LEADING POLICE REFORM

The Seattle Police Department's Strategies for the Future

SEATTLE POLICE
EST. 1869
SERVICE PRIDE DEDICATION

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About this plan

All levels of the department contributed to the development of the ideas in this plan. It contains four chapters covering the Seattle Police Department's four pillars of policing: trust, pride and professionalism, crime and quality of life, and best business practices.

The chapters of the plan describe a series of policies and actions supporting the key goals of the Department. The final section outlines how the Department will meet these goals and the metrics by which SPD and the community can evaluate progress.

Message from the Mayor

Dear Friends,

The Seattle Police Department (SPD) is filled with dedicated professionals who are deeply committed to the safety and security of all residents. When I took office in 2014, the Department did not have a clear vision of how to implement the federally-mandated accountability reforms. As a result, the Department suffered from all-time lows in morale and energy. Thanks to the hard work of Police Chief Kathleen O'Toole and her leadership team, we have improved relationships with our federal partners and have made remarkable gains in restoring both the public's trust in the police as well as the pride and professionalism within the Department.

The future of the Seattle Police Department will be guided by this strategic plan and the four pillars of policing: enhance public trust, build pride and professionalism, address crime and quality of life, and promote best business practices. SPD is already leading the nation in reform efforts and we will continue to drive innovative policies to serve our community.

While we have made great strides in reform, our work is not over. My administration is working diligently to ensure our police department has the resources it needs to do its job effectively. Continued transparency and community engagement will be the key to our success and I look forward to many years of continuous improvement and progress.

Sincerely,

Mayor Edward B. Murray

Message from the Chief

People of Seattle and SPD Members:

In recent years, together, we have pushed the Seattle Police Department into the national spotlight of successful police reform. The hard work and dedication of officers and civilian employees, coupled with the support and suggestions many of you have offered, have placed the SPD steps away from successfully achieving the goals of our federal consent decree.

Our sights go far beyond the consent decree, however. This strategic plan, designed with the input of people throughout the department and the city, will assure SPD's continued momentum as a leader in modern policing.

This is a challenging period in policing nationally, but it also is an opportunity, locally, for Seattle to show how police can be effective, fair, and inclusive. I am honored to be a part of this work.

Sincerely,

Chief of Police Kathleen M. O'Toole

A MODEL FOR SAFETY AND JUSTICE

The Seattle Police Department has achieved remarkable progress in the eyes of our federal and local partners, the people of Seattle, and the women and men of the department. This work began when Mayor Murray took office, and during the past two years has been guided by SPD's new leadership team.

This strategic plan is grounded in the Department's fundamental responsibilities to prevent crime, enforce laws, and promote public safety by providing dependable, respectful, and professional policing services. Given the city's rapidly expanding and changing community needs and expectations, SPD must provide services in an agile, responsive, and proactive manner.

The Department is working to meet these responsibilities and address ever-changing demands by merging a data-driven policing model with valuable and timely community guidance.

Current Plan

The 2012 Department of Justice (DOJ) Settlement Agreement delineated areas of needed improvement across the Department. Several of these necessary reforms are now in place. After her appointment in 2014, Chief of Police Kathleen O'Toole established guiding priorities – four pillars of policing – to drive the completion of unfinished work and identify new areas of focus. The following four pillars guide the department's current operations and policies.

- **Enhance Public Trust**
- **Build SPD Pride and Professionalism**
- **Address Crime and Quality of Life**
- **Promote Best Business Practices**

Major Goals

DOJ SETTLEMENT AGREEMENT

Be found in full and effectice compliance in all areas of the Settlement Agreement by Summer 2017.

DECREASE CRIME

Reduce major crime in 2017, and 2018.

HIRE NEW OFFICERS

Hire 200 additional police officers by 2019.

BODY-WORN CAMERAS

Equip all patrol officers with body-worn cameras by the end of 2017.

