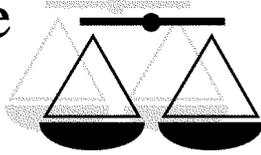


# Regional Law Safety & Justice Committee



THURSDAY, SEPTEMBER 27, 2018

7:15 – 9:00 A.M.

Seattle City Hall, Bertha Knight Landes Room  
600 4th Ave., Seattle, WA 98104

- **New Law Enforcement Leadership**
  - **Kent Police Department:** Chief Rafael Padilla
  - **Seattle Police Department:** Deputy Chief Marc Garth Green
  - **King County Sheriff's Office:** Sheriff Mitzi Johanknecht

## **Kent Police Department: Chief Rafael Padilla**

Chief Padilla began the panel presentation with a discussion of the Kent Police Department. Chief Padilla started his career in Hawaii in 1992 and then moved to Kent, which was a great move for his family. He's had a variety of roles in the department and has taught at the Police Academy. May 8 of 2018, he was appointed Chief of Police, which was a dream job that he decided to pursue in the last couple of years. Kent serves a population of 128,000 and unusual for a jurisdiction of that size, has their own jail. The organization has about 200 people and is last in the region for number of sworn officers per capita.

Chief Padilla described several challenges faced by the department. The first is diversity, which is something that they're very proud of, but that also causes challenges. There are 140 languages spoken in the school which makes providing language services difficult.

Kent practices a model of community based policing and intelligence-led, data-driven policing. They try to predict problems ahead of time. A primary challenge is recruiting, hiring, and retention. Whenever the economy does well, the public sector suffers, as there may be other options that pay better and are safer. Chief Padilla noted that it's very competitive between departments. Succession planning is also a challenge. 40% of staff will be eligible for retirement in the next five years.

Other challenges include violence, particularly gang and firearms violence, homelessness, and mental health. The officers go out and try to provide resources. Growth in the area has also posed a challenge, as it's a struggle to keep up with rapid growth.

Chief Padilla's vision for the department is to get back to being a full service department. Providing full customer services, stopping by when people need reassurances and such. He also wants the department to be part of the community and engaged. He wants people to be used to seeing a friendly face in uniform so that when things don't go well, the community stands behind them.

This year has been particularly difficult because the department lost an officer and it involved the actions of another officer. Chief Padilla described the support that Kent received from other departments, including King County and Seattle, which was reaffirming. The community has also been incredibly supportive. Chief Padilla mentioned he just recently received another box of supportive cards two months later.

QUESTION: In addition to money, what would help most with retention and recruitment?

Chief Padilla: Money is obviously the biggest thing. We need to develop a culture that makes officers want to stay if we can get them in the door. We now do have lateral officers coming in and taking a pay cut. They tell us they come because they feel they have the support of the community. They don't want to feel guilty until proven innocent. Feeling respected is important both within the department and in the community.

### **Seattle Police Department: Deputy Chief Marc Garth Green**

Next, Deputy Chief Garth Green spoke on behalf of the Seattle Police Department, representing Chief Best, who was unable to attend due to a family issue. Chief Garth Green has worked for SPD for a long time. He's been assigned to every precinct except the Southeast and many different units.

Chief Garth Green highlighted the great things going on at SPD: having Chief Best on board, being in full compliance with the consent decree, exceeding standards, and getting nationally recognized for good work, including being an example of providing data.

Chief Garth Green outlined Chief Best's five priorities:

1. Reducing crime and disorder: make community safe
2. Excellence in service: the Nordstrom model of law enforcement – be the best of everything. Every interaction is an opportunity to form a relationship – whether it's on the street, an arrest, at a demonstration. The department wants people to note that they say good morning and smile.
3. Honor professionalism: recruiting and hiring nationwide is down. The people that are drawn to law enforcement want to serve their communities. While they get paid pretty good, when you look at the challenges of shift work – there is a need to honor the work that they're doing – similar to nurses, firefighters.
4. Fiscal issues: determining how to become more efficient. Work smarter not harder. Evaluating where money goes. The department's commodity is people. Chief Garth Green explained that looking at data is important, but that context is needed or data doesn't tell you much. The technology is getting much better. The [SeaStat](#) dashboards are open to the public, which allows them to see what's going on.
5. Hiring and recruitment – the department put a billboard up in Indianapolis. Chief Garth Green echoed Chief Padilla's point that there is significant completion for good candidates and officers leave to go to other departments. Money is important, but the number one thing they look at is being valued and having opportunities. A lot of that is internal. Chief Garth Green emphasized the importance of getting positive messages about law enforcement out, as those stories are

not always heard. Chief Garth Green also noted that officers need to be held accountable when they make mistakes.

