

**THIRD QUARTERLY REPORT
CHIEF KATHLEEN O'TOOLE
April 2015**

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 is becoming a regional leader in focused and proactive policing using 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 to frame crime-reduction responses in three evidence-based areas: (1) problem locations; (2) prolific offenders; and (3) repeat/vulnerable victims. The strategies continuously evolve as new data is available.

Gun Violence: In January, SPD and members of the Bureau of Alcohol, Tobacco and Firearms (ATF) started the 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. This collaboration involves using the electronic identification system known as IBIS – the Integrated Ballistics Information System. IBIS facilitates sharing of information between different law enforcement groups. Rapid dissemination of ballistics information, in turn, allows for tracking of gun-specific information and connection of a particular firearm to multiple crimes irrespective of geographic location.

The Taskforce gathers and images all recovered ammunition from crime scenes into IBIS and also test fires and guns associated with crime scenes. So far the taskforce has found 61 matches that link recovered ammunition to other crimes.

Nightlife: The Department sent two commanders to the Nightlife Enforcement Seminar sponsored by the Responsible Hospitality Institute, the IACP and LAPD. This program focused on best practices in nightlife and entertainment district enforcement. We have built relationships with agencies that excel at this type of enforcement with an eye toward learning their strategies and adapting them to our issues. We are mapping our nightclub and liquor establishments and will analyze the crime and calls for service in these areas. Once we have this information, we will develop a long-term strategy to effectively police these areas. We have developed an operational plan to address crime and disorder in the nightlife areas of Belltown and Capitol Hill. This plan will be updated weekly to address changes in the crime and disorder landscape as they develop.

We selected a Nightlife Detective to fill the position previously occupied by Det. Bob Peth, who passed away last year after a long illness. Our detective is building relationships with our partner agencies in the Joint Enforcement Team, with Community Police Teams from the East and West Precincts and with the nightlife community. He will be attending the Entertainment Zone Policing training in Edmonton, Canada, a city that has been identified as one of the agencies in North America that does an outstanding job in policing their nightlife area.

Micro Policing Plans: SPD continues to develop the Micro Community Policing Plans. We have a Seattle University research assistant in each precinct to assess the effectiveness of the plan strategies. The crime statistics dashboard has been customized to produce statistics for each micro policing plan area.

Downtown Disorder: In December, SPD hosted a full day retreat with several city departments to develop strategies for addressing downtown disorder and held a follow-up meeting in March to check on the progress of each of the assigned strategies and discuss newly developing issues. The March meeting resulted in a new list of action items and further commitment by all departments to meet quarterly.

The West Precinct “Neighborhood Response Team” continues to focus 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. The West Precinct commanders have coordinated with Metro and SDOT on improvements to the street use around the 1500 block of 3rd Ave; and increased the amount of bicycle patrols and enforcement with a focus on Westlake Park and Pine and Pike streets.

We are working closely with other City departments to address street disorder and open-air drug dealing in the downtown retail core. West Precinct personnel are part of a taskforce of city departments and social service agencies that will be located in a central location on Second Avenue to focus on a 9½ block area that includes the areas between Pine and Pike street from Westlake Park to the Pike Place Market. SPD has assigned key leaders to the task force, adjusted the schedules for the bike squads and the Anti-Crime

Team to focus on this area, and assigned a crime analyst to support the task force. The group will coordinate individual outreach to chronic offenders and rapidly respond to crime patterns.

Domestic Violence. The Domestic Violence Unit (DVU) continues to develop new strategies to increase victim safety and batterer accountability. In November 2014 the unit implemented statistics-based monitoring to reduce DV Assaults by connecting victims to safety planning and resources as soon as possible after a DV event. A new electronic program identifies repeat victims so immediate intervention and prevention advocacy can be offered.

A monthly hot-spot report identifies repeat DV calls to apartment buildings and SHA housing. This report directs our resources to specific locations where we provide training to building managers to direct resources and DV advocates to victims. Our DV advocates provide education on personal safety and DV resource information. This outreach has significantly reduced repeat DV calls to these locations.

The DV Unit has implemented a procedure where all DV disturbance reports that do not meet the standards for prosecution but indicate a need for safety planning and resources are referred to our Victim Support Team advocate for follow-up. During the month of February the Victim Support Team advocate received over 95 referrals.

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:

De-escalation Training: De-escalation is a core principle behind many of the Department's training classes. Utilizing de-escalation tactics as soon as practical increases the chances of gaining suspect compliance before force is necessary. De-escalation is more than a set of disparate skills; it is an overarching approach to incident resolution..

