

February 26, 2018

City of Seattle Police Chief Selection Committee
c/o Public Sector Search and Consulting, Inc
6520 Lonetree Blvd. Suite 1040
Rocklin, CA 95765

Dear Selection Committee:

It is with great enthusiasm that I submit my application for the position of Chief of Police for the City of Seattle. Policing is at a crucial juncture nationally with communities across our nation demanding reform and accountability. Seattle is situated as a national leader, having recently met all the requirements of the Federal Consent Decree and being declared by a federal judge to be in “full and effective” compliance. While Seattle has made great strides in reform, I am uniquely qualified to lead the Seattle Police Department to the next level. Reform is an iterative and continuous process. I am fortunate to have had the opportunity to be a leader in the Seattle Police Department’s reform process and would welcome the opportunity to ensure thoughtful and sustainable reform is implemented going forward.

Currently, the Seattle Police Department is moving ahead on a two-year sustainment plan that will show the reform process was not just a flash in the pan, but meaningful and long lasting reforms are on the horizon for many years to come. I understand the tenets of reform and the necessary buy-in and organizational change that is needed to not only sustain reform, but to increase the benefits of reform efforts. I have served in policing for twenty-six years, currently as the Interim Chief of Police for the Seattle Police Department, where I worked my way up through the ranks. I believe police departments must embrace the call for reform, not resist it. I realize change is most effective when members of an organization “buy in” and my collaborative leadership style has produced excellent results in Seattle, a great city facing and meeting exceptional 21st century policing challenges.

Seattle is a world-class city, comprised of diverse neighborhoods that proudly celebrate civic engagement and a strong sense of community. At the same time, Seattle is addressing crime and quality of life challenges by developing innovative strategies to address opioid abuse, violence, homelessness, addiction, mental illness, and property crime. I have worked with diverse stakeholders in Seattle on leading edge, multi-disciplinary approaches to address these very complicated issues, particularly where public health intersects with public safety and quality of life.

In Seattle, I have been a champion and leader in our reform efforts on early intervention, discipline, crisis intervention, use of force, de-escalation, community outreach, Micro Community Policing Plans, and the creation of the department’s Data Analytics Platform. In the last two years, the Department of Justice has recognized the Seattle Police Department as a leader in its reform efforts. I am confident my experience will continue the Seattle Police Department’s current status as a model police agency nationally.

My career path towards being a leader in policing started in my youth. I came from a military family, the oldest of four children. As the oldest child, I took responsibility for my siblings. My parents instilled the values of personal responsibility, hard work, dedication, and fostered strong family ties and a

commitment to service. This eventually led me to join the U.S. Army where I learned to confront challenges and work as a team to solve problems.

A major part of leading teams is investing in people, whether it is police officers or community stakeholders. As a transformational leader, I will focus on transforming the culture and the institutionalized practices that make it difficult for a police agency to change, adapt and grow. Throughout my career, I have been a collaborative leader who builds teams to accomplish tasks, meets goals, and achieves the prescribed vision. I am the type of leader that will ensure meaningful and sustainable reform, while inspiring frontline responders to be engaged and motivated.

As an example, the Seattle Police Department recently redesigned its community policing effort, developing a unique micro-plan for fifty-eight individual neighborhoods. I designed and continue to lead this grass-roots project that engages beat cops and community members in identifying priorities and solving problems at the local level. Researchers from Seattle University are embedded in the project to closely monitor results and evaluate important trends, such as police legitimacy, social cohesion, fear of crime and informal social control at the micro-community level. The USDOJ COPS Office supported this initiative and touted it as a national model.

I am committed to working with the City's Inspector General, Office of Professional Accountability and Community Police Commission as part of the Department's relentless focus on accountability. I routinely make disciplinary decisions that hold personnel accountable, especially in adherence to training, constitutional policing, de-escalation or excessive use of force.

I am happy to have the support of my family as I seek to remain the Chief of the Seattle Police Department. My husband, along with my two adult daughters, fully support this endeavor. My family is right here with me and I am fortunate to have their unwavering support.

Building trust is not about checking a box for compliance, but truly achieving a cultural change that is transparent and holds employees accountable for their actions while integrating the community policing principles of organizational transformation, partnerships, and problem solving.

It would be an incredible privilege to continue to lead the Seattle Police Department during this very challenging crossroads in policing. I hope I will have the opportunity to meet with the Selection Committee to elaborate on my experience and ideas. Thank you for considering my application.

