

FOURTH QUARTERLY REPORT
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Reducing Crime: Focused and Proactive Problem Solving

Council Resolution 31184 specifically cited a need for improvements in focused and proactive problem-solving policing in tandem with the application of evidence-based methods to increase public safety (Section 2). We expect you to provide leadership in collaborating with criminal justice and community partners in developing and implementing innovative and effective initiatives to reduce crime. The Department must organize and manage the use of its officers to maximum effect and focus on the most serious neighborhood crime problems. The Council expects you to lead the Department in employing evidence-based, best-practice strategies and tactics to solve recurring and new crime problems and to target and apprehend serious repeat offenders. Specifically, the Council would like to see declines in domestic violence, robbery, theft, aggravated assault and residential burglary rates. We expect you to formulate initiatives that will lead to reductions in street disorder, particularly problems related to illegal open-air drug markets that plague some Seattle neighborhoods. The Department's focus on the commercial sex trade should continue, especially targeting predators and those who traffic individuals for financial gain.

Response:

SPD continues to be a regional leader in focused and proactive policing using analysis, partnerships, technology and evidence-based methods.

SeaStat: SPD continues its bi-weekly SeaStat meetings, the Department's data-driven approach that focuses attention and resources on crime and disorder issues. SeaStat helps frame crime-reduction responses in three evidence-based areas: (1) problem locations; (2) prolific offenders; and (3) repeat/vulnerable victims. The program is continuously evolving as the Department's data capabilities improve. This quarter SeaStat added customized data related to the micro-community policing plans, the 9½ block strategy and outcomes from the gun violence taskforce. Our crime statistics for 2015 show a 13% overall reduction in crime compared to this same time in 2014.

Downtown Disorder: This quarter, SPD continued with the 9½ block strategy focusing on an area in the downtown retail core that had been a hot spot for street disorder and open-air drug dealing for decades. The program is a collaborative effort with the City Attorney, King County Prosecutor, several City departments and social service providers. The program focuses its efforts on coordinated problem solving on a small number of offenders who are creating a large amount of the crime and disorder. The multi-disciplinary group coordinates individual outreach to chronic offenders and rapid response to crime patterns.

The West Precinct continues to staff the "Neighborhood Response Team" that focuses exclusively on downtown disorder and coordinates closely with city departments to

develop and implement effective strategies to address the needs and concerns of those living and working downtown.

There has been overwhelming positive response from both programs from residents, businesses, and those working and visiting downtown.

Gun Violence: SPD continues to host Puget Sound Regional Gun Taskforce. This taskforce operates out of an SPD facility and co-locates SPD and ATF personnel who focus exclusively on gun crime. The Taskforce gathers and images all recovered ammunition from crime scenes. The taskforce has found 107 matches that link recovered ammunition to other crimes and SPD has taken 434 firearms into custody so far in 2015.

Commercial Sex Trade:

SPD is a regional leader in its approach to prostitution and trafficking. SPD focuses its efforts on disrupting the activity by focusing enforcement and penalties on those who buy and facilitate the exploitation of others. In 2014 Seattle formally joined with “Demand Abolition”, a program that seeks to abolish the illegal commercial sex industry by discouraging the demand for purchased sex. This program includes strong warnings to potential buyers that come up on internet sites where sex is often solicited, increased penalties and severe consequences to buyers who are convicted.

SPD has a grant from the Bureau of Justice Assistance to address human trafficking. Under this grant SPD has a detective and analyst dedicated to trafficking investigations. SPD works closely with WARN (the Washington Anti-Trafficking Response Network), a coalition of organizations across Washington State that provides services to victims of human trafficking, including housing, food, medical and legal services, and case management.

