

CITY OF SEATTLE CHIEF OF POLICE SEARCH PROCESS

COMMUNITY INPUT SURVEY & ENGAGEMENT MEETINGS



City of Seattle

EXECUTIVE SUMMARY

This executive summary details the feedback from the public in Seattle to the Mayor's Search Committee that will assist the committee in the evaluation of applicants for the Chief of Police position. The engagement process included 14 community input meetings organized by Seattle Department of Human Resources in conjunction with Public Sector Search & Consulting and the Mayor's Office. When you overlay the results from more than 2600 community surveys, several issues begin to emerge. The public process resulted in several community themes that should assist the search committee as they review and evaluate applicants in the selection process. Information from the community input meetings and survey are summarized below. Specific results from the Community Input Survey are attached.

METHODOLOGY

This section discusses the survey design and presentation of data and how and where outreach was conducted for this public process.

SURVEY DESIGN

The survey instrument was comprised of open-ended questions and multiple choices question followed by an opportunity to write-in an alternative response. The four substantive questions were as follows:

1. What personal qualities do you think are most important for the leader of the Seattle Police Department? Please select the three most important qualities from the list below (multiple choice):
2. What changes do you hope the leader will bring to the department?
3. What other things do you want the search committee to consider?
4. What should be the top priority for the leader of the Seattle Police Department?

The survey sought to provide respondents with an opportunity to provide demographic information with respect to race/ethnicity, gender, sexual orientation, zip code where living and zip code where working. However, the survey results are presented in the aggregate to align with the search committee's ideal of one community of Seattle.

COMMUNITY INPUT MEETINGS

Eleven (11) Community Input Meetings were convened by Public Sector Search and/or Seattle Department of Human Resources. In many of the meetings at least two Search Committee members attended and engaged the attendees.

The meetings were held in an informal café style format to facilitate an open dialogue. The youth meeting at Rainer Beach was facilitated by members of the Police Youth Advisory Council. The meetings focused on the community dialogue about the status of policing in Seattle, the desired personal characteristics and performance outcomes for the next Chief of Police. The information provided by the attendees was recorded and later analyzed by Public Sector Search.

Additionally, Community Input Surveys were available at each meeting in English and fourteen other languages: 1) Spanish, 2) Russian, 3) Traditional Chinese, 4) Simplified Chinese, 5) Lao, 6) Tigrinya, 7) Tagalog, 8) Somali, 9) Amharic, 10) Korean, 11) Khmer, 12) Thai, 13) Vietnamese, and 14) Oromo.

Meetings were held on the following dates and locations:

- Tuesday, March 6th Southwest – South Park Neighborhood Association
- Wednesday, March 7th Southwest – Southwest Teen Life Center
- Wednesday, March 14th – Seattle Vocational College
- Thursday, March 15th – East – Garfield Community Center
- Friday, March 16th – Youth South – Rainier Beach
- Tuesday, March 20th West – Queen Anne Community Center
- Wednesday, March 21st – North - Northgate Community Center
- Friday March 23rd – North – Loyal Heights Community Center
- Wednesday, March 28th – West – Chinatown International District Community Center
- Thursday, March 29th – South – Rainier Community Center
- Friday, March 30th – North – Laurelhurst Community Center

The Mayor's Office organized several Community Based Organizations community meeting schedule:

- Friday February 23rd – South Park Neighborhood Center
- Saturday March 3rd – Somali Community Center
- Thursday March 22nd – Urban League of Metropolitan Seattle

OUTREACH

The Mayor's office notified community members about the public workshops and other opportunities to comment through a variety of methods. On February 20, 2018, the Mayor's Office press release announced the public outreach by describing the launch of the online survey and upcoming public workshops. Approximately one-week prior to the start of the public workshops, the Mayor's blog posted an announcement describing the launch of the online survey and upcoming public workshops. In addition, announcements were posted on the Police Chief Search website and the Mayor's Facebook and Twitter feeds. Announcements were also posted by the Seattle Police Department on their Facebook and Twitter feeds.

