

RECOGNIZING  
**TWO YEARS**  
of **PROGRESS**

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# The Four Pillars

Effective policing involves much more than enforcing the law. Success is rooted in a dynamic formula of authentic community engagement, exceptionally-trained staff, continually improving practices, and efficient operations. Guided by the principles outlined in its four pillars of policing, the Seattle Police Department is developing this new model for police services for this city and the nation.



## Enhance Public Trust

Strive to provide fair and just police services in alignment with the needs and concerns of all of Seattle's communities.



## Build Pride and Professionalism

Build a Department staffed by the best-trained officers and civilians, who are supported and recognized for their hard work.



## Address Crime and Disorder

Implement crime prevention and response tactics guided by advanced analytics and grounded in best practices.



## Promote Best Business Practices

Align Department resources to efficiently provide effective police services.

# Prioritizing Reform

The Seattle Police Department is working closely with our federal partners and the Monitoring Team. There is more work to be done, but SPD's accomplishments are being recognized across the country. Most importantly, officers are demonstrating them on the streets of Seattle every day.

## Consent Decree Progress

As part of their responsibility, the federally-appointed police Monitor must file Assessments and Semi-Annual Reports with the Federal Court. Each of these reports has made note of the significant progress the Department has achieved in the past two years in all areas of the consent decree.

### Use of Force, Force Reporting and Investigation

“That SPD’s performance is in initial compliance with several of the areas addressed in this assessment should be cause for pride in the SPD, from the rank and file officers on the beat protecting the citizens of Seattle, all the way through to the top levels of management.”

Seattle Police Monitor, First Systemic Assessment (pg. 4), September 2015

### Force Review Board (FRB)

“Especially given that, between 2009 and 2011, only 0.04 percent of cases received any significant chain of command scrutiny whatsoever, it is a praiseworthy advance in accountability that SPD, through its Force Review Board, has become far more comfortable with critically analyzing and scrutinizing officer use of force and holding officers accountable for their performance during incidents involving force.”

Seattle Police Monitor, Second Systemic Assessment (pg. 1), November 2015



## Community Confidence

“The Seattle Police Department’s performance rating continues to improve. The number of people who approve of the job Seattle [Police are doing] has increased from 60% (2013) to 54% (2015) to 72% (2016). Much of that improvement is among African Americans (49% approval 2013 / 62% 2016) and Latinos (54% 2013 / 74% 2016).” In 2015 a similar survey found that approval among LGBT residents increased 17 percent.”

Seattle Police Monitor, Third Systemic Assessment (pg. 2), January 2016

Anzalone, Liszt, Grove Research Letter to Federal Monitor, October 18, 2016.

## Crisis Intervention

“Initial data indicate that officers use force against individuals in crisis less than two percent of the time and, when they do use force, 80 percent of the time they use the lowest level of force (and not once used the highest level of force), even in high risk situations.”

“SPD has institutionalized attention to crisis intervention work by establishing and funding the CIT Program, implementing training and data collection processes, and continuing to take the lead in maintaining the CIC.”

Seattle Police Monitor, Fifth Systemic Assessment (pg. 1), February 2016

# Training, Policies, and Procedures

Ensuring that policing in Seattle is effective and constitutional requires on-going assessment and revision of training standards, policies, and procedures. Many parts of this work were in response to the consent decree, but additional advances were directed by SPD leadership to support and guide members of the organization.

## Policy Changes

- Updated use of force policy
- Revised crisis intervention policy
- Revised policies for stops and detentions
- Created bias-free policing policy  
*All approved by Federal Court in June 2015*

## New Procedures

- Revised performance monitoring program  
*Approved by Federal Court in May 2015*
- Launched tool to collect data on street stops
- Implemented electronic performance accountability system
- Aligned audit practices with Generally Accepted Government Auditing Standards
- Created audit schedule in accordance with consent decree requirements

## Early Intervention

To further enhance accountability, the Force Review Board implemented IAPro as an early-intervention system to employ risk-management strategies in the supervision and management of officer performance.

SPD has engaged academic partners to assess the efficacy of the Early Intervention System and recommend best-practice improvements.

## New Trainings

- Created a scenario-based training model to combine skills with practice
- Launched a comprehensive training on use of force (24hrs)
- Deployed module on bias-free policing
- Crafted a unit on tactical de-escalation skills (8hrs)
- Developed active-shooter response training (8hrs)
- Enhanced training on the use of taser devices (16hrs)
- Designed training modules on safe street, traffic, & high-risk stops (12hrs)
- Implemented *Taking Care* training on leadership techniques (8hrs)
- Required series of trainings for supervisors on leadership, incident reviews, and investigating complaints of biased policing (16hrs)

RECOGNIZING  
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Officers training in low light conditions as part of the Body-Worn Camera pilot testing.

# A New Model of Policing

The Seattle Police Department has assumed a leadership role in the national conversation about what policing should look like in the 21st Century. With the support of Mayor Murray, elected officials, federal partners, and the people of Seattle, SPD is demonstrating a new model of police services.

Key to this process was the professionalization of the management ranks. New civilian positions of Chief Operating Officer – equivalent to a Deputy Chief – as well as a Chief Financial Officer, Technology Director, Human Resources Director, and Legal Counsel, were created to bolster internal capacity and align with best business practices.

## 2015-2016 Accomplishments

### Demonstration Management

The SPD successfully developed and implemented an effective public order strategy for May Day 2016.

Advanced planning and officer performance ensured property and persons were safe, with the event garnering praise from outside experts. Police departments across the country are seeking to replicate the Seattle model.