SPD is the lead agency for the Washington State Internet Crimes Against Children (ICAC) Task Force. The taskforce is made up of local, state and federal law enforcement agencies working to identify arrest and convict individuals who victimize children by way of the Internet. Thanks to increased funding from the state legislature for the Task Force starting in 2016, the number of cases that can be investigated will increase. Crimes investigated by the Unit include:

- Communication with a minor for immoral purposes
- Sexual exploitation of a minor
- Possession of depictions of minors engaged in sexually explicit conduct
- Dealing in depictions of minor engaged in sexually explicit conduct

De-escalation Practices: Leadership and Training

We understand that the work of police officers often places them in high-risk situations in which conflict is inherent and which require them to make instant judgments. We expect Seattle police officers to be highly skilled and professional in performing their jobs. The Council

expects that the Department will quickly develop and fully implement the most effective training available for minimizing and de-escalating conflict in encounters between officers and civilians. Those encounters related to misdemeanor and infraction enforcement have been the subject of repeated analysis and comment by the Office of Professional Accountability civilian auditors over the years. We also ask that you ensure that the ability to minimize and de-escalate conflict be an integral part of the Department's regular evaluation of all patrol officers' performance, including recognizing those who demonstrate excellence in managing conflict as well as providing corrective guidance to those who could improve their skills.

Response:

SPD's de-escalation training is drawing national acclaim as a comprehensive, scenario-based method of teaching de-escalation principles. As of June 25, 2015, 907 sworn officers have completed a four-hour block of instruction on tactical de-escalation. During tactical de-escalation, all officers attend a facilitated classroom discussion. This discussion covers the 3S model (scene control, suspect engagement, solution), the OPEN model (open ended questions, paraphrasing, empathy statements, next steps), tactical concepts model, and policies and procedures regarding de-escalation.

After the classroom instruction, officers participate in scenarios. All of the scenarios are designed for the officer to be able to successfully resolve the scenario using the de-escalation techniques taught in the classroom. The scenarios begin with an upset driver (traffic stop) and evolve to a person in crisis (possibly suicidal). As students work through the techniques, they are able to safely resolve the situation. The classroom and scenario-based training works to help officers learn to understand the benefits of de-escalation, as well as to utilize force modulation as the scenario develops.

Officers utilize many of the same skill sets in shoot/don't shoot and force modulation exercises performed in the accompanying 4-hour instruction block utilizing firearms.

A companion to the training described above is the Crisis Intervention Training "CIT." To date over 900 Officers have attended advanced CIT. This training reemphasizes and builds upon the ideals presented in tactical de-escalation. An advanced CIT course focusing on traumatic brain injury is still in development stage.

We have had no officer involved shootings in 2015.

Setting the Bar High: Misconduct and Restorative Discipline

We expect our police officers to always perform their duties in a professional, respectful and fair manner, treating all persons with dignity. We encourage expanded use of restorative discipline, such as mediation and training/education, for less serious violations of Department policies. Less serious violations include minor good-faith mistakes and those matters that would normally be resolved through reprimand and line supervisor interventions. We encourage you to aggressively investigate and appropriately punish misconduct of a more serious nature,

including use of excessive force, dishonesty, violations of constitutional protections, ethical violations, and behavior that involves discriminatory intent.

Response:

The Seattle Police Department's new Early Intervention System is a tool to promote chain of command accountability for employee performance while also providing supervisors a foundation to foster and recognize the success and professional growth of their employees. By providing greater, and timelier, visibility into an employee's activities, EIS facilitates effective supervision by creating clearer mechanisms for supervisors to identify potential performance issues and address any underlying causes before an employee's actions might jeopardize his or her career or lead to officer or Department liability. At the same time, EIS also allows supervisors to identify employees who are performing their duties exceptionally well and deserve recognition.

The Department put the Federal Court-approved Early Intervention policy into effect on May 18, 2015. In collaboration with the Monitoring Team and DOJ, SPD used historical data for Uses of Force and OPA complaints going back to January 1, 2015. This data identified 30 officers whose activity crossed the thresholds spelled out in the new policy, and who would be referred to the Performance Review Committee for further review.

SPD had the inaugural meeting of the Performance Review Committee in June. Chaired by Deputy Chief Carmen Best, the committee looked at the first group of officers identified by the Early Intervention program and reviewed the assessments completed by their supervisors to determine whether or not the officers' chain of command was meeting the department's goals of identifying concerning behavior and offering mentoring and assistance to the employee.