Sincerely,

Carmen Best
Interim Chief of Police
Seattle Police Department

CARMEN Y. BEST
Interim Chief of Police
Seattle Police Department

EXECUTIVE MANAGEMENT

Interim Chief Carmen Best is a twenty-six-year veteran of the Seattle Police Department and was selected as the Interim Chief in January of 2018. She played an integral role ensuring full and effective compliance after the Department entered into a Consent Decree in 2011 with the Department of Justice. Prior to becoming the Interim Chief of Police, she led the Special Operations Bureau, Criminal Investigations Bureau, Patrol Operation Bureau, and Community Outreach Section, which taken together encompass 99% of sworn personnel. Interim Chief Best's leadership has been instrumental in achieving compliance in all ten Department of Justice monitoring reports, building community outreach and engagement, and decreasing overall crime rates in Seattle.

Chief Best is completing her Master's degree in Criminology and Criminal Justice Leadership from Northeastern University in 2018. She has completed the Police Executive Leadership Institute (PELI) and has been published with the Bureau of Justice Administration, Executive Sessions on Police Leadership. She has been leading Department efforts on addressing re-entry, youth violence prevention, juvenile domestic violence, and community partnerships with the immigrant and refugee communities. She sits on two national IACP committees: The Human and Civil Rights Committee and the Law Enforcement Immigration Task Force. She is the current regional Chairperson for the United Negro College Fund (UNCF) and is regularly requested as a keynote speaker or presenter on a variety of policing topics.

EDUCATION

Master's of Science (Candidate) in Criminology and Criminal Justice Leadership
Northeastern University, Boston, MA (Anticipated 2018)

Bachelor of Arts G. S.
Western Illinois University, Macomb, IL (2010)

Executive Session on Police Leadership
Bureau of Justice Assistance (2016)

Police Executive Leadership Institute (PELI)
Major Cities Chiefs Association (2015)

Certificate in Criminal Justice Education
University of Virginia, Charlottesville, Virginia (2010)

FBI National Academy
U.S. Department of Justice, Quantico, VA (2010)

Senior Management Institute for Police
Police Executive Research Forum, Boston, MA (2006)

Certificate in Police Administration
University of Washington, Seattle, WA (2003)

CARMEN Y. BEST
Interim Chief of Police
Seattle Police Department

WORK EXPERIENCE

INTERIM CHIEF OF POLICE

Effective January 1, 2018

The City of Seattle is the largest city in the State of Washington and the 18th largest city in the United States with a population of 750,000. The city covers with 143 square miles and 59 square miles of waterways. Seattle is a port city and home to companies such as Starbucks and Amazon. The Seattle Mariners, Seattle Seahawks and the University of Washington can draw fans from all over the region, increasing the City's population to with well over a million in population on any given day.

Accomplishments and Responsibilities Include:

- Oversees the management, administration, planning, coordination and strategy for the Seattle Police Department's 1900 employees (1400 sworn/500 civilian) and \$350-million-dollar budget
- Works closely with the Mayor, City Council, and city department heads on policy issues and public safety
- Close collaboration with federal law enforcement and local police agencies on regional law enforcement issues, task forces and mutual aid
- Partners with the County Prosecutor and City Attorney on issues of public safety, diversion and reducing incarceration
- Oversees sworn operations that has seen a 5% reduction in overall crime from 2014-2016 and a continued reduction in overall crime year-to-date 2017 as compared to 2016
- Created Micro Community Policing Plans, an approach focused on procedural justice and community policing principals, which has been recognized by the IACP and the DOJ as a national model for community policing
- Revamped the Seattle Police Department's community outreach and engagement efforts.
- Established the Puget Sound Crime Gun Task Force in partnership with Alcohol, Tobacco, Firearms and Explosives (ATF). The task force has seen a significant increase in recovered firearms from 2014 to 2017
- Directed department reform efforts regarding early intervention systems, body worn cameras, crisis intervention, de-escalation, use-of-force and the disciplinary process
- The Seattle Police Department has been found in compliance with all ten Department of Justice progress reports, which were part of the consent decree process Oversee the Community Outreach, Youth Violence Prevention Initiative, and Race and Social Justice units responsible for strengthening communication between SPD and Seattle communities, particularly communities of color and immigrant and refugee communities
- Oversee and direct the department's Command Staff and administration in creating and implementing the mission, vision, strategic planning, contingencies, budget, staffing, crime trends, and crime fighting efforts of the Seattle Police Department
- Works with the Seattle Police Officers Guild, Seattle Police Management Association and other unions on mutual issues of concern including contract negotiations

