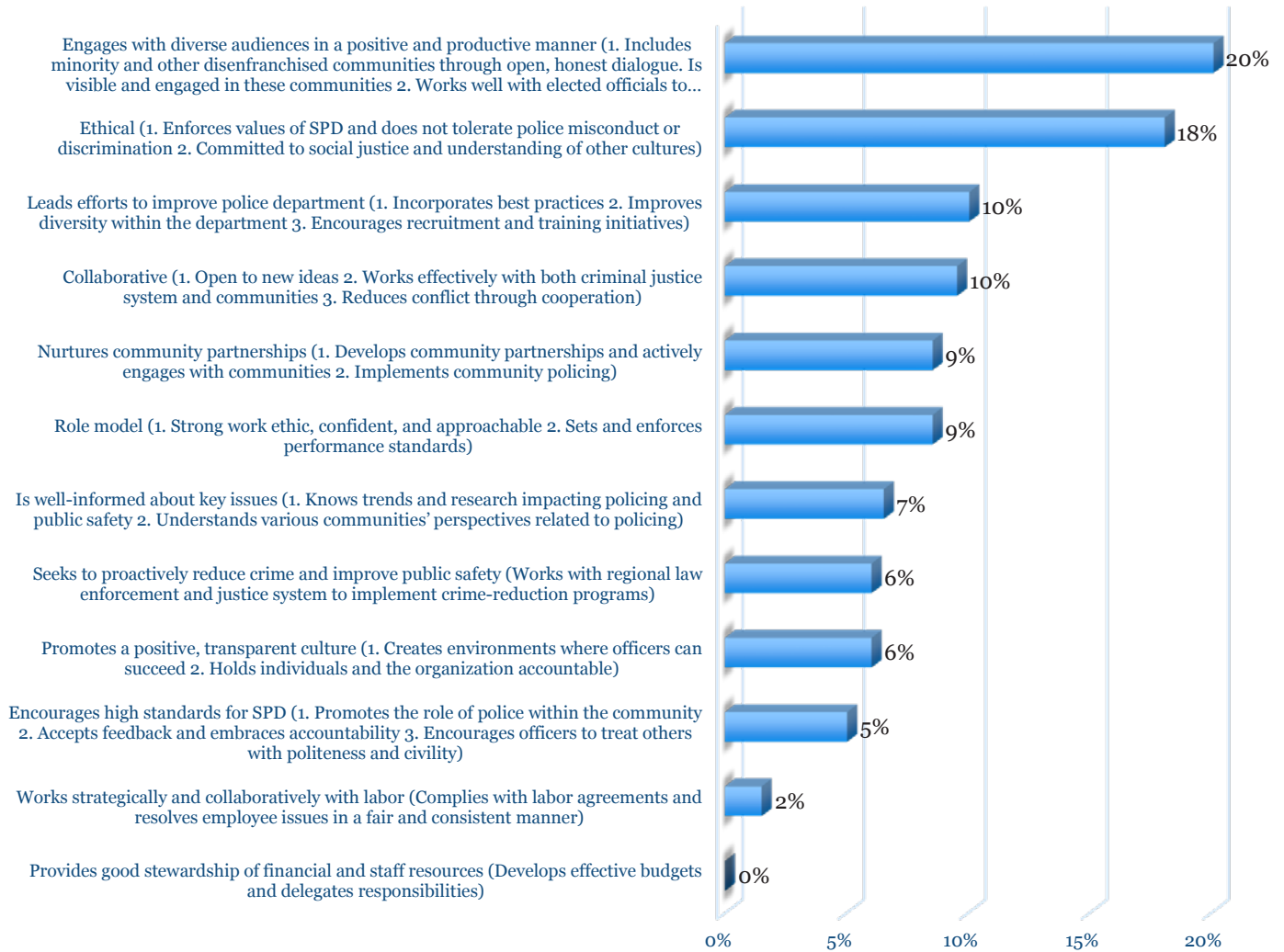
- Many commented positively about Interim Police Chief Harry Bailey and recommended finding a similar candidate for the permanent position. Several people provided specific suggestions for Police Chief candidates.
- Ask candidates to supply evidence of how they have demonstrated the desired qualities.
- Show how public comments influenced the process .
- Share the results of search process outreach, review all records of police brutality and bias, and review SPD policy manuals and procedures.
- Share information with candidates about past issues with race and social justice.
- Consult with previous SPD chiefs about the position and lessons learned.
- Thoroughly review and vet candidates' track records to identify any issues with bias or use of force.
- Seek references from community groups.