### Hiring Goals

Mayor Murray is committed to growing the Department by 200 officers by 2020. SPD's goal is to build a police service that reflects the entire city.

The recruiting team is actively engaging local communities by attending neighborhood events and advertising a wide variety of media. The percentage of minority candidates on SPD's eligible-for-hire list has steadily increased. In 2015, the number of minority officers hired increased to 35%.



Chief O'Toole at the 2016 Pride Parade.

### Addressing Bias in Policing

SPD is one of the first departments in the nation to mandate bias-free policing training. This program focuses on institutional racism and implicit bias.

- Trained all officers in bias-free policing since 2014
- Launched implicit bias training for all officers
- All employees completed training on interacting with transgender individuals
- Worked with transgender community to develop policy and training modules

### Digital Transparency

SPD responds to approximately 90% of the total public disclosure requests for the entire city. To help facilitate these requests more efficiently and effectively, a Director of Transparency and Privacy was hired. Also, a mobile-friendly, online, intake system to track requests was launched.

- Deployed a webpage allowing the public to monitor crime trends
- Created a public webpage for sharing Micro Community Policing Plans with the community

## A New Model of Policing



## Policing with the Community

Public trust is paramount to effective policing. The Seattle Police Department cannot achieve its mission without the support of the community it serves. The Department has a proud history of engaging with the City's diverse community and has significantly expanded its community engagement and outreach during the past two years.

- Engaged with the Community Police Commission (CPC)
- Hired a civilian multi-lingual Immigrant & Refugee Liaison representing the East African community
- Dedicated a civilian Southeast Asian Community Crime Prevention Coordinator
- Created the Immigrant & Refugee Women's Program as part of SPD's Safe Communities Initiative
- Launched the Seattle Police Activities League (SEAPAL)
- Participated in dozens of East African community events including Eid, Ramadan, and Iftar services
- Hired 50 youth to support the Mayor's Youth Employment Program
- Staffed all precincts with a desk officer 24 hours a day
- Increased Twitter following by 250% to over 281,000 followers. Averaged over 5 million monthly impressions
- Averaged 1.5 million unique annual visitors to the SPD Blotter page since June 2014
- Launched Nextdoor SPD page as one of the largest public safety agencies on the platform



SPD's LGBTQ Liaison Officer Jim Ritter has expanded the SPD Safe Place Program to more than 2,000 locations.

## The SPD Safe Place Program

In May 2015, SPD announced SPD Safe Place, a public education and safety campaign aimed at preventing and responding to anti-LGBTQ crimes.

Safe Place is a voluntary program that provides businesses and organizations with decals and information on how to report malicious harassment, more commonly known as hate crimes. Training for these organizations includes 911 protocols, sheltering victims of crime until police arrive, and proactive outreach to victims.

“We are grateful for the overwhelming support we’ve received from our friends in the community,” said Officer Jim Ritter, SPD’s LGBTQ Liaison. “This initiative began with a vision of providing safety and comfort for victims of LGBTQ harassment. Today, it not only serves as a refuge but also a reminder that we have zero tolerance for bias and hate in our communities. We continue to encourage anyone affected to report incidents.”

The SPD Safe Place initiative has reached more than 2,000 public and private sector organizations, including 97 Starbucks locations and 37 Bank of American financial centers in Washington. The program is now being replicated nationally and internationally.

SPD Safe Place also served as the inspiration for Safe Place WA to promote LGBTQ inclusion practices and policies throughout state government.

## A New Model of Policing

A photograph of Sgt. Dan Nelson, a Seattle Police officer, speaking at a microphone. He is wearing a dark blue uniform with a patch on his left shoulder that reads "SEATTLE POLICE" and "EST. 1854". A name tag on his chest reads "D. NELSON". The background is a blurred presentation screen with "Seattle.gov" visible.