In the second half of 2015, SPD will provide supervisors additional training on effectively evaluating employee performance as it relates to Early Intervention. The upcoming Data Analytics Platform (DAP) will provide additional tools to support the Early Intervention System. The Early Intervention Coordinator has been directly involved in the selection and evaluation process for the DAP to ensure its compatibility with the new policy.

Building Public Confidence: Crime Information Reporting

Council Resolution 31184 specifically cited an expectation for improvement in the area of reporting about crime, crime trends and specific crime problems. Improvements are needed in the quality and timelessness of crime information that supports accountability--both of SPD and City government as a whole—to the public. We continue to expect an assessment of the state-of-the-art information reporting systems adopted by other cities and a plan for Seattle. We look forward to the Department's continued presentations and improvements on the dashboard report on crime for its precincts, with a citywide roll-up, to be used for regular reporting to the Council.

Response:

The Department's Data Driven unit provides the primary support for SeaStat as well as the precincts and other units with accurate and timely information to focus on problem locations, prolific offenders and repeat and vulnerable victims. In the last quarter, we continued to add and improve our crime statistics operations dashboard in both its accessibility and utility to support operations and timely data sharing. Additional data and reporting capability has been created by adding data related to the Micro Community Policing Plans, Bias Reporting, Compliance of the Settlement Agreement, and Firearm data. Within the next few months, a public version of the dashboard will be available on the Department website.

Review and Assessment: Management, Organizational Structure and Resource Deployment

Immediately begin review of Police Department management and resource deployment. Council allocated \$500,000 for the new Chief of Police to conduct a review and assessment of the Department's management and organizational structure, decision making processes and resource deployment. The review and assessment would be at the discretion of the Chief but should include the following: 1) size of Patrol and the appropriate balance and division of responsibility between Patrol and non-Patrol functions, 2) the Department's technological capacities related to crime analysis, 3) case management and communications, and 4) the overall ability of the Department to meet increasing and changing demands for effective and constitutional policing. SPD has an annual budget of approximately \$290 million and under 2,000 FTEs. The estimated monthly average of officers in service in 2014 is 1255. Officers in service includes fully trained officers not on disability or extended leave and is the best metric to measure the effective size of the police force. However, among the 5 precincts, only 620 are assigned to 911 response (66 sergeants and 502 officers) at the end of September 1, 2013.

Response:

The Department is close to completing the resource allocation study being conducted by our consultant Berkshire Advisors. This study will outline a range of options for staffing levels depending on the City's desired response times and prioritization of crime response needs. The study will address the size of patrol, the balance of patrol and non-patrol functions, and the staffing level for special events. The report will suggest some efficiency options such as carving out categories of responses that could be done on a scheduled basis.

Under the leadership of our new IT Manager Greg Russell, we are developing a program we are calling "Agile Policing." The ultimate goal of this program is to use data of previous events to help develop protocols to identify issues at the earliest possible time and efficiently and rapidly deploy our resources through use of technology. Once our real time crime center (RTCC) is operational, it will serve as the control mechanism to ensure the department is responding to the right issues.

DOJ Settlement: Business Intelligence System

Prioritize build out of the Business Intelligence System per requirement of the DOJ Settlement Agreement. The projected cost to implement the system has been estimated at \$12 million. We have no option but to get this right and drastically improve SPD's data collection, analysis and reporting capabilities. It should also function as a police performance management tool and early intervention system, with centralized software tools for data-driven policing to reduce crime and predict where crime is likely to occur. Most importantly, as stated in the Monitor's report, "one element that the business intelligence system must include is a mechanism for collecting, storing, retrieving, and organizing use of force and stop data, all in a manner that allows the Department to identify officers whose patterns of use of force and other performance trends may be problematic."

Response:

The Department is on schedule with the procurement process for the Data Analytics Platform (DAP) and is close to announcing a vendor and we plan to start production in September. The team that defined the DAP's requirements included leaders in the department's crime analysis and compliance sections to ensure that the system will provide the capabilities described above. The DOJ and the Monitoring Team have been kept informed throughout the process of defining the system and selecting a vendor.