Chief Best has created the first collaborative policing bureau, which increases the breadth of how the department works within the community. Another recent accomplishment is that Seattle Police Officers Guild just came to an agreement.

Chief Garth Green then discussed the challenges faced by the department. These include homelessness. SPD has a Navigation Team that uses a multidisciplinary approach. They go into tent encampments and offer services. Chief Garth Green notes that homelessness is not a criminal enterprise. Officers will address criminal activity that happens, but they want to provide services. A second Navigation Team is being formed. About 20% of homicides result from homelessness. The police are trying to help people, but also hold people accountable. The police is a small part of that response. About 60% of King County's resources for behavioral health are in Seattle. Chief Garth Green feels that is appropriate, but notes that the resources also bring challenges.

Another related challenge is the opioid epidemic. There were over 300 overdose deaths, though this is on the lower side due to Harborview, and the clean needle exchange. Officers have naloxone. When they do have a reversal they are referred to services. Chief Garth Green noted that criminalizing people who overdose is absurd, as it's a disease like cancer.

The opioid epidemic intersects with mental health challenges. The crisis response team works with mental health professionals. Garth Green emphasized that most folks with mental health issues don't engage in criminal activity, but people are concerned so they call the police who respond. The department does a lot of de-escalation training and crisis intervention training. They're working on getting mental health professionals to work with us. The mobile crisis team is really valuable.

QUESTION: Rumors that cops are delaying retirement until contract was signed. What's your take on that rumor?

Chief Garth Green: I believe it's true. There's retroactive pay in the contract, so people who are looking at retirement want to wait for that. What we do know is that you don't have to stay to get retroactive pay. We know that's coming. We think first quarter of next year will be 20 more than the natural attrition rate. However recently when we had a mass exodus, it was really just 3 more than we'd expect, but most of those were not retirements, which is what we'd expect. A large portion of the department is retirement age. We're trying very much to hire. Previously when we went to other agencies they have to come to Seattle several times. Now we're doing all the tests at once so they don't need to fly up here multiple times. We're trying to innovate. We don't pay signing bonuses and a lot of surrounding agencies do. The contract will put Seattle back up to #1 paying department in the state and we hope that will help. We know next year will be worse, but we'll rebound after that.

QUESTION: In Kirkland, we've been discussing gun safety. We've talked about required reporting of lost and stolen firearms. What are your experiences with the new process in Seattle?

No data yet. Anecdotally we haven't seen much. Once we have some examples to cite, we think that will have an impact. We need responsible gun ownership. There are people who have a gun in their garage that gets stolen and they don't know it.

## **King County Sheriff's Office:** Sheriff Mitzi Johanknecht

Finally, Sheriff Johanknecht presented on the King County Sheriff's Office. Sheriff Johanknecht will have been with the department for 34 years at the end of the year. She's been in a variety of different roles within the department. She noted that many of the challenges the King County Sheriff's Office faces are similar to those in Kent and Seattle

Sheriff Johanknecht noted that there's usually a transition that happens with the previous sheriff, but that didn't happen when she became chief. She explained that the Executive's office was generous in providing support through the transition. One important change was in the internal investigations unit. They used to report directly to the Sheriff. This could allow Sheriff to influence the investigation, so Sheriff Johanknecht separated herself from direct responsibility from investigations. She only becomes involved at the disciplinary phase. The office was also moved out of the Sheriff's office suite and will be moved out of the downtown core altogether in order to ensure the community and employees are more comfortable reporting.