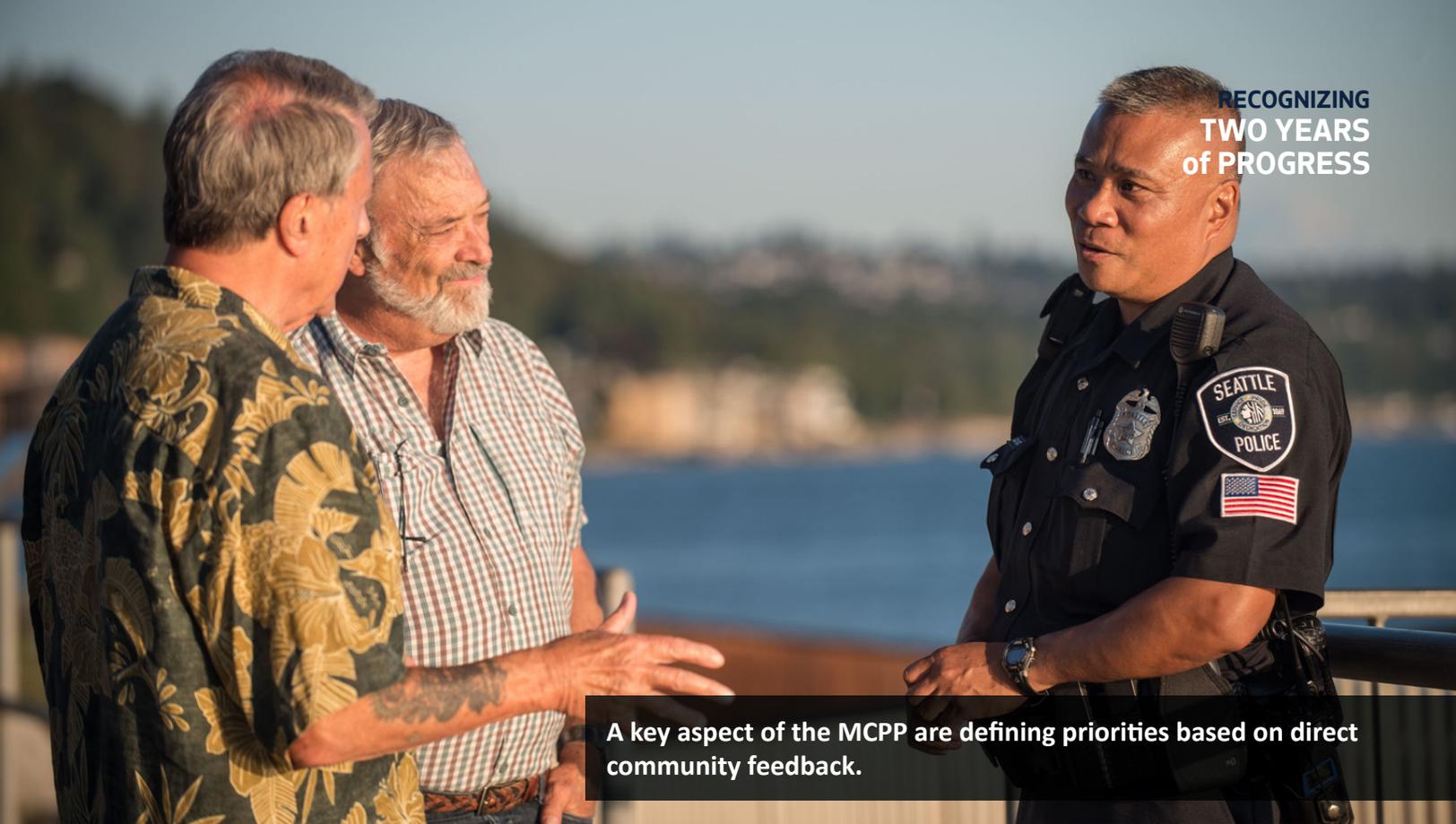
Sgt. Dan Nelson of the Crisis Reponse Team, presenting at the Crisis Intervention Committee.

## Assisting People In Crisis

The Seattle Police Department knows that many issues officers confront on a daily basis are interconnected with challenges faced by other systems. The SPD is committed to multi-disciplinary approaches to address threatening behavior, while working to resolve underlying issues.

- All officers have received 8 hours of crisis/de-escalation training
- Began electronically collecting information on calls involving persons in crisis to measure and improve performance
- 594 officers received the 40hr Crisis Intervention certification training
- Partnered with the Marah Project to provide Narcan to bike officers to respond to people experiencing opioid overdoses
- To date, Narcan was used successfully 13 times and the program prompted a visit from the United States Surgeon General

**SPD's Crisis Intervention Program** shows arrests and use of force continue to be rare occurrences when officers are dealing with persons in crisis. With approximately 9,300 crisis responses reported last year, only 149 (1.6%) involved any use of reportable force, and of these, only 36 (0.4% of crisis responses overall) involved greater than a low-level, Type I use of force. This is a testament to the impact of enhanced training and data collection as part of SPD's Crisis Intervention Program. Given the Department of Justice's 2011 estimate that more than 70% of force incidents involved persons in crisis, these numbers show that officers have embraced, and are applying in practice, the de-escalation and CIT skills that are now emphasized in training.



A key aspect of the MCPP are defining priorities based on direct community feedback.

## Micro Community Policing Plans (MCPP)

No two neighborhoods are alike, nor are their safety priorities and concerns about crime. The SPD's Micro Community Policing Plans (MCPP) are an innovative, grassroots effort. Community residents, business leaders, and officers on the beat work together to identify priority issues and design plans to reduce and prevent crime. This new approach to policing has reached 57 neighborhoods since its launch in April 2015. Officers logged over 2,300 hours of proactive policing in response to these plans between April and July, 2016.

"The MCPP are designed to address the unique issues of every community we service," says Deputy Chief Carmen Best. "Quantitative data are important in understanding crime trends, and community voices are equally important in shaping response plans. We will continue to rely on this meaningful input to refine and better align our MCPP priorities."

Another element of the MCPP is SPD's partnership with Seattle University, which administered a first-of-its-kind micro-community survey to assess how safe people feel in their neighborhoods. Survey results are being used in conjunction with official crime data to give a holistic view of the MCPP.

# Data-Driven Strategies

The Seattle Police Department relies on data-driven strategies to ensure the Department uses its resources effectively and in-line with best practices. The collection and coordination of data across the Department, as well as with other partners, is essential in the early identification of threats, crime trends, and measures of success.

- Launched the SeaStat process to track crime, prolific offenders, and engage partners
- Deployed Violence Emphasis Patrols in Capitol Hill, Belltown, South Precinct, North Precinct, and Southwest Precinct, to address robberies, assaults, and shots fired
- Created a Neighborhood Response Team in West Precinct to focus on long-standing disorder conditions
- Developed a Property Crimes Task Force to address prolific offenders and problem locations
  - *Resulted in over 200 property crime arrests in the North Precinct between March and June of 2016*
- Completed a redrawing of precinct sectors to enhance police availability
- Successfully responded to multiple arson and bomb threat cases, including the West Seattle serial arsonist, and the North Precinct arsons
- Launched a citywide operations dashboard to provide officers with crime analyses and information bulletins
- Received federal funding to implement a validated domestic violence risk assessment instrument
- Established a Forensic Division to create a cohesive unit for all forensic evidence collection processing
- Expanded Bicycle Patrol squads to all precincts
- Identified and addressed a marked decrease in proactive officer activity
  - *Increased 2014 lows by 22% in 2015, with 2016 numbers – through July – showing a 36% increase compared to 2014*



## Real Time Crime Center

The RTCC is the engine of SPD's data-driven policing efforts. The facility integrates numerous data sources and analyses and distributes the information directly to police officers to promote a more focused, agile, and proactive response. Prompt information provided in real time assists law enforcement in identifying patterns, stopping crime as it happens, and interceding to prevent incidents.