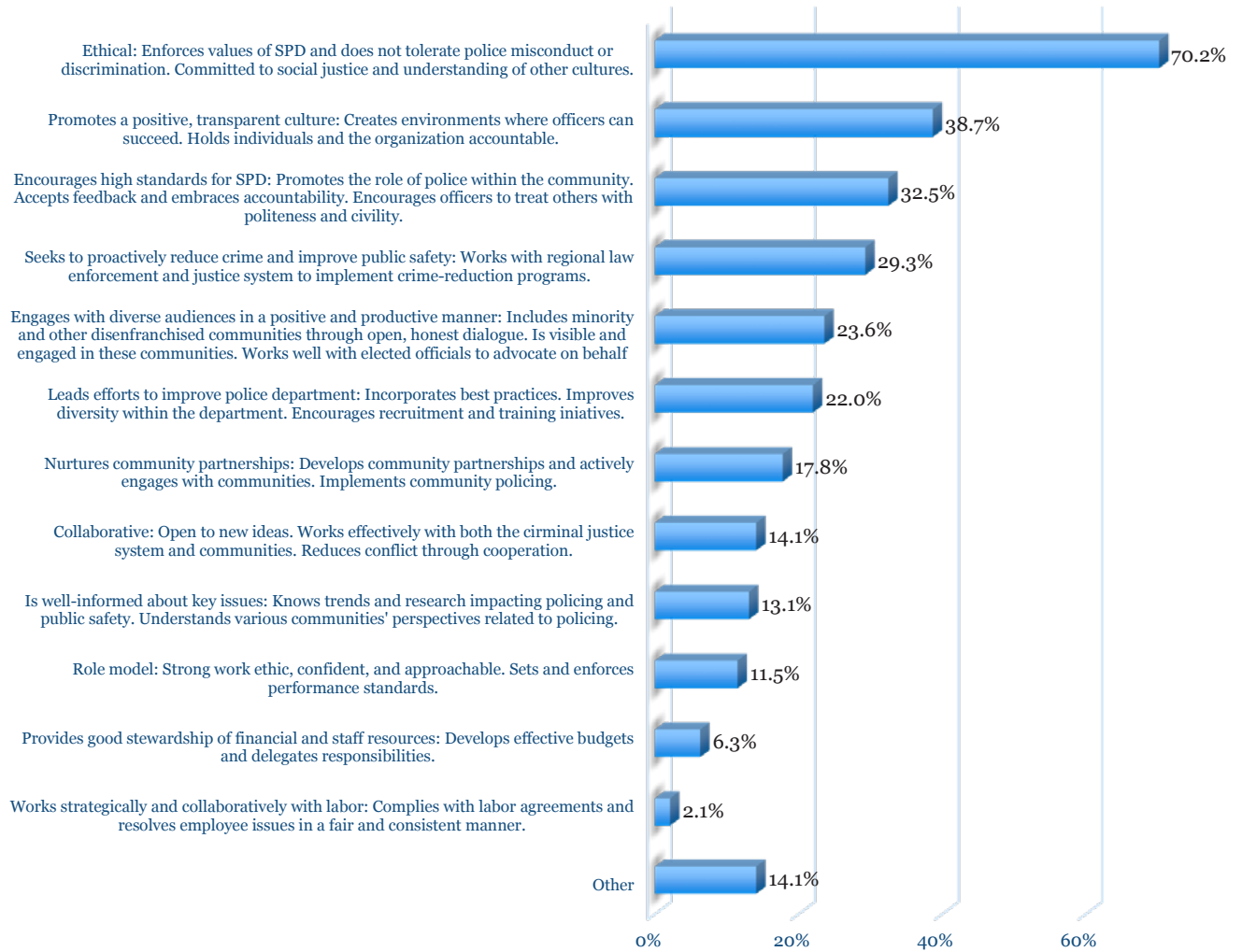
Top three qualities

At the workshops and through the online forum, community members also responded to a multiple choice question that asked them to name the top three qualities from the draft list of criteria. The results are shown in the charts on the following pages.

Workshop results



Online forum results



Combined results

Ranking	Workshop results	Online forum results
1	Engages with diverse audiences in a positive and productive manner	Ethical
2	Ethical	Promotes a positive, transparent culture
3	Leads efforts to improve police department	Encourages high standards for SPD

Community Workshops

The Mayor's Office hosted seven workshops in each of the City Council precincts to learn about the community's desired qualities for the new Police Chief. Approximately 100 people attended the workshops. At the workshops, community members were invited to participate in small group discussions led by a facilitator from the Mayor's Office or the CAC. Workshop participants could also provide feedback by visiting a comment station to provide feedback through a laptop linked to the online forum, submitting a comment form, or commenting on a flip chart. The agenda and format were the same at each workshop.