NEW DATA PLATFORM

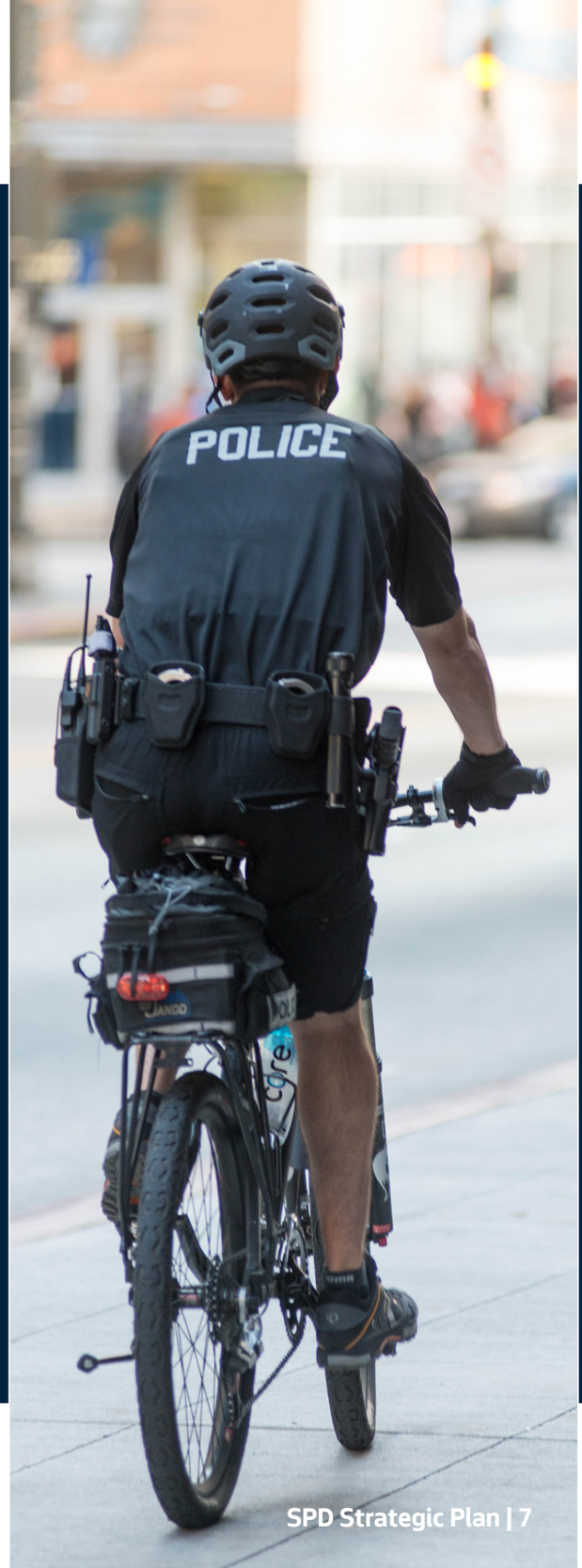
Deploy Data Analytics Platform to improve supervision and operations.

EXPAND COMMUNITY ENGAGEMENT

Develop a coordinated and comprehensive community engagement model.

NEW RECORDS MANAGEMENT

Deploy a modern records management system to support agile policing and compliance monitoring.



SPD AT A GLANCE

911 Calls

The 911 center handled 866,331 calls in 2015.

Patrol Response

Police respond to an average of 575 calls for service and drive an average of 14,736 miles a day.

Police Activity

Police proactively engage in an average of 295 incidents and complete 213 police reports a day.

+131

In 2005, there were 1,245 sworn officers, and 1,376 by 2016.

+112,889

In 2005, there were 573,911 Seattle residents, and 686,800 by 2016.