CARMEN Y. BEST
Interim Chief of Police
Seattle Police Department

SEATTLE POLICE DEPARTMENT ASSIGNMENTS

1992 - Present

- Interim Chief of Police
- Deputy Chief of Police
- Assistant Chief Criminal Investigations
- South Precinct Commander
- Community Outreach Commander
- Robbery/Gangs/Fugitive (RGF) Lieutenant
- Narcotics Commander
- Operations Lieutenant
- Watch Commander
- Media Relations Sergeant
- Police Sergeant Patrol
- Public Information Officer
- D.A.R.E. Officer
- Police Officer

RECOGNITION

- Seattle University, Advisory Committee, Member of the Year (2017)
- IF Project Community Ambassador (2017)
- Distinguished Public Service Award, East African Community (2017)
- Ruby Beeler Award of Excellence (2016)
- Keynote Speaker, Anti-Defamation League Annual Dinner (2016)
- IACP Presenter, Human Trafficking (2015)
- Newsmaker of the Year Award (2015)
- Keynote Speaker, MLK celebration (2014 & 2015)
- African American Women's Alliance (2013)
- Ethnic Chamber of Commerce, Award for Service (2011)
- Empowered Women of Color, Award for Leadership (2011)
- Impact Award, Narcotics Proactive Team (2009)
- Keynote Speaker, Gault Middle School Commencement (2009)
- Award, Cowan Park Neighborhood Association (2007)
- Spokeswoman "Safe in the Sound" PSA, KIRO TV (2006 – 2007)
- Award for Service, University of Washington Police Department (2007)
- Award for Service, Weed and Seed Coordinator (2005)
- Inspiration Award, Women in Law Enforcement (2004)
- Western Washington University/Women of Color Empowerment (2002)

CARMEN Y. BEST
Interim Chief of Police
Seattle Police Department

SPECIALIZED TRAINING

- SPD Leadership and Command (60 hours)
- Executive Academy (Leadership Excellence) (48 hours)
- Ethical Character Driven Leadership (16 hours)
- USFA Command and General Staff Training (40 hours)
- FEMA All Hazards IMT Training (56 hours)
- SSFA All Hazards IMT Training (64 hours)
- National Drug Commanders Conference (64 hours)
- US Secret Service Dignitary Protection (40 hours)

MEMBERSHIPS

- National Organization of Black Law Enforcement Executives (NOBLE)
- International Association of Chiefs of Police (IACP)
- National Latino Police Officers Association (NLPOA)
- Federal Bureau of Investigations National Academy Association (FBI NA)
- Police Executive Research Forum (PERF)
- Major Cities Chiefs Association (MCCA)

COMMITTEES AND BOARDS

- International Association of Chiefs of Police, Human and Civil Rights Committee
- International Association of Chiefs of Police, Law Enforcement Immigration TF
- Board Member, Trustee Board Lakeside School
- Seattle University, Criminal Justice Advisory Committee
- Visit Seattle, Advisory Board
- United Negro College Fund, Regional Chair

What are the most critical steps you would take to ensure the Seattle Police Department remains in compliance with the Federal Consent Decree and continues to improve its policing?
Your response to this question should be no more than two total pages.

Reaching full and effective compliance was a great accomplishment for the men and women of the Seattle Police Department and a significant milestone. From the beginning our personnel were acknowledged for the good work they had done to get full and effective compliance, but the message was clear from the top on down that our work is not done and that full and effective compliance was just the first leg of the ongoing journey.

From the start, we congratulated officers and staff for their work and investment thus far in achieving the first rung of full and effective compliance. That being said, the messaging was immediate that the Honorable Judge Robart's ruling was not the final stop. There was still a monitoring period in which we need to prove to the community that we can and will engage consistently with constitutional policing and without bias.

My message to all our personnel has been consistent on this issue, whether at roll calls, supervisor meetings, SPD All messages or any other communication. As an organization, we will continue an iterative process that will always be evolving and changing to meet our community's needs. We will support our community partners and will be a part of the community and not apart from the community. We will stay the course and continue to serve all members of the community.

Training and accountability play a great part in making sure officers know the expectations for their behavior and when they operate outside of those expectations they have to be held accountable for their actions. As the saying goes, no one dislikes bad cops more than good cops who have pride in their profession.