The Mayor's Office also engaged community organizations that serve diverse constituencies and groups with members who may be interested in or directly impacted by policing issues to raise awareness about the opportunity to provide input and support engagement. These organizations were asked to send email notifications about the workshops to their constituencies, post announcements on their social media sites, and directly encourage participation.

COMMUNITY PARTNERS AND STAKEHOLDERS NOTIFIED:

- 4C Coalition
- America Scores
- Ballard Alliance
- CAIR
- Chief of Seattle
- Chinatown International District Business Improvement Area
- City Year
- Coalition of Immigrants Refugee and Communities of Color
- Community for Youth
- Community Police Commission
- Downtown Seattle Association
- El Centro De La Raza
- Eritrean Community Center
- Greater Seattle Business Association
- Human Services Department
- Interim CIDA
- King County Library
- Mocking Bird Society
- One America
- One World Now
- Port of Seattle
- Powerful Voices
- Rainier Beach Action Coalition
- Refugee Women's Alliance (ReWA)
- Safe Futures
- Seattle City Club
- Seattle Department of Neighborhoods
- Seattle Neighborhood Group
- Seattle Office of Immigrant & Refugee Affairs
- Seattle Public Library
- Seattle YMCA
- SODO Business Improvement Area
- Somali Community Center
- Southwest Youth & Family Services
- Team Child
- Trio Summer Search
- United Black Christian Clergy
- Urban League of Metropolitan Seattle
- West Seattle Blog
- Women's Advocacy Center

To reach non-English speaking and traditionally underserved populations, online and print advertisements were placed in African-American, Chinese, and Spanish publications.

Print advertisements were placed in the following publications:

- Seattle Medium
- Northwest Asian Weekly
- Seattle Chinese Post
- El Mundo

The police department also advertised the community meetings through their community outreach portfolio. Last, Search Committee members were asked to notify their email contacts regarding the community meetings and to distribute information regarding the community input survey.

Q2. WHAT CHANGES DO YOU HOPE THE LEADER WILL BRING TO THE DEPARTMENT?

- 612 skipped this question and 1, 970 responses were as follows:

Word or Phrase	Percentage	Number
Community	24.61%	487
Crime	13.85%	274
Training	11.74%	232
Change; Reform; Shift	9.35	185
Homeless	7.33%	145



Numerous respondents suggested the need for a continued focus on reform efforts, training, crime reduction strategies, solutions related to homelessness and providing excellent service to both customers and end users of public safety. Promoting & exhibiting honor and professionalism, using smart business practices to be both effective and efficient with public dollars, and using smart data-driven practices coupled with community input on each neighborhood’s public safety priorities. How police interact with communities, especially ones of color was mentioned most according to word analysis.

Q3. WHAT OTHER THINGS SHOULD SEARCH COMMITTEE CONSIDER?

- 104 skipped this question and 1,487 responses were as follows:

Word or Phrase	Percentage	Number
Police, Officer, Policing	35.57%	537
Community	17.15%	255
Candidate, Hire	16.35%	243
Color, Diversity, Woman	14.73%	219
Seattle, local	14.52%	216
Experience	8.00%	119
Crime	6.66%	99



Most responders considered finding an applicant local to, and knowledgeable of, the Seattle area to be very important. They would like to see an increase of diversity in the department in all roles which includes person of color and/or gender as well as diversity in background experiences. Common words associated with words “policing, police” and “officers” includes “accountability”; “use of force”; “training”; and “de-escalation”. The concerns surrounding crime include: property crime rates, accountability to those committing crimes internally and externally, as well as the desire to see increase of police officers patrolling neighborhoods.

Q4. WHAT SHOULD BE THE TOP PRIORITY FOR THE DEPARTMENT?