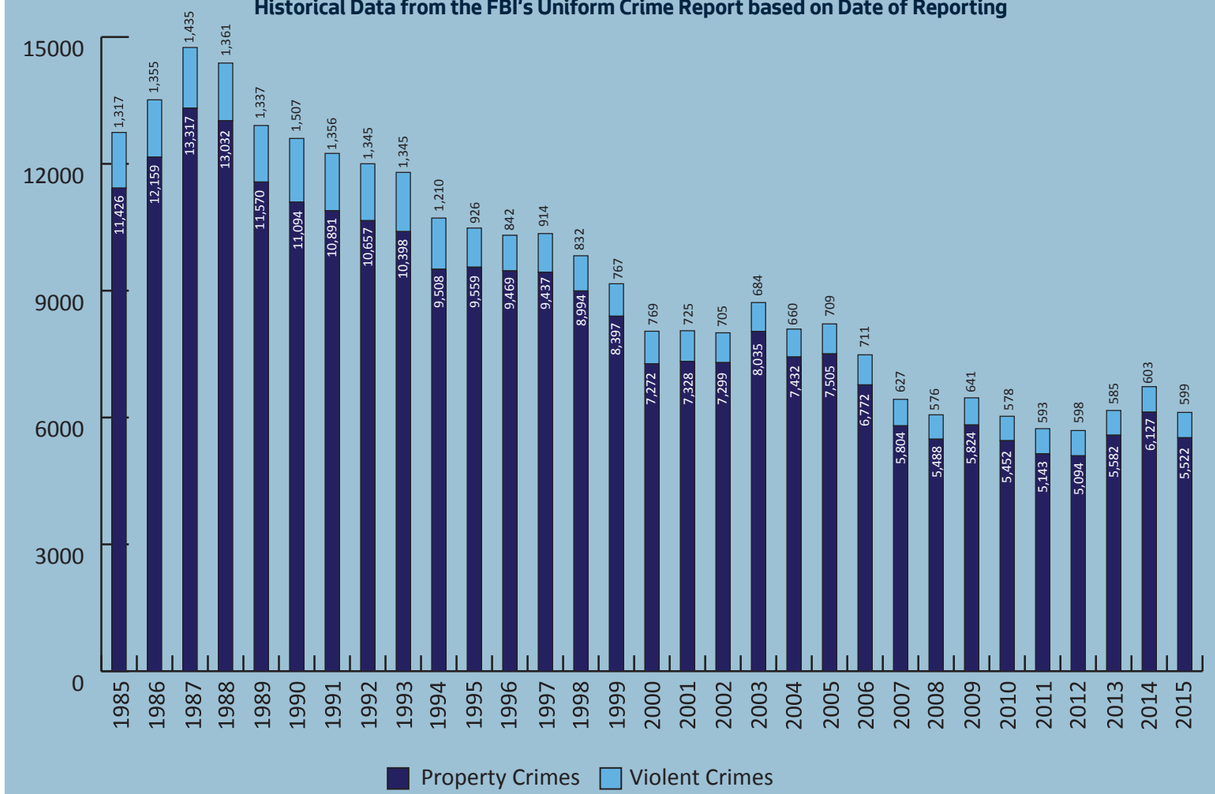
- 46%

The rate of serious crime in Seattle is now almost half of what it was in 1987.

31 Years of Crime in Seattle

Part I Crime Rates 1985 - 2015

Historical Data from the FBI's Uniform Crime Report based on Date of Reporting



	BOSTON	SEATTLE	SAN FRANCISCO
2015 Population	667,137	684,415	864,816
Number of Sworn Officers	2,015	1,350	2,124
Square Miles of Service	48.42	83.87	46.87
Officers per Square Mile	42	17	46
Officers per 1,000 Population	4	2	3

Crime rates are calculated based on crimes reported per 100,000 people in census estimates.

MAJOR SPD ACCOMPLISHMENTS

The Seattle Police Department has undertaken a series of reforms, projects, and initiatives over the past two years. These are some of the highlights.[1]

- Progressed in all areas of the settlement agreement.
- Decreased major crime by 6.7% from 2014 to 2015.
- Launched employee Early Intervention System.
- Institutionalized a Force Review Board and Force Investigation Team
- Launched Naloxone program to provide officers with life-saving opioid overdose tools (13 successes in first 9 months).
- Launched the *Safe Place* program to address anti-LGBTQ crime.
- Conducted ground-breaking micro-community safety survey and implemented 57 neighborhood safety plans.
- Implemented web-based public disclosure request (GovQA) system.
- Released a public website allowing the community to assess crime trends at the neighborhood level.
- Reached 300,000 followers on Twitter, making @SeattlePD the second largest municipal police account in the U.S.
- Completed a pilot body-worn video program.
- Launched new bias-free policing and implicit-bias training curricula.
- Increased minority hiring to 35% of new hires.
- Launched the Immigrant Family Institute to connect officers and residents.
- Completed the renovation of the 911 call center ahead of schedule and under budget.