Upon completion of the contract with the vendor I will request an opportunity to come before this committee to provide you with an overview of the DAP including information about the selected vendor and system capabilities.

Surveillance Equipment and Data Collection

On March 18, 2013, the City Council unanimously passed Ordinance 124142, a law requiring City departments to obtain Council approval prior to acquiring certain surveillance equipment. The legislation additionally required Council review and approval of Department protocols for operating the surveillance equipment and managing the data collected by it. Our expectation is that the new Police Chief will examine current practices for public safety tools and equipment and work with Council to ensure strong protocols are in place to protect the public's privacy and civil liberties.

Response:

The Department co-sponsors the citywide privacy initiative with DoIT. This initiative is creating a set of privacy principles and a privacy toolkit. Developing these privacy principles will be especially important as we take the next steps forward with the department's body worn video program. We are engaging in two surveys regarding the public's perception of the body worn program, one through the CPC and another as part of our grant application for the program.

Neighborhood Policing Plan 2.0

Complete development of the Neighborhood Policing Plan (NPP) 2.0. The current NPP adopted in 2007 has three goals: 1) response times to emergency calls in 7 minutes or less, any time and

any place within the city, 2) an aggregate of no less than 30% of patrol time available for proactive work on chronic neighborhood crime and safety-related issues, and 3) at least 10 patrol units available citywide at any time for emergency backup. The Police Chief should consider new response time goals for priority 2 calls. Priority 2 calls include: property crimes in progress, human activated alarms, narcotics activity, and conflicts between people that seem to be getting worse and with a potential of violence.

Response:

As mentioned in last quarter's report, the staffing and deployment study referenced above will update the information that forms the basis of the NPP. In the past quarter average response times for Priority One calls generally were close to 7 minutes. However, with the large variation of call volume and traffic congestion affecting response times throughout the course of a day, we are working with our staffing consultant to evaluate whether an average response time is the best measure of a responsive patrol force. We are reviewing whether to measure response times based on percentile rather than average response time as a more accurate indicator of the actual response time for most calls. When this study is complete we will be able more fully describe how it will address or modify the NPP goals.

Diverse constituencies and underrepresented populations

Communicate and engage with ethnic and minority communities and ensure the diversity of Seattle's neighborhoods is well represented in the Department.

Response:

The Department is committed and engaged with the ethnic and underrepresented communities in the City of Seattle. The entire command staff and I have made it a priority to regularly meet with these communities. We are adding staff capacity to this effort as well; the Department recently hired an Immigrant and Refugee Liaison. In the next quarter I will be outlining the Department's new comprehensive community outreach strategy.

A particularly successful program this past quarter was "Safe Place", a program is designed to further enhance the relationship between the SPD, the LGBTQ community and local businesses by providing Safe Place decals and signage to local businesses and organizations and encouraging those entities to clearly post them at the entrances to their premise as a symbol of safety for the victims of LGBTQ crime and a warning to those who commit those crimes. SPD Safe Place also provides an instant and easy link to SPD and other LGBTQ resources.

SPD reached out to the local Transgender community to collaborate on a policy to assist officers during interactions with the Transgender community. During this meeting with our we discussed current policy language, proper officer contact techniques, use of pronouns, search protocol, prisoner transport protocols and collectively determined

developed what our Transgender community members felt was an excellent SPD Transgender policy.

This spring, Seattle Police officers created a seven week Crime Scene Investigations Academy for youth at Rainier Vista Boy and Girls Club. The students learned about crime scene evidence and conducted a tour of the Washington State Gun Crime Lab.

The Department was involved with the First AME 25th Anniversary Youth and Law Forum. With over 150 youth and community members involved in the program, SPD led a class talking about race and police relations.

The Department continues to have “Youth Dialogues” in the community to discuss current issues in policing such a use of force, racial profiling and how are officers reaching out to the community.

Officers organized the second annual “Beep” Baseball event for blind baseball players at Rainier Beach High School between SPD officers and The Sluggers, the local Beep Baseball team.