- 1, 866 responses, 721 skipped

Word or Phrase	Percentage	Number
Community	19.84%	371
Officers, Police, Policing	32.94%	616
Use of/Force	7.22	135
Trust	8.29%	155
Enforce	8.45%	158
Crime	15.45%	289
Safe, Safety	12.41%	232



There is a common desire to build trust and improve relationships between police officers and the community. Responders strongly emphasized community policing and engagement. Accountability for most responders correlated with officers, just and consistent measures of accountability with the public, transparency when it comes to department misconduct, and collaborative partnerships with internal and external groups. The issue of equitable accountability touched on many concerns of safety for all people, especially people of color in marginalized communities. Words “Use of” and “Force” were commonly linked with gun, violence, gang and drugs.

DEMOGRAPHICS OF SURVEY RESPONDENTS

Total of **2687** individuals participated in the Community Input Survey. Most participants completed surveys online (2578) and paper copies were collected at various Community Engagement meetings (112). Out of 120 zip codes in King County, 114 zip codes were represented as areas of residence. Almost all the participants identified areas in King County as their primary worksite.

THE RACIAL DEMOGRAPHIC BREAKDOWN OF THE RESPONSES TO THE RACE/ETHNICITY QUESTION IS AS FOLLOWS:

- 80.32% White or European American
- 9.41% Black, African American or Black African
- 8.65% Asian
- 7.18% Hispanic/Latino
- 4.8% American Indian, Alaska Native or First Nations
- 2.57% Middle Eastern
- 1.95% Native Hawaiian or Pacific Islander

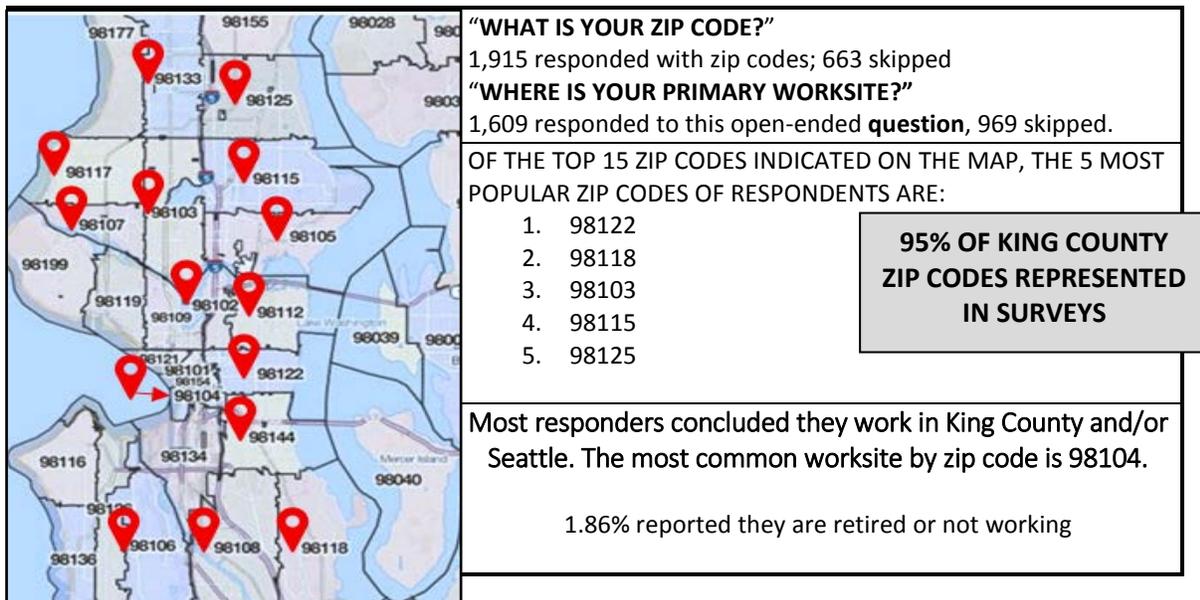
THE GENDER DEMOGRAPHIC BREAKDOWN OF THE 2,180 INDIVIDUALS WHO PARTICIPATED IN THE SURVEY IS AS FOLLOWS:

- Female – 60.41%
- Male – 36.93%
- Transgender – 5.05%

ARE YOU GAY, LESBIAN, BISEXUAL, QUEER, TRANSGENDER AND/OR QUESTIONING? THE BREAKDOWN OF THE 2,079 INDIVIDUALS WHO ANSWERED THIS QUESTION IS AS FOLLOWS:

- Yes – 28.81%
- No – 71.19%

RESPONDENTS BY ZIP CODES:



COMMUNITY ENGAGEMENT RESPONSES

Summaries and notes were gathered from the City staff members per each meeting. Community members in engagement meetings were also asked to expand on the questions on the survey. Below are the most common keywords mentioned followed by how the public defined them:

Q1: IMPORTANT QUALITIES OF A SPD LEADER?

COMMUNITY:

The importance of community was the most mentioned keyword for participants when it came to qualities of a leader. The next leader should be kind, caring, and actively try to engage with the public. Through these qualities, meaningful and trusting relationships as well as mutual respect can start to develop.

CONTINUITY:

Many participants expressed that officers get moved around too quickly and historically, the chief has lacked longevity. They want a leader that is committed to long-term goals and a leader that acknowledges developing relationships and learning about one another will take time.

COURAGEOUS:

To stand up to internal and external pressures, community members want a courageous leader with experiences standing against certain organizations and political leaders to advocate for the communities.

COMMITTED TO CHANGE:

The next leader should not be content with the way things are internally or externally and should be committed to change. These changes include an overall shift in the department's culture; relevant training for officers; and alternative training on use of force options.

CULTURAL SENSITIVITY:

It is important for the leader to possess cultural sensitivity and awareness when engaging with people of color. Many community members feel officers have an authoritative lens and would like to see this changed to perspectives through race and social justice lens. This will lead to unbiased encounters and may help bridge the gap between many officers and community members.

Q2. CHANGES FOR A LEADER TO BRING TO DEPARTMENT?

The following key words were mentioned the most when it came to changes and reform a new leader should bring to SPD:

IMPROVE RELATIONSHIPS:

The need to improve relationships between the public and police officers must be acknowledged by the new leader. Many feel the relationship lacks in mutual respect and trust, as the marginalized neighborhoods associate fear with police.

RELEVANT TRAINING:

Police officers deserve training that is relevant to issues concerning their job and safety. De-escalation, alternatives to use of force, and well-developed training with intense scenarios should be mandated. Training should also include emphasis on cultural sensitivity and seeing race through a social justice lens to rid officers of their own biases.

COLLABORATION:

The public recognizes that police officers cannot fix everything themselves and therefore must better utilize and collaborate with the community. Concrete examples of this included working with organizations and social services to assist in dealing with mentally ill, youth, homeless, immigrant; ability to work with policy and union leaders to advocate for the public's best interests; raising community awareness and participation when it comes to concerns specific to the neighborhood.

CREATIVE PROBLEM SOLVING:

Finding effective solutions to address the root cause of the problems concerning Seattle is a different kind of approach the public would like to see more of. Concrete examples include collaboration with community services that defers and de-escalates a person in trouble instead of jailing them, creating apps where community members can provide data for specific hot spots in an area.

Q3. INPUT FOR COMMITTEE MEMBERS?

THE PUBLIC WOULD LIKE THE FOLLOWING TO BE CONSIDERED BY COMMITTEE MEMBERS DURING THE SELECTION PROCESS:

- Examples of past/present leadership they liked:
 - Community Participation: Coming to a community event and actively engaging with people
 - Taking time to listen to individual complaints and being aware of neighborhood pain points
- Community is ready to mend the divide between officers and the public, but marginalized communities' need fear of police addressed through trust building (officers stopping to talk, not just driving by); increased communication; transparency and accountability (such as tracking officers with record of misconduct)
- Concerns with disparity of minorities that feel targeted (Over-Policing)
- Overall, feelings of disconnect with entire police department cannot continue

QUESTIONS & EXPERIENCES TO CONSIDER:

- Plans or direct experience with mass or active shooters, or other large-scale emergencies?
- What is the applicants' history with reform in their department?
 - What were their challenges?
 - How did they handle push back?
- How has applicants displayed accountability in and out of their department?
 - Experience with disciplining: firing and/or demoting staff or officers?
 - Experience handling officer and police brutality?
 - How have applicants dealt with misconduct?
 - How diverse is their department: race/ethnicity, gender identification, backgrounds of experiences?
- How have applicants reconciled the balance of policing and politics?
 - Experience working with federal agencies, including ICE? Disagreed with political leaders?
- What is the applicants record with all populations, especially marginalized populations (homeless, youth, mentally ill, people of color, immigrant, etc.)?
 - Have they displayed creative problem solving to address issues surrounding these groups?
- How has the applicants' background shown success in effective leadership?
- How high is community on the applicants' list of priorities?
 - How would applicants' handle communities' fears of not being heard?

Q4. TOP PRIORITIES FOR DEPARTMENT?

NEIGHBORHOOD POLICING:

The public would like to see officers in their neighborhood, not an authoritative figure and not remaining in their vehicles. Officers should want to engage with youth and help develop more youth-based programs. Community recognizes that getting to know each other should be a priority and will help build trust, especially in the marginalized areas where they don't feel safe when the police show up.

ACCOUNTABILITY:

Many feel a lack of accountability throughout all levels of the department: between chief and the officers, high expectations must be set and misconduct must be addressed; between community which desires fairness and consistency and officers with an unbiased approach to contacts and arrests; and finally, between the department and unions, political leaders and other associations pushing their agendas onto the next police chief, which may take him or her away from focusing on the larger community.

SAFETY & JUST LAW ENFORCEMENT?

Ensuring just law enforcement to many participants means officers treating every person fairly and unbiasedly to make sure everyone feels safe from potential police misconduct. The most common public safety concerns are:

- USE OF FORCE: By officers as well as general gun/gang violence in the communities, the public would like to know all plans in case of emergencies by active shooters, especially in schools.
- DRUG ISSUES: As the drug crisis grows in Seattle, the public would like the department to stop ignoring this but find ways to collaborate with experts who can help addicts.
- HOMELESSNESS: Similarly, the homeless population is on the rise. Police officers often end up spending significant time dealing with the homeless population. Their time might be better spent and instead the City should partner with experts who can assist humanely.

EVALUATIONS OF DEPARTMENT:

Efficiencies of how resources are allocated should be reviewed in the department, and the areas that need improvement must be fixed. Resources may include budget, number of officers patrolling, partnerships with other organizations, and how the department is interacting with the public. Evaluations should also review officers and those with bad records should be addressed. This should also ensure there is diversity in leadership positions within the department.

COMMUNICATION:

The department needs to reassess and improve means of communication, especially with marginalized communities. Communication concerns include:

- TRANSPARENT: Honest and transparent communication is desired. If the department is unable to fix something, people would like to be informed and learn why.
- ACCESSIBLE: People want to feel Chief and police officers are accessible, which can be done through online presence as well as in-person, neighborhood policing. People who speak different languages would also like options to be able to communicate with the police.
- OPEN: Many members think if lines of communication are open, they will be able to hear positive news and updates on neighborhood progress. Most news they hear is negative, and thus, it has a negative impact on them.

ADDENDUM

This Addendum provides additional survey responses and participant demographics gathered post presentation of the report on April 17, 2018. The increase in community participation and survey awareness were made possible by the collaborative efforts of the Northgate Community Center; Chinatown/International District Community Center; Department of Neighborhoods; Community Liaisons and Outreach Specialists.

PAPER AND ELECTRONIC SURVEYS

87 additional paper surveys were manually distributed and collected through the following avenues:

- Department of Neighborhood: Seattle Youth Commission (10 surveys)
- Chinese Information and Service Center: Sunshine Garden Chinese Senior Community Center (25 surveys)
- Yesler Community Council Meeting on April 10, 2018 (24 surveys)
- Northgate Community Center (28 surveys)

Of these surveys, 43 responses were translated into English from Mandarin, Cantonese and Vietnamese.