As the Chief of Police being consistent and repetitive about my expectation for fair and impartial policing, regarding of race, ethnicity, age or any other variable along with increased community engagement will play a significant part in our organization's success in maintaining compliance with the Federal Consent Decree and continued improvement in policing. Additionally, as the Chief of Police I need to lead by example and portray the behavior I want to see in our officers.

Officers will feel more job satisfaction when the community trusts them and the community will be supportive of officers if they know the officers are being fair and just and if there is an issue of injustice the officer will be held accountable. This is procedural justice that builds police legitimacy which will ensure our continued success as a police organization.

- In your current or past organization, what have been the most effective strategies for encouraging police officers to act in full accordance with policies and procedures and to feel safe from retaliation when reporting misconduct or unethical behaviors?

The first strategy for ensuring officers act in full accordance with the policies and procedures of the organization is to ensure we are hiring the best and brightest people with high levels of integrity into our organization. We have to ensure robust backgrounding that intensely delves into the character of the people we are on-boarding. Additionally, psychological testing must screen for unfavorable character traits and we have to abide by the screening even when its close. Ensuring we hire people of high integrity, those who are not likely to violate policy or cover it up is important.

Additionally, oral boards and mock scenarios incorporate scenarios that test an individual's integrity. When an officer is not responding ethically to a training scenario, that presents an opportunity to utilize coaching and counseling to the officer, which will help him or her to apply that training to real life scenarios. Additionally, ethics is reiterated in various aspects of training and there are separate training on ethics offered to officers so they are refreshed on ethics and policy.

The Seattle Police Department has a policy that states an employee will be disciplined up to and including termination for retaliation against any employee who files a complaint or turns in another employee(s) for a policy violation. When a complaint is filed, that information is provided to the accused employee to ensure they are aware of the expectation and the consequences if they violate it. To date, almost half of the OPA complaints in the Seattle Police Department are internally driven.

There is also a policy that states officers must report violations that they are aware of or that occur in their presence or risk facing discipline themselves. The policies are in place and are trained on them to ensure there is no confusion regarding the reporting of a violation or the retaliation for violation.

These measures are direct and straight-forward to ensure there is no ambiguity in application or understanding.

The Chief of Police needs to ensure that the message regarding mandatory reporting and no tolerance for retaliation is reiterated verbally and in writing. I have done both in Seattle Police Department to ensure people know the expectation is serious from the top of the organization.

Competitive Exam

Carmen Best

Abstract

Following are the competitive exam answers to the City of Seattle Police Chief Search, from Carmen Best.

Competitive Exam Answer #1

Please tell us how you would approach your first 100 days as the Chief of Police for the City of Seattle. Describe your work plan, including how you would establish key relationships inside and outside of the organization, set expectations for officers and staff, assess the organization and begin to imbed yourself in the community. What specifically would you do interact with and build relationships with communities of color and immigrant and refugee communities? Your response to this question should be no more than six total pages.

Work plan

First and foremost, modern day policing is a service and one that is ever evolving. As a profession, we are at a crossroads in policing and the only way to successfully manage the policing profession is to be intentional in providing equitable policing service to all people.

For me that means engaging in and adhering to the tenets of 21st century policing practices in order to build trust and legitimacy between the police department and the community we serve. We must move past the “us versus them” era. Communities and officers must work together, so we know we are a part of the community and not apart from the community. It must be all of us working together to get buy-in and enthusiasm for sustainable positive change.

Working together, we can make the necessary changes to ensure everyone is provided equitable policing services. Practices that led to and/or supported institutional racism, oppression, marginalization, mass incarceration, racial disparity, and disparate socio-economic outcomes for people of color, and poor people need to be decimated and in their place we need policies, procedures, tactics, and accountability that enhance fairness, justice and generate public trust and organizational pride.

100 Days

I have had the unique and wonderful opportunity to serve as the Interim Chief of Police for Seattle since January 1st, 2018. As the interim chief, I was directed by the Executive to not make large-scale changes in the short period of time. Although, I was limited in making robust changes, I moved on initiatives that were important to keep the organization moving forward on a positive trajectory for sustainment and to build the foundation for both internal and external procedural justice practices and accountability.

If I am made the permanent Chief of Police, moving forward I would avail myself to meet with the Mayor to hear in detail her expectations and to ensure that our department priorities align with those of the Executive. As an organization, we would move forward in the same direction to ensure public confidence that government is not disjointed but in communication and the direction is clear.

Expectations

I have an intrinsic ability for working with people and building teams. I will take the necessary time to establish specific individual expectations as I continue to evaluate the skills of my Command Staff, but more importantly I will set the vision for the organization by providing

priorities and expectations to the men and women of the police department both sworn and civilian.