[1] For a full description of all major accomplishments in the last two years, please see the 2016 Progress Report.

SUMMARY OF SPECIFIC GOALS

As part of its commitment to a process of continuous review and improvement, SPD has developed this new set of initiatives. The key goals associated with these plans are listed here and are discussed throughout this report.

Comply with DOJ Settlement Agreement

- Achieve full and effective compliance by Summer 2017.
- Launch fully-functional Data Analytics Platform (DAP) to support supervision and operations.

Enhance the Department through dynamic recruitment and hiring practices

- Achieve Mayor's goal of hiring and training 200 additional officers by 2019.
- Ensure new recruits reflect the people they serve through active outreach to all communities.

Balance the need for transparency and privacy

- Release a privacy policy to protect rights of individual citizens in public records disclosures.
- Proactively release data through Seattle's Open Data platform.
- Enhance Public Disclosure team to efficiently handle all requests.

Support inter-agency partnerships to address quality of life issues

- Work to expand the Multidisciplinary Team (MDT) outreach model.
- Launch a multi-disciplinary homeless outreach team.
- Address nuisance properties through City's Joint Enforcement Team.

SUMMARY OF SPECIFIC GOALS

Implement smart fiscal and risk management practices

- Deploy software to assist in oversight of staffing, scheduling, and overtime.
- Align Department staffing model and budget considerations with strategic plan.

Develop and engage in effective responses to behavioral health issues

- Continue robust, advanced CIT training.
- Expand diversion options for persons in crisis.
- Launch Code for America crisis response plan mobile app.

Deploy an agile-policing model to achieve substantial crime reductions

- Combine inter-agency efforts to increase the number of illegal firearms in the next year.
- Improve the efficiency and capacity of forensic services.
- Launch multi-disciplinary, data-driven strategy for property crime.

Apply innovative technology to bolster effective and efficient police services

- Begin deployment of body cameras to patrol in 2016.
- Upgrade records management system.

ENHANCE PUBLIC TRUST

Effective policing requires community partnerships and trust. All SPD personnel share the responsibility of building and preserving this trust. As SPD looks toward the future, the institutionalization of new modes of supervision and oversight will allow the department to concentrate on the responsibilities of everyday policing – providing services to our community.

As one of the most accountable departments in the nation, SPD continues to promote critical self-analysis through the Force Review Board, Force Investigation Team, the Early Intervention System, the Office of Professional Accountability, and the Office of Transparency and Privacy.

While the settlement agreement mandates these measures department wide, SPD is committed to institutionalizing them and building trust one person at a time. This work aligns with five initiatives, each encompassing performance goals.

- Achieve compliance with the Department of Justice settlement agreement.
- Institutionalize a robust collection of internal accountability systems.
- Infuse community policing principles into every aspect of department operations.
- Ensure the department appropriately balances transparency and privacy needs.
- Expand community outreach efforts.

GOALS

COMPLIANCE

Achieve full and effective compliance in all areas of the settlement agreement in Summer 2017.

COMMUNITY SURVEY

Achieve an increase in survey measures of community trust.

EARLY INTERVENTION

Evaluate and revise Early Intervention System by end of 2017.

OPEN DATA

Release three new types of data to Seattle's open data platform.

SAFE PLACE

Expand the Safe Place initiative to additional businesses and schools.

DIGITAL ENGAGEMENT

Increase social media engagement.

BUILD SPD PRIDE & PROFESSIONALISM

Policing is so much more than enforcing the law. SPD officers provide services at a far greater frequency than they make arrests. Our officers continuously train in the classroom and in the field to adapt to various situations, receiving a mandatory 74 hours of basic training annually. SPD officers respond to nearly 10,000 crisis incidents a year, and fewer than 2% of these incidents involve any use of force. Whether the focus is SPD's crisis intervention work or crowd management tactics, departments from across the nation are visiting Seattle to learn from our experiences.

Through two key initiatives designed to achieve a variety of goals, SPD will continue to create national models for recruiting, training, and supporting an effective and fair police service.

- Create a national model of department education and trainings.
- Enhance the department through dynamic recruitment and hiring practices.