In addition, 36 more electronic surveys were completed since the last export of data on April 2, 2018

SURVEY RESULTS

Q1. WHAT PERSONAL QUALITIES DO YOU THINK ARE MOST IMPORTANT FOR THE LEADER OF THE SEATTLE POLICE DEPARTMENT? PLEASE SELECT THE SEATTLE POLICE DEPARTMENT? PLEASE SELECT THE THREE (3) MOST IMPORTANT QUALITIES

100% of respondents answered this question. Several responders chose more than three qualities, in which case all qualities marked were counted so there was a total of 6,756 quality options.

The number of responses received is separated by paper and electronic retrieval as follows:

QUALITIES LISTED	PAPER RESPONSES	ONLINE RESPONSES	TOTAL INCREASE
Has demonstrated ability to build and trust confidence w people across widely diverse communities in a large city	46	360	↑ 6.01%
Has a record of reducing crime and making neighborhoods safer	57	114	↑ 2.53%
Has record of setting high standards and holding officers accountable	41	105	↑ 2.16%
Has demonstrated knowledge and perspective of history of policing in U.S., including racism, bias, and negative impacts of disproportionality	35	61	↑ 1.42%
Has a strong record of commitment to community-led, problem-solving policing	36	57	↑ 1.38%
Has a record of strong advocacy for openness, transparency	26	52	↑ 1.16%
Has successful experience leading organization change and is known as a reformer	39	27	↑ 0.98%
Has demonstrated ability and success as a careful listener and seeks collaboration with others	30	27	↑ 0.84%

Q1. ALTERNATIVE RESPONSE – IS THERE ANOTHER QUALITY NOT LISTED YOU BELIEVE IS IMPORTANT?

- A total of 27 respondents (10 online, 17 on paper) chose this alternative response. The most mentioned word or phrase is listed below, in the order of most mentioned word/phrase:

Word or Phrase
Enforce Law
Leadership
Person of Color
Unite/Collaborate
Focused on Youth

Enforcing the law for respondents means being “by the books” to fairly address misconduct for everyone. Effective leadership for most of the respondents included being strong-willed to stand up to pressures and other quality attributes for a good leader included integrity, honesty, inspiring and ability to speak publicly and directly to citizens. Many people noted “person of color” as the quality that is important to them, as well as the Chief and department’s visibility; equity; local, and skills to unite and collaborate across multi departments and groups.

Q2. WHAT CHANGES DO YOU HOPE THE LEADER WILL BRING TO THE DEPARTMENT?

- A total of 66 additional responses received (29 online, 37 on paper) as follows, in the order of the most mentioned word or phrase:

Word or Phrase
Community
Accountable
Reduce Crime
Training
Safety

Responses were similar and consistent with initial report. The integration of SPD in communities means SPD is aware of community events and opportunities for their participation. As most concerns of accountability are with respect to the department personnel’s view of the public, improving the relationship between people of color and officers will foster trust, confidence and unity. All comments about training mentioned de-escalation, crisis intervention and use of force; stating that successful intervention tactics will take away fear. Reduction of crime for many people meant addressing the crimes related to drugs and property – many people feel the officers should have the support to make arrests and be tough on time.

Other changes people mentioned include unity, improved response times and communications, as well as cultural competency.

Q3. WHAT OTHER THINGS DO YOU WANT THE SEARCH COMMITTEE TO CONSIDER?

- A total of 33 additional responses received (14 online 19 on paper) as follows, in the order of the most mentioned word or phrase:

Word or Phrase
Community
Experience
Local
Diversity
Cares

In this question, community was associated with words like diversity, engagement, cultural competency, people/women of color, elderly and youth. Many responders want the committee to consider a candidate that has experience working with underserved communities that are diverse not just by race/ethnicity but other factors such as age and economics. Responders stated they would like a local Seattle candidate because they will already be prepared with knowledge and credibility. Responders want the search committee to consider a candidate that cares about the underserved populations. Other considerations include experience to demonstrate successful and concrete examples on de-escalation, working with people of color, dealing with homelessness, and changes they have made in their current departments.