The RTCC operates as our information-sharing hub, hosting daily briefings. It has proven effective through the timely identification of suspects in shooting incidents, dissemination of suspect photos to officers in the field, and providing known locations for suspect vehicles, thereby leading officers to suspect locations.

With the RTCC's data-driven support of the agile-policing model, SPD achieved a 6.6% drop in overall major crime in 2015 compared to 2014.

# Collaboration and Partnership

The Seattle Police Department recognizes that multi-disciplinary partnerships with law enforcement, social services, and community organizations are essential to addressing the complicated challenges in our communities.

- Established collaborative protocols with the King County Prosecutor's Office for investigating and reviewing all homicides and violent crimes
  - Joined the City's Joint Enforcement Team (JET) to address chronic nuisance properties and businesses
  - Entered into a memorandum of understanding with the University of Washington to collaborate on sexual assault cases to provide better victim services
  - Initiated weekly series of meetings with the City Attorney's Office, regional and federal partners to address recent incidents of violent crime and significant property crime
  - Launched a robust Gun Crimes Task Force with regional law enforcement partners and the Bureau of Alcohol, Tobacco & Firearms (ATF)
  - Actively participate in dozens of task forces charged with addressing the issues underlying criminal behavior
- Some of these include:
- The LEAD Policy Coordinating Group
  - The King County Heroin and Prescription Opioid Task Force
  - The Youth Action Plan Task Force
  - The Chinatown/International District Public Safety Task Force

## Partnership with the Metropolitan Improvement District (MID)

Our partnership with the Metropolitan Improvement District (MID) began with officers at our West Precinct patrolling downtown Seattle. They worked in collaboration with the MID Outreach Team to connect people who are suffering from drug and alcohol dependence and mental health issues with services. Building on our success, this joint effort has expanded – officers from our East Precinct are now working with MID on Capitol Hill. This partnership has helped us develop relationships with younger individuals who have traditionally been difficult to engage and connect to services. Officers are reporting increasing requests for the MID Outreach Team.

MID and SPD's night officers also serve the Pike/Pine corridor. This gives us the opportunity to engage with a different group of individuals than those present during the day. Additionally, SPD is launching a program in the area known as "Little Saigon" in the Chinatown-International District to reach a group of individuals in need of services.



West Precinct bike squad officers often work directly with the MID Outreach Team in the downtown core.

# Financial, Facility, and Technology Standards

The Seattle Police Department had a history of operating in silos, often at the expense of efficiency and best practices. Aligning the Department's budgetary and technology needs with its reform, engagement, and data-driven priorities was critical.

## Oversight and Risk Management

- Incorporated financial accountability meeting (SeaFin) into the SeaStat process
- Completed City Auditor review and follow-up actions for overtime procedures
- Implemented new overtime tracking and approval procedures
- Began implementation of scheduling/timekeeping software
- Increased communication with City Budget Office to better manage resources and needs

## Modern Facilities and Technology

- Implemented a facility needs assessment to leverage existing space and prioritize future needs
- Upgraded hardware and software for Parking Enforcement Officers
- Completed PricewaterhouseCoopers gap and risk analysis of SPD's IT systems
- Launched the Data Analytics Platform projected to integrate data for measuring compliance with Consent Decree
- Upgraded the Computer-Aided Dispatch System
- Canine Unite implemented a cutting-edge management system for police dogs



## About the Data Analytics Platform

The Data Analytics Platform (DAP) will consolidate information from a number of source databases, including the 911 system, SPD's records management system, training records, citizen complaints, and others, to establish a series of interactive dashboards that will allow supervisors to more readily analyze their officers' use of force, Terry stops, arrests, crisis contacts, and other activity. In addition, the DAP will allow commanders to better manage the Department by creating visualizations of officer activity across precincts and watches.

## 911 Communications Center Remodel

Residents of the city expect prompt, friendly and helpful service when they call 911 to report emergencies. The need to overhaul the 911 Communications Center was clear and it continues to be a priority. In June 2016, the revamped call center opened ahead of schedule and under budget.

The need to overhaul our 911 Communications Center was clear and Chief O'Toole made the call center a priority. In June 2016, the revamped call center was re-opened ahead of time and under budget.



## Body-Worn Video Pilot

Through Department of Justice funding and the allocation of Finance General Reserves by the Mayor, SPD is funded to deploy body-worn cameras in 2016. SPD conducted a six-month pilot of body-worn camera equipment and made some of the recorded footage available to the public on a YouTube channel. As we proceed with the body-worn video program, it is important we strike the right balance of transparency and privacy for victims and community members.