I will conduct a thorough review of the command staff to ensure we have the best personnel in place at the top of the organization. As an organization, we not only should lead reform and sustainment, but we have to ensure that our community believes and trusts the Seattle Police Department is serving them wholly, fully, and justly. As the Chief, I will work to guarantee the organization becomes a national leader on many fronts above and beyond reforms. To that end, we will work with the community to excel in every identified area of modern-day policing as identified in (COPS, 2015) 1) Trust and Legitimacy, 2) Policy and Oversight 3) Technology and Social Media 4) Community Policing and Crime Reduction, and 5) Training and Education and 6) Officer Wellness and Safety.

Part of my work plan would be assigning each of the command staff an area of responsibility for advancing 21st Century policing initiatives and working with community members via advisory councils, community based organizations, faith based organizations, businesses, corporations, government, and public – private partnerships to create planning in those areas.

Trust and Legitimacy

I will ensure the Seattle Police Department is fully engaged in the Race and Social Justice Initiative. We have recently reorganized our change team. They are meeting consistently and taking on new projects that will permeate throughout the department.

It is essential that RSJI principles are at the highest priority of our command staff, I have scheduled my command staff to attend the Freedom School's Undoing Institutional Racism training, which, I have personally attended. I will ensure procedural justice practices both internally and externally by creating holistic community-based focus groups to help build a department-wide strategic plan on community engagement that involves the community and frontline officers. This process needs to be trusted by community members and the rank and file who make contact with them every day. This will be part of the strategy under a new Collaborative Community Policing Bureau that is staffed via redeployment of personnel. This bureau will bridge and connect frontline officers and community members by getting officers out of their cars and engaged in community activity.

A new bureau is only one step to improving a more cohesive relationship between officers and community. It must not stop there, I will ensure policies and practices continue to reflect the utmost level of transparency. We have already begun to include the community voice in our policies and practices, such as, the design and implementation of the community service officer program, body worn cameras, and providing on-scene video as soon as possible for public review.

While we have seen an increase in hiring officers from our diverse communities, we must work with our community-based organizations to ensure our department reflects the community it serves. Additionally, we will work with the Community Police Commission to ensure best practices in recruiting and hiring are implemented to achieve more diversity.

Policy and Oversight

Our APRS unit is conducting a process for community review of all new policies that are being adopted. We already have internal support, and we will be working with the Monitor, DOJ and City for approval. I will enhance the use of the Micro Community Policing Plans that can potentially create real time information for community to use. As part of the sustainment process, we will revisit, update, and ensure best practices for all policies, particularly in the area of de-escalation, use of force, use of force reporting, crisis intervention and adherence to diversion programs.

We will work with The Office of Professional Accountability, the Community Police Commission and the Office Of the Inspector General to ensure public confidence in the complaint and accountability process. As the Deputy Chief, I attended all disciplinary review meetings held by the chain of command and ensured we were holding officers accountable for sustained complaints. I have no hesitancy to hold employees accountable for misconduct and have sent recommendations back to the chain of command for review when the suggested discipline was not severe enough. I have testified at numerous arbitrations on behalf of the city, all of which, we prevailed. I will continue to hold officers accountable and work to ensure the trust of our community is not broken.

The Force Review Board remains the crux of force investigations, de-escalation and tactics. We are evolving into a process of creating a critical incident review board. This board would consist of multiple subject matter experts (SME) within our organization, civilian member(s), and the Inspector General that will allow us consistently reduce instances of force.

Our policies on immigration will be routinely reviewed to ensure they are reflecting Seattle's welcoming city values and U-Visas and T-Visas will be utilized whenever applicable. I will hold public education campaigns via public service announcements and community meetings, starting in South Park and with the support of El Centro de la Raza. I am a member of the National Law Enforcement Immigration Task Force (LEITF), where, I have been a vocal champion of common sense immigration laws and welcoming city practices. I have organized other local chiefs and sheriffs, so we can have regional solidarity on this issue of specifically not enforcing immigration only laws.

Technology and Social media

Data-Driven is an essential element to our policing efforts and we are increasing the number of public facing dashboards. Our data-driven and crime reduction efforts, includes bi-weekly meetings with local, federal and state partners. We will be expanding these efforts to ensure we have community-based organizations that will allow all of us to address crime and disorder issues in the city. We have scheduled a community based bi-weekly crime reduction meeting starting in Rainier Beach, so we can take our crime reduction strategies to the community.