Over the last quarter SPD has had a presence at a variety of community events at events such as Cinco de Mayo, Asian Pacific Directors Coalition, Mayor’s Youth Opportunity Summit, Juneteenth, Uniting for Youth Committee, African American Advisory Council, East African Advisory Council and Youth Green Corps.

A sample of community events and meetings from the last quarter is contained at the end of this report.

South Precinct Commander

Identify a long-term South Precinct captain with set expectations for the foreseeable future.

Response:

Captain Mike Washburn continues to command the South Precinct and is implementing a number of focused crime prevention and reduction efforts at the Precinct.

Safety at Light Rail Stations

Conduct a thorough review of current police resources at transit hubs and regional partnerships with Sound Transit Security and King County Sheriff’s office.

Response:

Seattle and King County share responsibility for Metro Transit and Sound Transit security in the City. South Precinct Captain Mike Washburn has hosted meetings with the King County Metro Police Captains to develop plans to increase safety on public transit. Both Metro Police and Sound Transit Police are regular attendees at SeaStat. As a result of these relationships, King County and SPD are sharing SPD’s bi-weekly robbery information bulletins and Serious Incident Reports that have a nexus to Metro, the South Bike teams are working with the Transit Police bicycle teams and SPD’s South

Precinct Patrol will coordinate with the Sound Transit Special Emphasis Team to develop a joint approach to Sound Transit station crime.

South Precinct crime mapping shows that about 80 percent of street robberies occur within 350 feet of arterials and near common pedestrian high use areas connecting residences, shopping, and public transit. The Department is placing special emphasis in this area including the South Precinct Bike Team, a two-officer car to work robbery hot spots near transit stations, and the South Anti-Crime Team will be conducting proactive patrol two days per week in July and August.

Civilian Oversight Survey

Conduct formal or informal police officer survey(s) about civilian oversight.

Response:

SPD is collaborating with the Community Police Commission on surveys about civilian oversight as well as a community survey regarding the public's opinion of the recent body-camera pilot program. Both surveys should be completed by the end of 2015.

Unsolved Homicides

Conduct a thorough review of problems related to a lack of arrests in unsolved homicides, such as in the murder of Danny Vega in Southeast Seattle.

Response:

The Violent Crimes Captain reviews all open homicide cases twice a year. There are 28 open homicide cases for 2012 – 2015. Twelve have an identified suspects but are not yet cleared.

There have been no cold case clearances during this quarter.

Expectations for Chief of Police Management

Council Relations: You are expected to maintain a constructive working relationship with Council, as demonstrated by:

- a. Prompt and complete responses to Council information inquiries.
- b. Proactive updates on policy development, operational concerns and financial matters of significance, so the Council is informed of major changes or controversies.
- c. Dependable implementation of formal policy direction provided by the Council.
- d. Assistance in the research and development of Council policy initiatives.

Response:

After a thorough review of tracking and management processes in our front office we have a streamlined process for tracking appointments, correspondence, and council inquiries. Several of our upcoming programs and initiatives such as the staffing study, the Data Analytics Program, E-911 Improvements, body worn cameras and a new records

management system have significant policy and financial implications. For that reason, we have been reaching out to councilmembers and council staff to inform them of these programs as they are being developed.

The Data-Driven unit has provided information to various councilmembers to assist with research and development of policy initiatives and to respond to citizen inquiries.

Community Relations: You are expected to maintain open and positive relations with the public and encourage community confidence in the Department, as demonstrated by efforts in:

- a. Conducting extensive outreach to members of diverse communities and other relevant stakeholders and regularly engaging with them as key public safety partners.
- b. Supporting Seattle's independent system of civilian oversight of police conduct and encouraging the community to rely on it.

Response:

Micro Community Policing Plans: One of our most meaningful stakeholder engagement programs has been development of the Micro Community Policing Plans (MCPP). The plans have taken shape into 57 distinct plans throughout the city. We are working to incorporate each MCPP into everyday policing. We have aligned the Operations Dashboard to provide data for each Micro plan area. This allow the precincts to be more responsive to shifting patterns and trends in each area. In addition, each precinct provides a biweekly strategy log report that is reviewed for thoroughness and work on the problem solving strategies. The precincts present on one or two different MCPP areas at each SeaStat.