# 2014 and 2015 Budget

BUREAU / BUDGET CONTROL LEVEL	2014 Expenditures	2015 Expenditures	% Change
<b>CHIEF OF POLICE BUREAU</b>			
CHIEF OF POLICE	\$15,754,790.48	\$17,440,623.76	11%
OFFICE OF PROFESSIONAL ACCOUNTABILITY	\$2,356,277.83	\$2,872,756.17	22%
<b>Subtotal</b>	<b>\$18,111,068.31</b>	<b>\$20,313,379.93</b>	<b>12%</b>
<b>CHIEF OPERATING OFFICER BUREAU</b>			
CHIEF OPERATING OFFICER <sup>1</sup>	\$24,876,908.94	\$24,498,751.79	-2%
FIELD SUPPORT	\$36,008,852.25	\$36,162,953.40	0%
<b>Subtotal</b>	<b>\$60,885,761.19</b>	<b>\$60,661,705.19</b>	<b>-0%</b>
<b>COMPLIANCE AND PROFESSIONAL STANDARDS BUREAU</b>			
COMPLIANCE AND PROFESSIONAL STANDARDS <sup>2</sup>	\$14,238,434.00	\$18,391,020.77	29%
<b>Subtotal</b>	<b>\$14,238,434.00</b>	<b>\$18,391,020.77</b>	<b>29%</b>
<b>CRIMINAL INVESTIGATIONS BUREAU</b>			
CRIMINAL INVESTIGATIONS ADMIN	\$8,602,479.99	\$8,811,715.49	2%
VIOLENT CRIMES INVESTIGATIONS	\$8,365,957.64	\$8,377,748.33	0%
NARCOTICS INVESTIGATIONS	\$5,072,417.48	\$5,059,893.58	-0%
COORDINATED CRIMINAL INVESTIGATIONS	\$4,791,738.61	\$4,822,563.00	1%
SPECIAL VICTIMS PROGRAM	\$6,538,240.04	\$6,955,024.01	6%
<b>Subtotal</b>	<b>\$33,370,833.76</b>	<b>\$34,026,944.41</b>	<b>2%</b>
<b>PATROL OPERATIONS BUREAU</b>			
PATROL OPERATIONS BUREAU <sup>3</sup>	\$3,401,054.19	\$1,960,950.93	-42%
WEST PRECINCT PATROL	\$30,484,316.16	\$32,054,879.46	5%
NORTH PRECINCT PATROL	\$33,336,466.16	\$34,623,506.76	4%
SOUTH PRECINCT PATROL	\$18,184,093.61	\$18,546,903.20	2%
EAST PRECINCT PATROL	\$24,344,158.40	\$24,745,661.44	2%
SOUTHWEST PRECINCT PATROL	\$16,283,259.70	\$16,539,652.36	2%
<b>Subtotal</b>	<b>\$126,033,348.22</b>	<b>\$128,471,554.15</b>	<b>2%</b>
<b>SPECIAL OPERATIONS BUREAU</b>			
SPECIAL OPERATIONS BUREAU	\$53,050,740.23	\$50,571,029.92	-5%
<b>Subtotal</b>	<b>\$53,050,740.23</b>	<b>\$50,571,029.92</b>	<b>-5%</b>
<b>GRAND TOTAL</b>	<b>\$305,690,185.71</b>	<b>\$312,435,634.37</b>	<b>2%</b>

<sup>1</sup> Formerly Called Chief of Staff Program

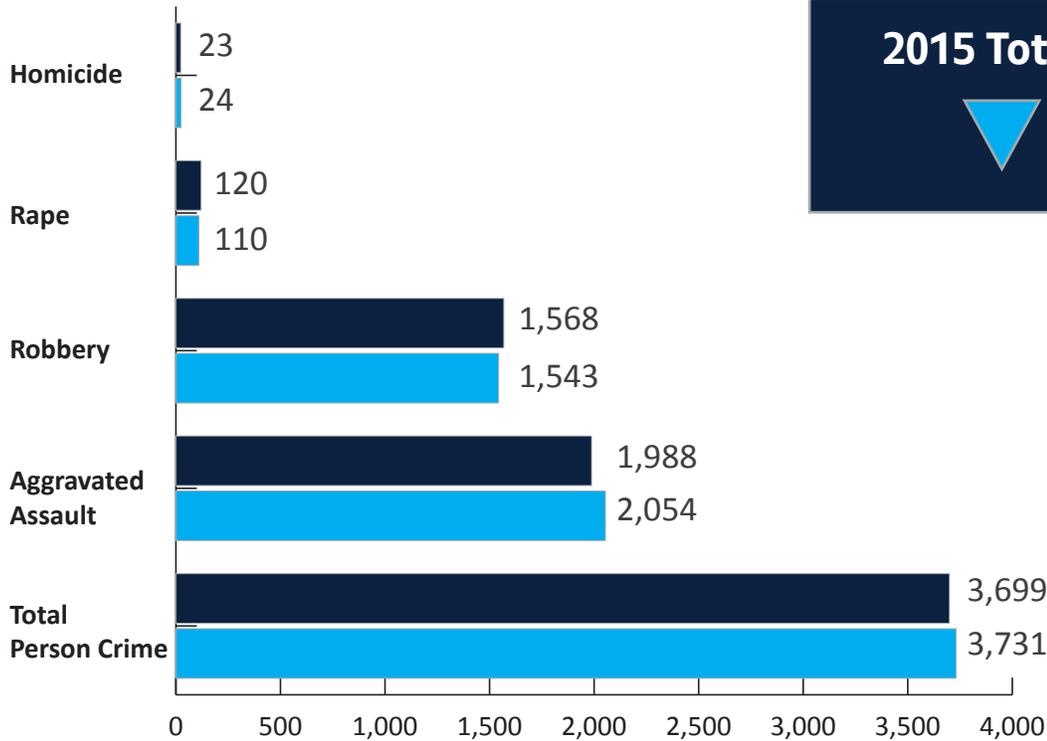
<sup>2</sup> Formerly Called Professional Standards Program