GOALS

RECRUITING

Ensure SPD recruiters attend more diverse community events to provide direct outreach for hiring officers of all backgrounds.

HIRING

Achieve Mayor Murray's goal of hiring an additional 200 police officers by 2019.

FIELD TRAINING

Align Field Training Officer program model against national best practices.

ADDRESS CRIME & QUALITY OF LIFE

Effective, modern policing is grounded in agile, data-driven strategies. SPD is focused on multi-disciplinary solutions for improving life for residents and visitors. SPD is committed to evaluating the success of implemented strategies and to efficient information sharing with stakeholders.

Key performance goals include:

- Develop and engage in effective responses to behavioral health issues.
- Deploy an agile-policing model to achieve substantial crime reductions.
- Support collaborative solutions to address quality-of-life concerns.
- Focus on prolific violent and property crime offenders to reduce major crime each year.

GOALS

CIT CERTIFICATION

Ensure all officers recieve 8-hour crisis training. Work toward > 60% CIT-certified.

MID OUTREACH

Work with partners to expand MID Outreach to additional neighborhoods.

ILLEGAL FIREARMS

Partner with Puget Sound Regional Gun Task Force to increase the number of illegal firearms seized each year.

NUSIANCE PROPERTIES

Participate in the City's Joint Enforcement Team (JET) to address chronic nuisance properties.

MCPP SURVEY

Solicit additional Safety Survey responses to guide refinement and evaluation of MCPP annually.

PROMOTE BEST BUSINESS PRACTICES

SPD has a duty to administer the resources granted to it in a responsible and effective manner. As departments across the nation face new types of concerns – digital crime, domestic and international terrorism, and growing behavioral health challenges – officers should not be expected to respond to these challenges with facilities and tools of the past. SPD is committed to implementing best business practices to provide efficient and skillful police services.

- Implement smart budgeting, oversight, and technology practices.
- Build a next generation IT system.
- Ensure facilities and technology support effective and efficient public safety practices.

GOALS

BUDGET DASHBOARDS

Implement budget dashboards for improved team planning and goals.

OVERTIME MANAGEMENT

Implement a more efficient overtime management and tracking system.

BODY WORN VIDEO

Begin deployment of body-worn video devices to officers by the end of 2016, all patrol officers by the end of 2017.

911 STAFFING

Hire 40 new call center staff, work to eliminate calls going to busy signal.

RECORDS MANAGEMENT

Design and deploy a modern Records Management System to support data collection, agile policing, and compliance monitoring.

Benchmarks

The Seattle Police Department will track its work on the goals that support SPD's four pillars of policing by updating the progress on these metrics quarterly. These benchmarks will be updated as a living tool – retired as completed and added as new goals emerge – to grade the department's progress.

In Progress Pending Action At-Risk

Actions	2017 Milestones	2018 Goals	Lead	Status
COMPLY WITH DOJ SETTLEMENT AGREEMENT				
Achieve full and effective compliance with all aspects of the agreement by Summer 2017.	Be in full and effective compliance with the Consent Decree by Summer 2017.	Survey of community trust reflects increased levels of trust.	Professional Standards	
SUPPORT A ROBUST COLLECTION OF INTERNAL ACCOUNTABILITY SYSTEMS				
Establish and implement reporting protocols to ensure continued transparency of systems for reviews and analyze officer performance particularly in respect to use of force.	Fully implement the Data Analytics Platform to provide real-time visibility into officer performance trends by early 2017.	Partner with at least 2 outside experts to optimize the system by 2018.	Professional Standards	
ENSURE THE DEPARTMENT APPROPRIATELY BALANCES TRANSPARENCY AND PRIVACY NEEDS				
Implement consistent responses to requests involving individuals.	Fully integrate SPD and City online records portal to provide consistent response to requests.	Use data gathered from GovQA to efficiently allocate resources to PRA request processing.	Office of Transparency and Privacy	
Proactively release data through Seattle's Open Data Portal.	Release 3 new data sets by the end of 2017.	Release an additional 3 new data sets by the end of 2018.	Office of Transparency and Privacy	
Implement online records request portal.	Fully implement GovQA portal by the early 2017.	Leverage GovQA to increase percentage of request responses completed within 20 days by 10%.	Office of Transparency and Privacy	