The first de-escalation training in 2015 is a scenario-based training delivered in a team environment. The course uses the Tactical De-Escalation "3-S" Model (scene control,

suspect engagement and solution). It is derived from a nationally recognized hostage negotiation force-reduction model. The “3-S” model was adapted to provide patrol officers a streamlined version of de-escalation to employ in dynamic situations such as traffic stops.

Crisis Intervention Training: The Seattle Police Department will continue to partner with the Washington State Criminal Justice State Academy (WSCJTC) to train Crisis Intervention in 2015. We will teach “Traumatic Brain Injury” and “Veterans Treating the Invisible Wounds of War” as the 8-hour CIT Training block for our certified officers in 2015. In addition, CIT Force Options and Youth-focused CIT will be offered in 2015.

We welcome councilmember or council staff participation or observation in any of our training courses.

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 Department began delivering Early Intervention System (EIS) training on the new EIS policy and program in February. The EIS employs intervention strategies that are not punitive or disciplinary. Using a two-tiered approach, the EIS and related tools identify and support employees who demonstrate behaviors that may affect job performance. The first tier consists of several objective, job-related criteria to identify employees who exhibit certain stress indicators. The second tier consists of intervention strategies designed to assist the employee in a positive and supportive manner. The purpose of the program is to identify employees exhibiting signs of stress, intervene and provide support and counseling before the stress affects the employees’ performance or result in conduct that is contrary to the mission and values of the Seattle Police Department.

The ultimate goal of the program is to support the employee’s career development through counseling, training and correcting behaviors that may cause performance concerns. More serious behavior is forwarded to the Office of Professional Accountability for investigation.

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:

In the last quarter, we made several additions and improvement to our crime statistics operations dashboard in both its accessibility and utility to support operations and timely data sharing. The crime statistics dashboard is now available to all SPD personnel. In March we gave a demonstration to Council staff so they could see the range of crime information we can customize for Council needs.

We created an internal GIS dashboard to visually display our Major Crime by location and crime type. In addition, we aligned the Micro Community Policing Plan boundaries to our Reporting Areas/Census Tracts so we can provide rapid and accurate crime data at a neighborhood level.

The SPD Data Driven Policing Unit continued to provide data to internal and external partners and researchers in order support compliance, grants, research, and legislative and executive decision-making. Data recipients included the Mayor's Office, City Council, US Attorney's Office, ATF, Seattle Housing Authority, Seattle University, George Mason University, Office of Justice Programs, Department of Justice, and the Monitoring Team.

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:

Berkshire Advisors, our selected staffing consultant, has started work on the staffing and deployment study to examine the size of patrol, the appropriate balance of patrol and

non-patrol functions, and the appropriate staffing level for special events. The study will include best staffing estimates based on the city's expected future growth.

Four new assistant chiefs were promoted – two from within SPD and two from outside agencies. In addition, the Chief Information Officer position was filled on March 17 with an highly qualified candidate.

A review was completed of the Front Office Operations in the Chief's office with a revised structure to help manage projects, schedules and make more efficient use of support personnel. These changes have been put into place and will be adjusted as new command personnel assume their new positions.

The Department is working closely with the Criminal Justice Training Commission (State Training Academy), the Community Police Commission, and an outside hiring consultant to review the entire continuum of the hiring process: recruiting, testing, background investigation, academy attendance, post-academy field training all the way through the probationary training period. The goal is to improve the quality and diversity of the hiring pool, and to speed up the process while maintaining high quality candidates.

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 RFP for the Data Analytics Platform was issued in February, prior to the Federal Court deadline. The system will collect and analyze data in the following areas: Use of force, Terry stops (brief investigational stops), Litigation, Complaints, Early intervention, Performance and employee management, Crisis intervention and Crime analysis. The DOJ and the Monitoring Team have been kept informed about the progress of the vendor selection and the project scope.

Vendor proposals were due April 13, 2015 and a vendor should be selected by July 31, 2015, with implementation beginning as soon as possible after contract language is finalized. After the vendor is selected I welcome an opportunity to appear before the council with a more detailed presentation about the system.

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, along with DoIT co-sponsors the citywide privacy initiative. This initiative will lead to the creation of set of privacy principles and a privacy toolkit. Developing these privacy principles will be especially important as we move forward with the department's pilot program using body worn video.

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:

The staffing and deployment study referenced above will update the information that forms the basis of the NPP. For the first two months of 2015, response times for Priority One calls were below 7 minutes. 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 entire command staff and I have made it a priority to meet with ethnic, minority and communities. A sample of community events and meetings from the last quarter is contained at the end of this report.