<sup>3</sup> Formerly Deputy Chief of Operations

# Major Crime Reported to SPD

## Person Crimes

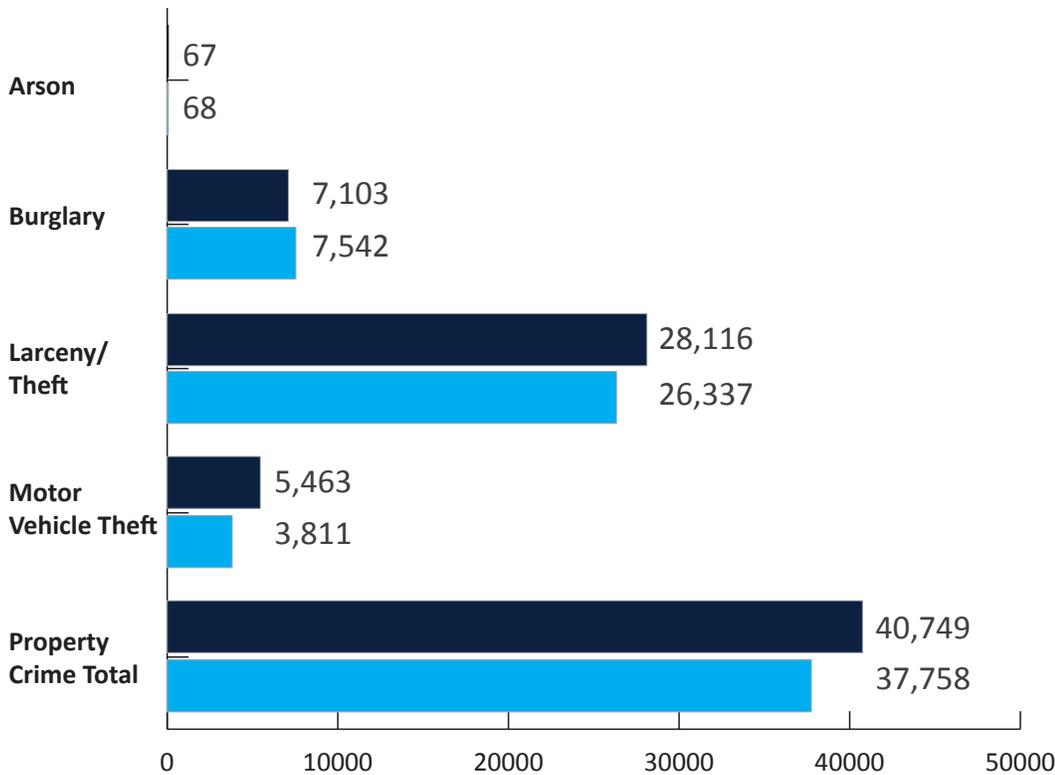
2014 2015



**2015 Total Major Crimes**  
 Down 2,959 from prior year

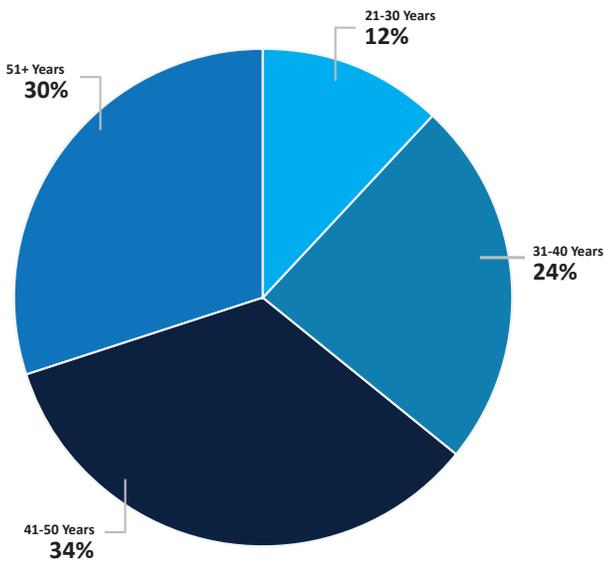
## Property Crimes

2014 2015

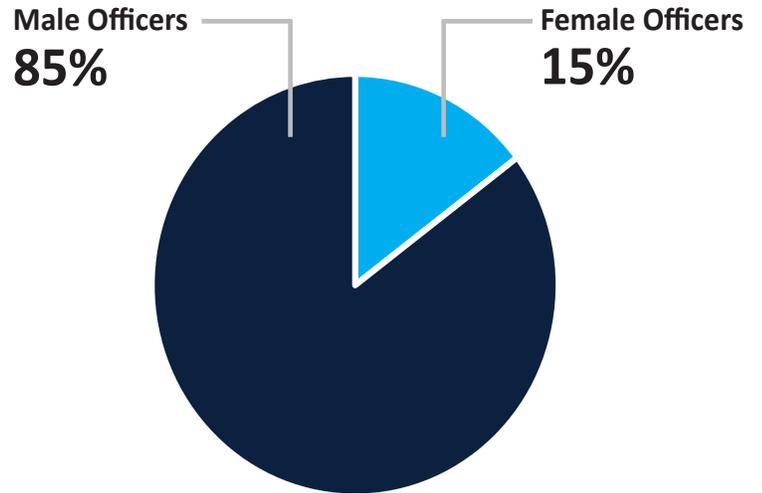


# Department Sworn Personnel

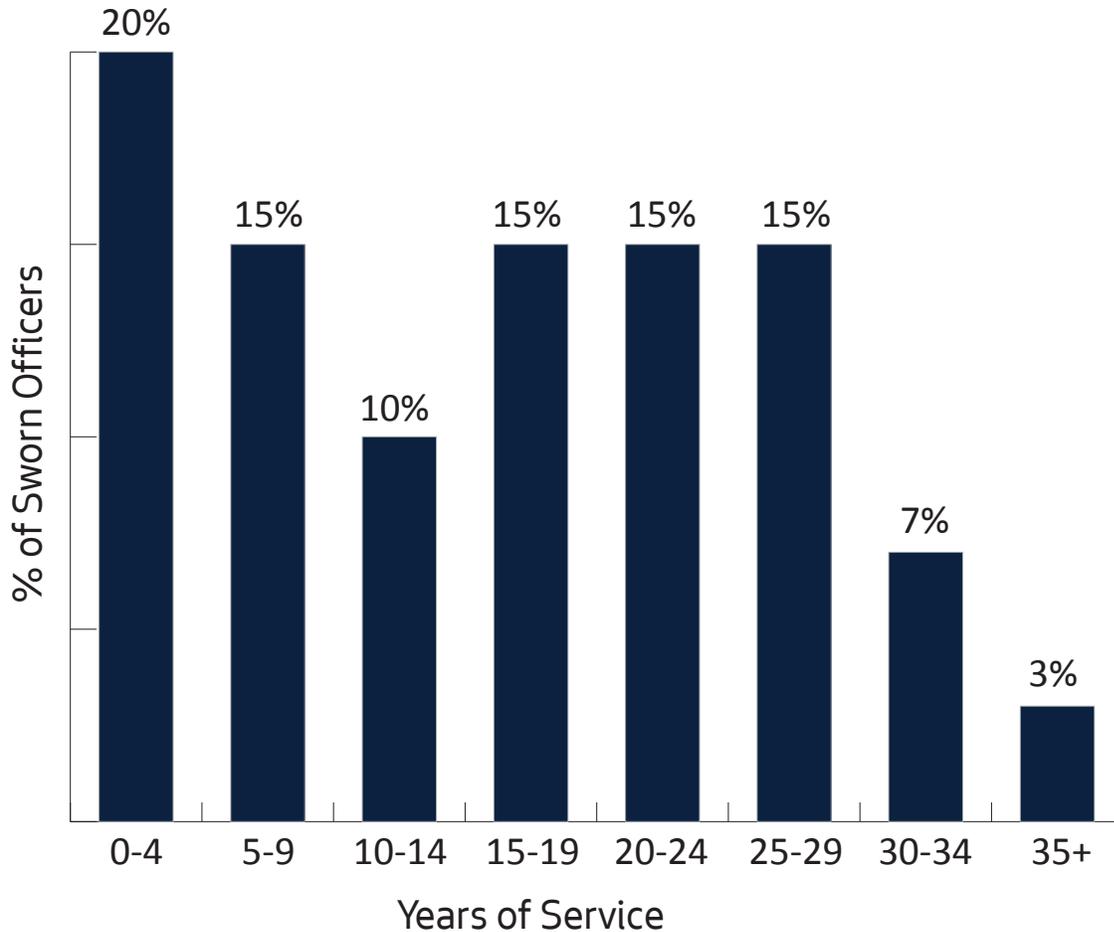