Sheriff Johanknecht addressed several recent success at KCSO:

- Less lethal options - The department is bring in more less lethal options – less lethal shotguns – they hurt, but rarely cause physical damage or kill someone. This creates a whole new form of policy and officers need to understand where they fit in in terms of use of force. It gives officers time and distance from a person in conflict.
- Implicit bias training - KCSO brought in a professor who does implicit bias training that all command staff attended. Everyone left impressed and wanting to bring it back. I've asked for training funds to bring that back – to us and to our partners.
- Naloxone – Metro Bike officers have been carrying it for a while and now all reactive patrol and detectives have it. The job is about saving lives and helping people in need of help and naloxone is an important tool to help with that work.
- Records management system – has been implemented. SPD is on the same system which allows for regional partnership.
- Community Outreach Specialist – KCSO worked closely with Executive and Council to fund a Community Outreach Specialist, who they are hiring now. The new position that will bring KCSO into alignment with other police departments.
- Full time recruiter – The Sheriff's office hasn't had one since 2004. The recruiter works with chief of staff and is looking at adapting and changing recruitment and hiring practices.

Moving forward, Sheriff Johanknecht is focused on:

- The Gang Unit: Sheriff Johanknecht is grateful to the Exec and staff for bringing the gang unit back. She noted there have been two iterations in her career. While there's always work being done on this issue, it's important to work in a dedicated way. There's a gang war in South King County. We need to provide resources to youth to prevent violence and gang warfare.
- Youth and family intervention: with gangs we need to help youth and families through times of crisis. Asked Council and the Executive to look at providing staffing – that may or may not happen, but regardless I can reorganize staff so that they can work together more collaboratively.
- Internal Investigations – streamlining process and speeding it up.

- Collaboration – cities, state reps, federal government, jurisdictions throughout the state. Working with others to solve greater issues. Sheriff Johanknecht emphasized that law enforcement can't do it alone and that she appreciates criticism because her office can learn from it.

QUESTION: Burien – grappling with gang violence and sheer number of people harmed. The young age of the kids. What is the role of the gang unit and law enforcement and other community organizations?

Chief Johanknecht: I grew up in Burien and I was precinct Chief before becoming Chief. It's a thriving community, but it can also be dangerous. It is startling to me that 12 and 13 year olds are carrying guns. A woman was killed recently. The concept behind a regional gang task force has not been fully developed. When we talk to other jurisdictions and public health a plan will be developed– the sheriff shouldn't decide what's done. We should work together to develop what it will be. In the meantime we're putting more emphasis there and coordinating with resource officers and community members and reaching out to parents. That includes working in the Latino community and other affected communities. I want the task force members to determine what we do.

QUESTION: Are there more or less gangs than 127 as it was a few years ago?

Chief Johanknecht: I didn't know specific numbers, we're dealing with 2 particular groups that are responsible for shooting.

QUESTION: In Tukwila – more gangs are coming in. I live next to a cemetery and gang indications are in the cemetery. The City of Seattle Mediation unit is a phenomenal success. Is that an approach or a one off?

Chief Johanknecht: It's about working with partners and we don't need to reinvent things that already exist.

QUESTION: How many vacancies will you have to fill next year?

We're behind because of the transition. Academy slots were cut because of that. We'll need to be creative and do lateral hires. We'll have about 60 vacancies by the end of the year. I'm confident we'll do well by the end of next year. For the city contracts – there's a nine month lag, so we have time to make changes.

QUESTION: Different issues in different regions. Gangs in south end, drugs in north end, property crime in Bothell. How can we help you become more proactive in being out in the community?

Chief Johanknecht: We have specific sheriff units. In the northeast precinct, we have similar issues and only 6 cops. In downtown we require deputies to do proactive policing. A community liaison specialist will help us formulate a plan that will help us be more proactive in working with the community. City of Seattle has a great model and they're helping.

Chief Padilla: we've looked at our service delivery model. I ask for patience while the resources aren't there. Our officers are focused on the top priority calls. They spend more quality time and do more in depth service. In theory, that gives them more time to be out in communities. I encourage you that when you have opportunities to invite us to events. I want officers on the street to get networked and go to events. Non traditional, non crisis ways that officers can be involved.

Chief Garth Green – living room conversations. We've met with groups of a few people in homes just to talk to people. We need to talk to people who live there. Micro-policing plans revealed that they were very different concerns. Property crime – everyone's numbers are up – this is associated with drugs and homelessness. We try to do messaging about high car prowls areas. We use the Next Door app and any communication to get engaged.