Actions	2017 Milestones	2018 Goals	Lead	Status
INFUSE COMMUNITY POLICING PRINCIPALS INTO EVERY ASPECT OF THE DEPARTMENT				
Reorganize Community Outreach team to better leverage department resources.	Require all community initiative projects to be supervised by Outreach Captain. Hire 3 Crime Prevention Coordinators.	Re-staff Community Outreach with a Sergeant and 5 Officers.	Office of Deputy Chief	
Continue to enhance the role Demographic Advisory Councils play in communicating community concerns.	Ensure at least 2 SPD representatives at every council meeting. Staff DAC Work with paid administrative support. Add 5 Advisory Councils.	Add 5 Advisory Councils.	Office of Deputy Chief	
Strengthen SPD's relationship with youth.	Hire 30 youth through the Seattle Youth Employment Program (SYEP) in 2016. Activate Seattle Police Activities League (SEAPAL) in 2016. • Activities Camp • Flag Football League • Basketball League Launch Mountain Bike Mentoring Program. Increase engagement at elementary schools by visiting 20 schools and launching 5 new youth programs.	Refine and optimize outreach efforts where needed. Modernize internal website to support information sharing and mobility.	Office of Deputy Chief	
Expand the *SPD Safe Place* Initiative and advance the program as a national model.	Sign-up an additional 500 locations by end of 2017.	Sign up an additional 500 locations by 2018. Work with other jurisdictions to launch the program in 5 cities. Increase LGBTQ overall SPD trust ratings.	Office of Deputy Chief	
Connect with Seattle's Refugee Communities.	Expand the Refugee Women's Institute program to include entire families. Expand Institute program to 10 weeks.		Office of Deputy Chief	

TRUST

Actions	2017 Milestones	2018 Goals	Lead	Status
EXPAND COMMUNITY OUTREACH EFFORTS				
Expand digital outreach efforts.	Increase digital outreach through audience growth by the end of 2016. • Twitter 10% • Facebook 10% • Nextdoor 10% • Instagram 10% • Blotter 10% Expand SPD blotter content to include community outreach efforts alongside crime news by launching "SPD in the Community" in early 2017. Audit current digital outreach efforts to inform 2017-2018 plans. Redesign public SPD website and increase interactive content.	Increase digital outreach through audience growth by the end of 2017. • Twitter 15% • Facebook 15% • Nextdoor 15% • Instagram 15% • Blotter 15% Refine and optimize outreach as needed through best practices.	Public Affairs Office	
Bolster traditional media outreach efforts.	Proactively engage traditional media of community prevention work, and strategic initiatives by hosting quarterly briefings featuring appropriate command staff. Audit current traditional outreach efforts to inform 2017-2018 plans.	Continue to hold quarterly briefings with traditional media stakeholders and grow participation by 25%.	Public Affairs Office	
Develop internal communications systems.	Complete an audit of internal communications practices by early 2017. Launch a revamped internal communications program by March 2017.	Refine and optimize outreach efforts where needed. Modernize internal website to support information sharing and mobility.	Public Affairs Office	

PRIDE

Actions	2017 Milestones	2018 Goals	Lead	Status
CREATE A LEADING MODEL OF ENHANCED DEPARTMENT EDUCATION AND TRAINING				
Develop and deliver all settlement agreement related training.	Develop and present nations first institutional bias training to uniformed officers.	Adapt training programs to fit user roles/responsibilities instead of one-size-fits-all models.	Professional Standards	
Improve training delivery methods and efficiency.	Assess and decide on alternate training delivery mechanisms to save time and money.		Professional Standards	
Evaluate the Field Training Officer (FTO) Program.	Assess FTO program against national best practices.		Professional Standards	
Expand scope of leadership training.	Refine training to include tactical leadership, budget management, implicit bias and leadership skills.		Professional Standards	
Inform officers and staff about department updates.	Leverage and improve internal technology to better communicate within SPD.	Survey SPD employees to see how they are getting news about the department.	Public Affairs Office	
ENHANCE THE DEPARTMENT THROUGH DYNAMIC RECRUITMENT AND HIRING PRACTICES				
Increase department capacity.	Hire and train 100 additional officers by 2017.	Hire an additional 100 officers by 2019.	Human Resources	
Build a department that reflects the communities it serves.	SPD recruiters attend more than 50 community events.	Increase the proportion of minority hires.	Human Resources	
Outreach to increase representation of women in SPD.	Partner with the NW Justice League of Women and others to engage in 10 women recruiting events.	Increase the proportion of female hires.	Human Resources	