In addition to inviting feedback, the Mayor's Office shared information about the search process. Each participant received a fact sheet with background about the process, the list of desired qualities for the new Police Chief, and information about how to participate. Displays also provided details about the search process, advisory committees, and list of draft qualities for the new Police Chief. At the workshops, a representative from the Mayor's Office and CAC briefly reviewed information about the community outreach activities, search process, and next steps.

The Mayor's Office advertised that interpreters could be provided upon request at the workshops and scheduled interpreters at several workshops based upon the neighborhood demographics. Fact sheets were also available in Simplified Chinese, Traditional Chinese, Korean, Spanish, Somali, Tagalog and Vietnamese.



Workshops

University District

Tuesday, January 28, 6-8 p.m.
University Heights Center, Room 209
5031 University Way NE

Central District

Wednesday, January 29, 6-8 p.m.
Garfield Community Center, Multi-purpose Room
2323 E Cherry St

Southwest Seattle

Thursday, January 30, 6-8 p.m.
Youngstown Cultural Arts Center, Movement Studio
4408 Delridge Way SW

Rainier Valley

Saturday, February 1, 12-2 p.m.
Van Asselt Community Center, Multi-purpose Room
2920 S Myrtle St

North Seattle

Tuesday, February 4, 6-8 p.m.
Pinehurst K-8 School, Lunchroom
11530 12th Ave NE

Ballard

Wednesday, February 5, 6-8 p.m.
Nordic Heritage Museum, Auditorium
3014 NW 67th St

Downtown

Thursday, February 6, 6-8 p.m.
Seattle City Hall
Bertha Knight Landes Reception Room
600 Fourth Avenue