## Age of Sworn Officers (n=1,363)



## Gender of Officers

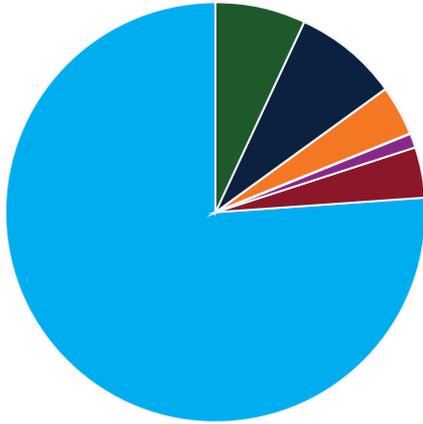


## Sworn Officer Length of Service (n=1,363)



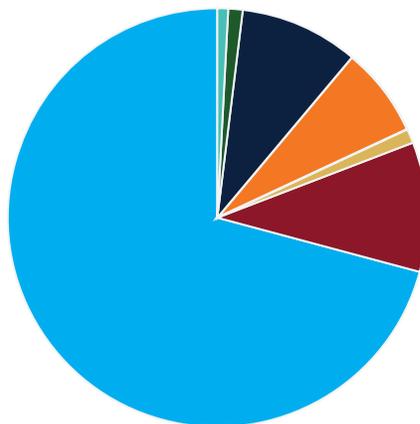
## New Officer Hires - Race/Ethnicity

2014



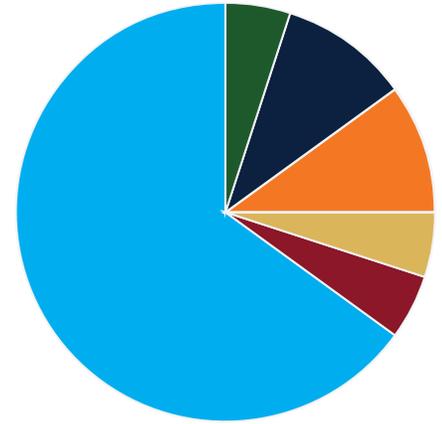
- Asian 7%
- Black or African American 8%
- Hispanic or Latino 4%
- Nat. Hawaiian/Pac Islander 1%
- Two or More Races 4%
- White 76%