Actions	2017 Milestones	2018 Goals	Lead	Status
DEVELOP AND ENGAGE IN EFFECTIVE RESPONSES TO BEHAVIORAL HEALTH ISSUES				
Provide Officers with skills to effectively address crisis situations.	Deliver basic 8-hour CI training to all officers. Maintain CIT-certified training rate of > 60% for patrol officers.		Professional Standards	
Provide officers with skills to effectively address crisis situations.	Launch Code for America app for officers to access individualized response plans for persons in crisis.		Chief of Patrol	
Expand use of inter-disciplinary teams to address crisis needs.	Partner with Downtown Seattle Association to deploy MID team to 2 additional neighborhoods.	Maintain MID partnerships in 4 neighborhoods and assess other locations for expansion.	Chief of Patrol	
Utilize effective harm reduction efforts to promote safety and well-being.	Partner with King County Prosecutor and other stakeholders to expand the LEAD model to additional neighborhoods. Develop LEAD outcome tracking system.	Evaluate success of expansion efforts and assess cost-benefit and implementation issues of additional	Chief of Patrol	
SUPPORT COLLABORATIVE SOLUTIONS TO ADDRESS QUALITY OF LIFE CONCERNS				
Effectively address low-level offenders.	Conduct social service/ public safety efforts through the creation of a Homeless Outreach team. Partner with city agencies to launch a citywide HomeStat to gather and evaluate data on issues related to street homelessness/ encampments/RVs		Chief of Patrol	
Respond to community-identified priorities and concerns.	Refine Micro-Community Policing Plans semi-annually. Increase the number of community safety survey responses in partnership with Seattle University. Develop and relaunch the Community Service Officer program.		Office of Deputy Chief	

Actions	2017 Milestones	2018 Goals	Lead	Status
DEPLOY AN AGILE-POLICING MODEL TO ACHIEVE SUBSTANTIAL CRIME REDUCTIONS				
Reduce gun crime.	Partner with Puget Sound Regional Gun Task Force to increase the number of illegal firearms seized each year. Expand Gun Task Force and IBIS/NIBN Tracing.	Implement Acoustic Gunshot Detection Technology.	Chief of Investigations Chief Operating Officer	
Improve efficiency of investigations and forensic services.	Establish benchmarks for improving investigation timelines. Finalize plan for streamlining forensic services. Hire an additional forensic personnel	Implement Laboratory Management System. Centralize forensic services.	Chief of Investigations	
Reduce nighttime crime in entertainment areas.	Support the city's Nightlife Safety Initiative. Successfully address more nuisance properties with city's Joint Enforcement Team (JET). Delivery 25 JET nightlife security training sessions.	Launch data tracking on nightlife crime trends. Increase arrests of human traffickers and promoters of prostitution by 25%.	Chief of Patrol Chief of Investigations	
Improve responses to property crimes through data-driven strategies.	Identify top repeat offenders and partner with other agencies to reduce property crime each year.	Identify top repeat offenders and partner with stakeholders to reduce property crime each year.	Strategic Initiatives Chief of Investigations	
Enhance the impact of SeaStat on crime reduction.	Establish a SeaStat team to produce timely citywide trend updates. Deploy 5 new officer-level analytic dashboards and response efforts. Support the implementation of a new records management system to improve data quality and availability.	Launch monthly community SeaStat. Launch an additional 5 officer and supervisor analytic dashboards.	Strategic Initiatives	
Inform communication between investigations and Patrol bureaus.	Leverage RTCC to assist in investigative follow-up. Develop mobile applications to support field-based responses to incidents and investigations.	Virtually integrate Forensic Section and RTCC for information sharing.	Strategic Initiatives Chief of Investigations	