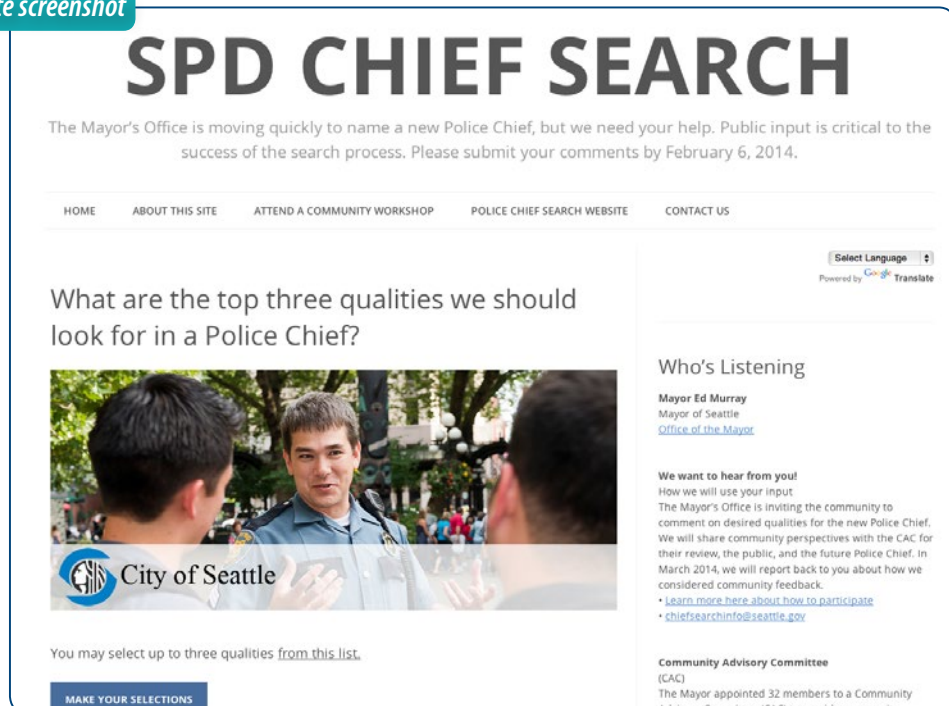
Online Forum

Overview

To further encourage community input, the Mayor's Office launched an online forum on January 21. The online forum provided background about the search process and links to all materials provided at the in-person meetings. Visitors were invited to provide input in response to four questions and had the option to comment anonymously. The site also featured a "Who's Listening" tab that introduced key decision makers and explained how public input would inform the search process.

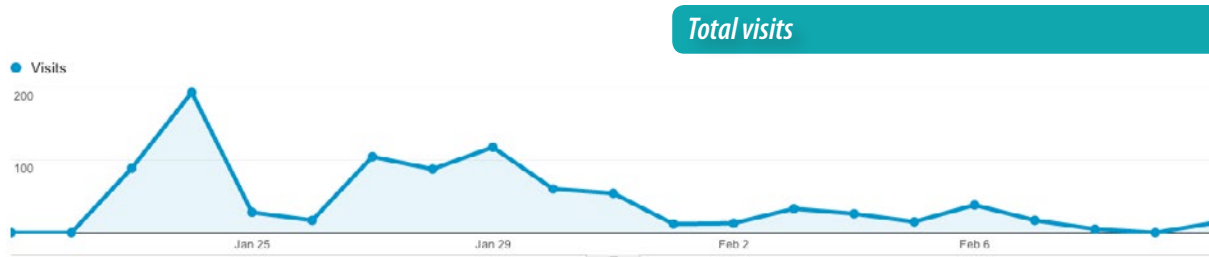
The online forum was hosted using Wordpress at spdchiefsearch.com. The link to the online forum was advertised on the city's website for the Seattle Police Chief search. City and consultant staff reviewed and monitored all comments. Three questions were open-ended and one question was multiple-choice using an embedded SurveyMonkey form. If needed, visitors had the option to translate the site in up to 60 languages using the Google Translate function.

Website screenshot



Results

Following are key statistics regarding site traffic and visitors:



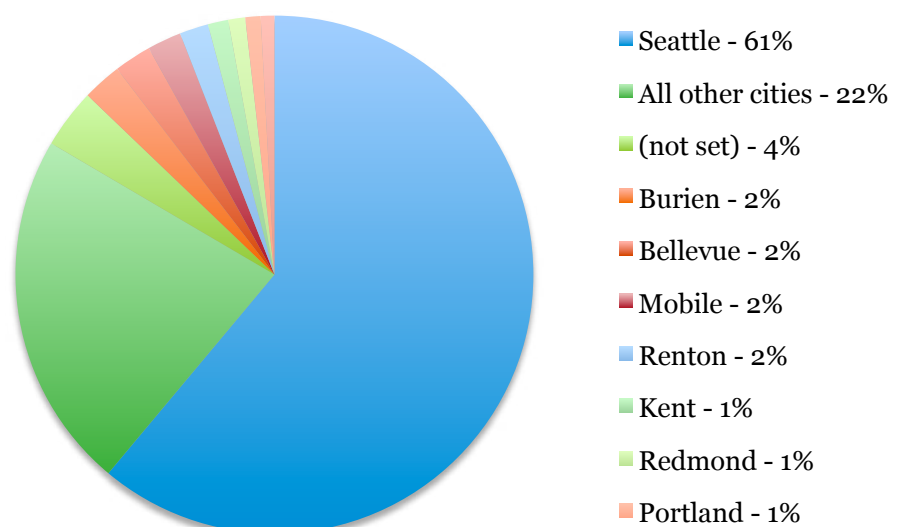
919 Total Visits (represent the number of individual sessions initiated by all the visitors to your site)

710 Unique Visitors (the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit.)

2,125 Page Views (an instance of an Internet user visiting a particular page on a website.)

77.3% of visits are new visits

Location of visitors (percentage of total visits)



Key themes of online forum comments are listed below.

Background and skills

- Understands the diversity of the Seattle community
- Proven ability to lead in a crisis
- External candidate
- Background in analyzing police departments
- Strong communication skills
- Lives in Seattle
- Understands issues of mental illness and substance abuse
- Well-educated

Character

- Confident
- Leads by example
- Commands respect
- Moral
- Good communicator

Relationship with the community

- Listen to the neighborhoods
- Serve as a role model for the community
- Interact and be visible with the community
- Collaborate and work well with minority groups, including youth
- Build community partnerships
- Educate and collaborate at the neighborhood level

Role and actions within SPD

- Lead and implement reforms and take on challengers of reform
- Build SPD into an engaging and respectful organization
- Invest in training, including training in issues of consent, crisis intervention and diversity
- Set and enforce high policing standards
- Effectively manage budget
- Change “old boys club” culture

-
- Engage and inspire officers
 - Improve race relations
 - Hire officers who represent the diversity of Seattle
 - Emphasize de-escalation of force
 - Implement community policing rather than “military-style” policing
 - Require officers to treat everyone respectfully and in a fair and ethical manner, especially people of color
 - Evaluate officers for mental health issues

Crime prevention and service priorities

- Proactively reduce crime, especially in certain blocks of downtown where there are persistent issues; for example, 3rd and Pine
- Enforce existing drug laws
- Support Constitution and Second Amendment
- Use technology, such as dash cams and body cameras

Other

- Specific recommendation offered for the Chief of Police position.
- Concern about new policy regarding Terry Stops and that it will not allow officers to make investigative stops for non-violent crimes. As a result, officers will not be able to effectively address issues such as drug use and drug dealing.
- Support for Mayor Murray and process of hiring a new Police Chief.


Additional Comments

The project website directed community members to address questions and comments related to the search for Seattle's next Police Chief to chiefsearchinfo@seattle.gov. Between January 22 and February 7, 2014, the Mayor's Office received 25 email comments.

In addition, Puget SoundOff provided a video comment form, which was compiled from interviews conducted with youth. The youth featured in the video shared what they want in Seattle's Police Chief. The video is available to view online at: <http://pugetsoundoff.org/blog/selecting-new-spd-police-chief>.

Puget SoundOff Video Comment Form

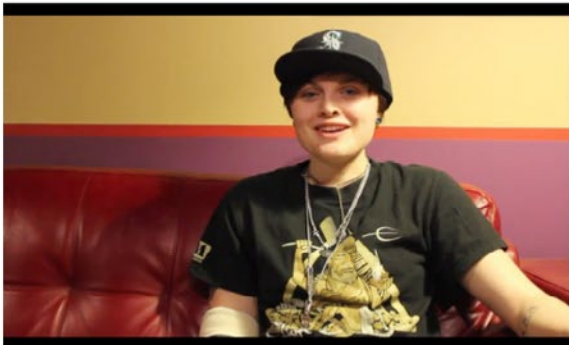
[Sign In](#)



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Selecting the New SPD Police Chief


Feb 06, 2014



Interviews with youth and young adults at the Metrocenter YMCA, PugetSoundOff.org and Interagency Academy.