We are consistently working on property crime issues, violent crime and shots fired (shots fired is down due to some critical arrests) and issues regarding homelessness in the city. We won't

criminalize the homeless. We are working on multidisciplinary approaches that reduce the level of homelessness and incarceration.

Once we have a Seattle Police Officers Guild contract confirmed, I will work to operationalize our secondary employment proposals and submit the RFQ. Additionally, I have already started a review of evidence procedures and overtime monitoring. We have a request to fund technology that would provide real-time overtime accountability and a line of sight into overtime that is commensurate with overtime usage and not an accountability that occurs two weeks or more after the overtime is processed.

In terms of social media, we are using Twitter, Facebook, Instagram, nextdoor.com and the SPD Blotter to be ensuring the department is assessable and transparent. I will ensure we continue to upload crime data in raw form on data.gov that will allow community and researchers to do their own data dives for searchable and researchable information data points and information.

Community Policing and Crime Reduction

Community policing involves organizational transformation, partnerships and problem solving. It means connecting community and cops to build partnerships that will lead to crime reduction. I will ensure we utilize our new created Collaborative Community Policing Bureau that will intentionally liaison with officers to connect community and officers in non-enforcement situations, especially in our communities of color. I will improve and support our outreach and job programs sponsored by the police department. Economic opportunities are important for safe and healthy communities, I will support our partnerships with Seattle Parks Department and the Human Services Department that advocate for people of color to be equitably represented in these opportunities. I am an active participant on the Our Best Advisory Council (OBAC) and believe in their work. That is one of the reasons we created our mentoring program targeting kids of color using officers who look like them. We will seek to keep the communities of color engaged with officers and participate in their own safety.

SPD's investment in young people will be expanded and that will allow us to build our youth advisory council. We will assign officers to the peacemaking circles as part of restorative justice policies working with juvenile court and probation and the IF project. I have started the planning process for restorative practices by send several officers through peacemaking circle training.

Training and education

The department is focused on scenario base training even though the costs are higher. This type of training has been shown to greatly reduce encounters that escalate in higher level of use of force. The benefit to the officer in working in a realistic scenario is worth the investment, particularly in our most high profile areas of concern: race and bias, use of force, use of force reporting, peace circles, RSJI, de-escalation, and crisis intervention.

I will continue to ensure not only the highest quality of training, but that officers are getting the most training of any department in the state of Washington. Not only does the community expect the highest quality of policing, I expect it as the Chief of Police.

Officer Wellness and Safety

Routinely, officers are exposed to traumatic situations. We need to ensure officers are healthy and sound. Part of that responsibility is ensuring anyone we provide a gun and less-lethal option to has the fortitude to get the work done safely. As part of the restructure, we would have a component of the Collaborative Community Policing Bureau dedicated to this function of officer wellness. We will research measures and best practices for officer wellness that go beyond the Early Intervention System, but truly reflect real-time issues that may be affecting work performance and ability. I will ensure a robust peer review is established and peer support is 24/7. It will ensure consistent training reflecting best practices.

External and Internal Relationships

Building community relationships is critical to community policing and trust and I would ensure we hold listening sessions with all the key stakeholders within the first 100 days. Frontline supervisors, officers and civilian personnel will be a part of these facilitated discussions, so we can better understand the needs of those we serve. I would use our advisory councils to start. Recognizing there are harder to reach groups, I will deliberately reach out to the communities in order to have critical conversations. Under my leadership, I've held some of those meetings with community members. I've built relationships with many of these communities over the last 26 years, but I would increase the scale and scope of those relationships if I am the permanent Chief of Police. This could all be organized via the Collaborative Community Policing Bureau.

Internally, I would meet with all supervisors to relay expectations, strategies, goals and the Department mission. I would listen closely to their concerns. I recently met with over 230 Sergeants, Lieutenants and Captains for this purpose. I would continue this practice. I've attended a number of roll calls throughout the city on different watches, a practice that will be routine under my leadership.

I have a long history of working with and supporting our immigrant and refugee communities. It's been noted that I am a longtime member of the Law Enforcement Immigration Task Force, but I am also a member of the International Association of Chiefs of Police, Human and Civil Rights Committee. I have championed relationships and causes that support our immigrant and refugee communities. To that end, the Seattle Police Department will continue to engage with those communities through precinct based meetings and participation in the Immigrant and Family Institute, mentoring, summer youth jobs, association with REWA other Immigrant based organizations.