Q4. WHAT SHOULD BE THE TOP PRIORITY FOR THE SEATTLE POLICE DEPARTMENT?

- A total of 53 additional responses received (17 online, 36 on paper) as follows, in the order of the most mentioned word or phrase:

Word or Phrase
Safety
Equitable, Fair, Just
Trust
Reform
Development, Support

The word safe and safety was mentioned an overwhelming amount of times. The important words associated include improvement of safety all fairly, consistently, with equity. The equitable practices will repair trust of the community as would police culture reform. Many voiced the importance of development and supporting police officers in their training as well as their overall safety. Several comments noted that the more informed the officers are of their community members, the less they will see with biased lenses and therefore eliminate any fear they may harbor toward community members as well.

DEMOGRAPHICS OF SURVEY RESPONDERS

ADDITIONAL RACIAL DEMOGRAPHIC BREAKDOWN OF SURVEY RESPONDENTS:

Many participants chose more than one race/ethnicity, over 150 additional races/ethnicities were represented, this increase is shown below by percentage:

RACE/ETHNICITY	%
American Indian, Alaska Native, First Nations	↑ 0.78%
Asian	↑ 8.09%
Black, African American, or Black African	↑ 12.23
Latino or Hispanic	↑ 0.04%
Middle Eastern	↑ > 0.01%
White or European American	↑ 1.01%
Other	↑ > 0.01%

ADDITIONAL GENDER DEMOGRAPHIC

- Female – ↑ 2.57%
- Male – ↑ 0.28%
- Transgender – ↑ 1.52 %

PERCENT OF THE ADDITIONAL PARTICIPANTS WHO IDENTIFY AS GAY, LESBIAN, BISEXUAL, QUEER, TRANSGENDER AND/OR QUESTIONING?

- Yes – ↑ > 0.01%

ADDITIONAL ZIP CODES RECEIVED - BREAKDOWN:

<p>“WHAT IS YOUR ZIP CODE?” 31 zipcodes recorded (11 online, 28 on paper). Of these, 23 zipcodes across Seattle are represented.</p>						
<p>MOST POPULAR ZIP CODES OF WHERE RESPONDENTS LIVE:</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td>1. 98122</td> <td>4. 98102</td> </tr> <tr> <td>2. 98104</td> <td>5. 98133</td> </tr> <tr> <td>3. 98103</td> <td>6. 98144</td> </tr> </table>	1. 98122	4. 98102	2. 98104	5. 98133	3. 98103	6. 98144
1. 98122	4. 98102					
2. 98104	5. 98133					
3. 98103	6. 98144					
<p>“WHERE IS YOUR PRIMARY WORKSITE?” The top responses from paper copies:</p> <ol style="list-style-type: none"> 1. Retired 2. Student 3. Yesler Area <p>The most common worksite by zip code: 98101.</p>						
<p><i>* Please Note: paper copies were distributed and collected in various locations including one retirement home, a council meeting in the Yesler area, and the Seattle Youth Commission.</i></p>						

IMPORTANT THEMES

AREAS OF INQUIRY FOR SELECTION

COMMUNITY ENGAGEMENT

The community has repeatedly voiced concerns about access to the next Police Chief and the Chief's overall approach to community engagement.

EVALUATION OF THE DEPARTMENT

Universally, the community wants to understand how the applicants will evaluate the overall operation of the Seattle Police Department. What performance metrics would be used to measure customer service, effectiveness, and efficiency in the various communities within the City of Seattle?

POLICING

Crime reduction was a central theme in both the survey data and in some community input meetings. What are the proven crime reduction strategies and what resources are required for results?

REFORM AND ACCOUNTABILITY

Reform and accountability were seen throughout the survey data and heard in community input meetings. How will the applicants work within the new oversight structure? In current or past organization, what have been the most effective strategies to decrease the use of force?