Leveraging our partnership with the social media website Nextdoor.com we were able to overlay our MCPP areas within their existing Nextdoor.com communities. This overlay allowed for significantly increase resident-SPD communication with within the MCPP area.

Seattle University researchers have been conducting focus groups of residents in the MCPP areas. Special effort has been taken to include diverse and underrepresented residents in these areas. To encourage full participation, meetings will accommodate the cultural needs and primary languages of the participants. The focus groups will meet twice. The first meetings will focus on perceptions of public safety within the community. The second round of meetings will focus on the MCPP process, the content of the plans and feedback from community members. At the conclusion of these focus groups, Seattle University will conduct a comprehensive assessment of the plans that will be delivered in the fall.

Outreach about Independent Review of Uses of Force: The Compliance Bureau has actively engaged in outreach efforts to promote open and transparent relationships and encourage community confidence and trust. The Force Investigation Team has presented to a number of groups regarding the progress made and continuing reform

SPD is making in the investigation, reporting, accountability, civilian oversight, and officer training surrounding use of force. We have completed or plan presentations to the African American Advisory Council, city-wide advisory councils, East African Advisory Council, Seattle Women's Commission, and the North, South, and Southwest Precinct Advisory Councils, and the Community Police Academy. These presentations have been well received, and have provided venues for direct and meaningful discussions about the critical issues surrounding police use of force.

Staff Development: You are expected to maintain a high caliber work force for the Department, as demonstrated by your efforts in:

- a. Recruiting the best and brightest to SPD ranks, and striving to develop an SPD work force that reflects Seattle's demographics and cultural values.
- b. Fostering the highest standards of professionalism, developing and maintaining good morale among SPD employees, and ensuring a work environment that offers all staff advancement opportunities.
- c. Conducting succession planning and attending to the professional development of SPD staff, including identifying, developing and nurturing SPD leaders.

Response:

The Department continues to aggressively recruit high caliber, diverse officer candidates. In the past quarter, the Department engaged in community outreach to historically underrepresented groups at five events, in-person recruiting at 20 events, targeted advertising using the Department's rebrand, and conducted pre-test workshops for prospective applicants. The Department also runs the most diverse Police Explorer program in the state, which has proven to be a productive outreach tool. Additionally, the Department has Command Staff level representation at the City's IDT on Workforce Equity, which in part is focused on identifying and removing employment barriers to groups historically underrepresented in policing. Another focus of the IDT will be a review of how specialty unit assignment selections are made to ensure an unbiased, objective process.

The Department is currently in the design phase of a Management Development Initiative ("MDI") that will be available to Department lieutenants and captains with the stated purpose of providing professional development and promotional opportunities for these ranks. The MDI will include elements such as mentorship within the Department, access to management/leadership programs, and rotation among assignments that provide participants well-rounded exposure to all aspects of the Department. The Department will be partnering with the Seattle Police Management Association in the development of the MDI.

EXAMPLES OF NOTEWORTHY COMMUNITY MEETINGS AND EVENTS

March 23, 2014 – June 23

Community Chair Conversation with the Seattle Times
Walk & Talk Rainier Valley at the Rainier Cultural Center

Behind the Badge Memorial Ball and Auction
Women in Seattle Luncheon at the Sorrento Hotel
Women's Funding Alliance Reception at the Sorrento Hotel
Green Corps Pizza with the Chief
Pacific Northwest Law Enforcement Charity Golf Tournament
Meeting with Youth Ambassadors at Denny Middle School
Asian Pacific Directors Coalition (APDC) Meeting
Breakfast with the Chief at the Seattle Sheraton
Irish Night at the Seattle Mariners Game/Ceremonial First Pitch Thrown
Coffee Meeting with Consul Eduardo Baca Cuenca; Consul de Mexico.
Charleston SC Shooting Vigil at the First AME Church
Sunset Club of Seattle Forum (speaking engagement)
Horizon House - Senior Citizen Resident Home (speaking engagement)
Mirabella Seattle Retirement Community (speaking engagement)
Trans Pride Event
Pride Parade 2015