We are working to strengthen and grow our demographic advisory councils and use these relationships to share information about a variety of employment opportunities with SPD.

South Precinct Commander

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

Response:

In consultation with the south precinct public safety community, Captain Mike Washburn was appointed to command the South 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:

Through our relationship with our neighboring agencies and using the SeaStat process we are able to obtain current and meaningful crime data related to transit hubs. We meet regularly with our Metro and Sound Transit police partners and include them in our bi-monthly SeaStat meetings.

Civilian Oversight Survey

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

Response:

SPD is working in collaboration with the Community Police Commission to conduct a formal survey of police officers regarding civilian oversight. This survey will be conducted in mid-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:

No new cold case homicides were solved this quarter. An arrest was made in the serious assault case on the owners of the King Donut Shop that occurred early in 2015. The Violent Crimes Section will continue to review all cold cases throughout 2015.

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:

Our front office consultant has helped us streamline, track and efficiently process Council requests coming into our front office. We welcome opportunities to provide timely and accurate information to help with Council policies and initiatives. As we continue to develop our ability to provide data about our operations, we appreciate Council input on how we can make this information useful for your needs.

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:

After a series of events that included uses of force by police against suspects and on-duty shootings of police, there has been nationwide and local dialogue about the interactions between police and the community. Locally, we had several protests related to police action. These discussions and events elicited a wide range of emotions that reveal a need for improving relationships, developing opportunities for frank and respectful discussion, and working together to improve these relationships. The Department made special efforts during this past quarter to communicate about these issues head-on, as well as develop relationships with community members in an effort to address some of the issues underlying this conflict.

The Department made special effort to reach out to young people in Seattle Schools for dialog about police relations, violence, aggressive behavior and alternatives to violence. In particular, we worked with Cleveland High School to build a strategy for police officers to engage in meaningful dialogue with the entire student body. The discussion included race, rights, and perceptions. We showed a segment from the "Race: The Power of Illusion" training officers take as part of SPD's Bias Free Policing training and the students split into groups to speak with officers. Afterward, officers and students played a friendly basketball competition at the pep rally. I am grateful to Cleveland High School for opening up their doors to us.

Department leadership coordinated with the Community Police Commission to have discussions about police-community relations and use of body worn video to monitor interactions between police and the public.

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:

SPD has been exploring methods to provide current employees at the rank of lieutenant and captain additional professional development opportunities and leadership training. These opportunities will benefit the City by having more well-rounded supervisors and ultimately make our senior officers more viable candidates when there are vacancies on Command Staff. As a result of an agreement reached to resolve the recent Unfair Labor Practice case, the Seattle Police Management Association (SPMA) will be serving as a partner in the collaborative process to develop a Management Development Initiative. Ideas under discussion include sending SPMA members to participate in existing management or leadership development programs through other agencies or private industry, a mentoring program, rotating assignments to allow for breadth of experience and potentially paying for advanced education in subjects including business and budgeting.

EXAMPLES OF NOTEWORTHY COMMUNITY MEETINGS AND EVENTS
DECEMBER 25, 2014 – MARCH 25, 2014

Meeting with Downtown Seattle Association (multiple)
Meeting with Special Assault Unit Prosecutors from King County Prosecuting Attorney’s Office
South Lake Union Community Council
East African Advisory Council
Crisis Intervention Committee Plenary Meeting
Rainier Valley Chamber of Commerce
Seattle Metro Chamber of Commerce
Coffee with Downtown Seniors
Downtown YMCA
Mt. Zion Martin Luther King Community Celebration
Ballard “Talk and Walk” with the Ballard Chamber of Commerce
Domestic Violence Resource Center Committee
Southwest Precinct Community Meeting
United Black Clergy Meeting
Meeting with ACLU Director and Deputy Director
Meeting with Public Defender Association
“Women in Dominant Male Jobs” Presentation
Meeting with the Director of the Office of National Drug Control Policy
Seattle Neighborhood Group

Crime Prevention Committee – All City Meeting
Meeting with Crime Stoppers
Meeting with Captain Raymond of the US Coast Guard
NAACP Executive Board Meeting
Chief Seattle Club
King County Labor Council
Aronson Security Group presentation
University of Washington Police Groundbreaking for new Police Station
Seattle University School of Law – “Ferguson and the Changing Role of Police”
Women’s University Club
Violence Against Women Act 20th Anniversary Roundtable
Starbucks “Coffee with Cops”
St. Patrick’s Day mass for Peace at St. Patrick’s Church
St. Patrick’s Day Parade
Irish Festival at Seattle Center Armory
Police Reform presentation to the Rainier Club