[Safety](#)
[Youth Voices Against Violence](#)

Written by



Rowaida Mohammed

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Join the Conversation

[Sign up for PSO](#) to join the conversation!

PSO members can post comments to one another's posts, start their own blogs and campaigns, post events, and more.

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Seattle Police Chief Search

Additionally, the Seattle Human Services Coalition submitted a formal comment letter outlining the agency's priorities for the next Police Chief.

Following are key themes of comments organized by topic from emails, video and comment letter.

Background and skills

- Well-informed about medical and public health concerns in the region
- Understands how systemic institutional racism impacts individuals and is willing to take risks to make needed change
- Mixed views on hiring a candidate either internally or externally. Some expressed strong support for hiring within SPD; others stated hiring from outside SPD is necessary for implementing swift change of culture.

Character

- Visionary and transformational leader with moral courage
- Confident, strong and respectful of all peoples, including those who are oppressed, vulnerable, and unrepresented
- Committed to equality and embracing different cultures
- Innovative
- Champion of civil rights
- Unafraid of change and reform

Relationship with the community

- Recognize importance of communication between the police force and schools
- Understand how law enforcement is connected to the well-being of residents
- Practice community policing
- Serve as the public face of the department
- Focus on regenerating Seattle's troubled downtown neighborhoods and address drug traffic and violent crime
- Engage with the community and build relationships by working as a team; support the needs of the communities by attending community meetings
- Spearhead increased community policing by having officers actively engage with business owners, managers, and residents and build relationships with local institutions
- Involve communities who feel over-policed and under-protected to ensure they have a stake in nonviolent solutions
- Balance personal rights and the community right to peace; focus on protecting and serving the community

-
- Regain the trust of the general public, all races and backgrounds
 - De-emphasize the police presence downtown and focus on more community policing
 - Collaborate with a mentor that knows the history of the city and its many neighborhoods
 - Work on curbing youth homelessness and work on creating more positive interactions with SPD
 - Provide more clarity to public about labor management issues and communications

Role and actions within SPD

- Hold SPD officers accountable and address abuse of police power
- Restructure the current SPD command structure
- Conduct trainings to teach officers how to help individuals who appear physically or mentally ill and teach de-escalation skills
- Enforce strict video recording policies; turning cameras off should result in termination and prosecution for destruction of evidence
- Explain to the public why surveillance cameras, drones, armored vehicles, and listening devices are required for good police work; use of this equipment impacts public trust levels
- Set clear standards for officers

Crime prevention and service priorities

- Recognize and support efforts already underway that help reach goals of a more equitable community, such as alternatives to incarceration and gender equity efforts
- Improve police response to emergency calls
- Concentrate on actual crimes, with real victims, rather than increasing revenue with traffic tickets
- Work with local government to properly fund initiatives to properly treat individuals with mental illness
- Respect constitutional rights and be willing to uphold the constitution, including the 2nd amendment
- Enforce fair and balanced policing of both automobiles and cyclists and work on ramping up enforcement measures; provide education to curb dangerous bicycling practices



Outcome of Public Process and Next Steps

The Mayor's Office has shared community perspectives with the CAC and Search Committee for their review and consideration. Based upon the input received, this report was developed and shared with the Search Committee. The Search Committee will be informed by this input as they interview candidates for the position. The new Police Chief will also receive a copy of this report.

The Search Committee will interview and select finalists for mayoral consideration through late April 2014. In March 2014, the city will report back to the public about how community feedback was considered and addressed during the search process. The Mayor anticipates naming a new Police Chief in early May and the City Council will consider and act on the Mayor's selection by the end of May 2014.