BUSINESS PRACTICES

Actions	2017 Milestones	2018 Goals	Lead	Status
IMPLEMENT SMART BUDGETING, OVERSIGHT, AND TECHNOLOGY PRACTICES				
Ensure accurate tracking and accountability practices	Launch a staffing, scheduling and overtime management software solutions.		Chief Operating Officer	
Align staffing models with budget priorities	Develop a 2017 budget that supports SPD goals and priorities.		Chief Operating Officer	
Integrate budget considerations into department planning	Enhance budget information available to managers to achieve 10% reduction in discretionary spending.		Chief Operating Officer	
BUILD AN INFORMATION TECHNOLOGY SYSTEM FOR THE NEXT DECADE				
Support Settlement Agreement compliance	Implement all related aspects of the Data Analytics Platform. Finalize Body Worn Video policy. Begin deployment of Body Worn cameras to officers.	Distribute Body Worn Cameras to all patrol officers.	Information Technology Chief Operating Officer	
Improve collection and management of all department information	Complete design and begin launch of new Records Management System Replace legacy stand-alone systems to recapture IT resources to focus on critical projects.	Full deployment of new Records Management System. Implement gold-standards digital artifact management system. Deploy Phase 2 In-Car Video Upgrade	Information Technology Chief Operating Officer	
Enhance officer access to data and intelligence in the field	Identify funding and technologies to support deployment of mobile smart devices to patrol officers and detectives.	Develop and launch, in partnership with SeaIT, a SPD "App Store".	Information Technology Chief Operating Officer	
Improve data quality and reliability	Institute a formal data governance process		Information Technology Chief Operating Officer	

BUSINESS PRACTICES

Actions	2017 Milestones	2018 Goals	Lead	Status
ENSURE FACILITIES AND TECHNOLOGY SUPPORT EFFECTIVE AND EFFICIENT PUBLIC SAFETY				
Provide officers and staff with acceptable working and training facilities	Assess capacity and remediate necessary issues at the South Precinct and Park 90/5. Bring the Police Range/ SPAA up to comparable national standards.		Chief Operating Officer	
Improve service delivery standards in the North Precinct	Work with city partners to deliver an on-time and on-budget new North Precinct.	Assess and prioritize facility needs to enhance public safety.	Chief Operating Officer	
Support 911 Call Center	Hire 40 new call center operators to support new technology to ensure 99% of calls do not get a busy signal. Continue to assess improvements to the CAD System.	Institute a civilian Executive Director position in line with best practices. Increase the authority and responsibility of middle managers.	Chief Operating Officer	

SEATTLE POLICE FOUNDATION

STRONG COMMUNITY FOUNDATIONS

SPD is honored to have the support of the Seattle Police Foundation and truly appreciates all they do to enhance community programs and support officer safety and wellness.

Through their independent advocacy, the Foundation supports the department in areas such as the Citizen's Police Academy, the Victim Support Team, the canine and mounted units, community programs including Beds for Kids, and increasing access to safety equipment.

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

- 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

Criminal Invest. Bureau
A/C Robert Merner

- Coord. Criminal Investigations
- Criminal Intelligence
- Violent Crimes
- ICAC
- Narcotics
- Special Victims Crimes
- Forensic Support Services
- Data-Driven Policing

Special Operations Bureau
A/C Perry Tarrant

- Homeland Security
- Metropolitan Section
  - Arson/Bomb Unit
  - Canine
  - Harbor
  - SWAT
- Traffic

Chief Operating Officer
COO Brian Maxey

- Information Technology
- 911 Communications
- Public Affairs

Compliance/Prof. Standards Bureau
A/C Lesley Cordner

- Force Investigation Team (FIT)
- Force Review
- Compliance Section
- Training

Human Resources
Director Mike Fields

- Recruiting & Backgrounds
- Labor & Employee Relations
- EIS & Performance Mngmt.
- EEO Investigations
- Classification & Compensation
- Benefits
- Payroll

Chief Financial Officer
Director Mark Baird

- Budget
- Red Light Camera

Chief Administrative Ofc.
Valarie Anderson

- Data Center
- Fiscal
- Fleet Control
- Grants & Contracts
- Quartermaster
- Records Files

City of Seattle