2015



- American Ind./Alaska Nat. 1%
- Asian 1%
- Black or African American 9%
- Hispanic or Latino 7%
- Not Specified 1%
- Two or More Races 10%
- White 70%

2016



- Asian 5%
- Black or African American 10%
- Hispanic or Latino 10%
- Not Specified 5%
- Two or More Races 5%
- White 65%

# Department Organization



**Office of the Chief of Police**  
Chief Kathleen O'Toole



**Senior Police Counsel**  
Rebecca Boatright



**Chief Strategic Advisor**  
Chris Fisher



**Deputy Chief of Operations**  
D/C Carmen Best

Community Outreach



**Patrol Operations Bureau**  
A/C Steve Wilske



**Criminal Invest. Bureau**  
A/C Robert Merner



**Special Operations Bureau**  
A/C Perry Tarrant

Crisis Response Team

**West Precinct**

Capt. Mike Teeter

**North Precinct**

Capt. Sean O'Donnell

**East Precinct**

Capt. Paul McDonagh

**South Precinct**

Capt. Eric Greening

**Southwest Precinct**

Capt. Pierre Davis

Coord. Criminal Investigations

Criminal Intelligence

Violent Crimes

ICAC

Narcotics

Special Victims Crimes

Forensic Support Services

Data-Driven Policing

Homeland Security

Metropolitan Section

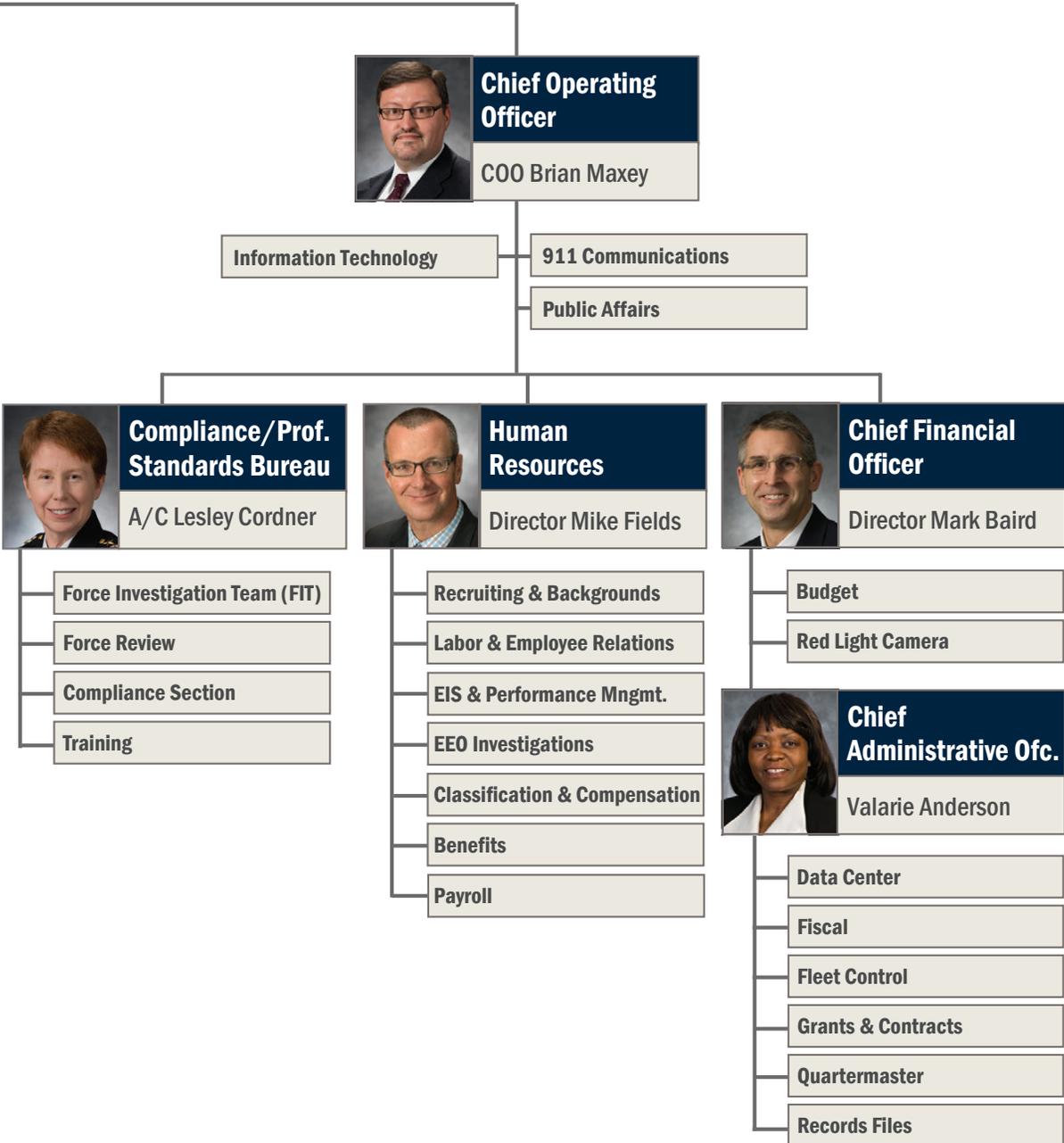
Arson/Bomb Unit

Canine

Harbor

SWAT

Traffic





City of Seattle

