

**Port of Seattle (WA) Police Department
Assessment Report
August 2011**

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A. Agency name, CEO and AM

Port of Seattle Police Department
Colleen Wilson, Chief of Police
James Tuttle, Sergeant and Accreditation Manager

B. Dates of the On-Site Assessment:

August 28-30, 2011

C. Assessment Team:

1. Team Leader: Gregory D. King
Chief of Police (Retired)
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D. CALEA Program Manager and Type of On-site:

Dennis Hyater, Program Manager
Initial accreditation, C size (129 personnel; authorized 99 sworn and 32 non-sworn)
5th edition Law Enforcement Accreditation

The agency utilizes CACE-L, Version 2.0.

E. Community and Agency Profile:

1. Community profile.

The Port of Seattle (Port) has served as a global gateway to the Pacific Northwest for 100 years and is celebrating its centennial this year as a publically owned and operated port. It is located in King County, Washington and plays a key role in bringing international trade, transportation and travel to the area. The Port owns and operates shipping container terminals, cruise ship terminals, public parks, public marinas, and the Seattle-Tacoma International Airport. Although the Port operates within King County, which is home to approximately 1,931,000 residents, its customer base also expands nationally as well as internationally.

Now celebrating its 100th anniversary, the Port's economic impact is strong. The Seaport and Airport generates nearly 200,000 jobs throughout the region and is the employer of almost 1700 employees. Sea-Tac Airport is the 17th busiest airport – handling more than 31.5 million passengers annually. The Port maintains state-of-the-art cargo facilities and is ranked the 6th busiest U.S. seaport, serving 22 international steamship lines moving more than 2.1 million TEUs (20-foot equivalent unit containers) per year. The Port's passenger cruise terminals handle over 200 vessels annually, serving nearly one million passengers.

The Port is a municipal corporation of the state of Washington, organized on September 5, 1911, under provisions of the laws of the State, now codified at RCW 53.04.010 et seq. In 1942, the local governments in King County, Washington selected the Port to operate the Seattle-Tacoma International Airport. The Port is considered a special purpose government with a separately elected commission of five members and is legally separate and fiscally independent of other state or local governments.

Port policies are established by a five-member Commission elected at large by the voters of King County for four-year terms. The Commission appoints the Chief Executive Officer (CEO). Through resolutions and directives, the Commission sets policy for the Port. The policies set by the Commission are implemented by the Port's CEO and his executive staff.

The Port is comprised of three operating divisions namely Aviation, Seaport, and Real Estate. In addition, the Capital Development Division and a number of corporate service departments support the operating divisions and the broad mission of the Port. Other Port-wide departments include Accounting and Financial Reporting, the Commission Office, Executive, External Affairs, Finance and Budget, Health and Safety, Human Resources and Development, Information and Communications Technology, Labor Relations, Legal, Police, Fire, Public Affairs, Risk Management, and the Office of Social Responsibility.

2. Agency profile.

In 1971, although not mandated by the Federal Aviation Administration (FAA), the Port established a fully commissioned police department and the previous existing Airport Security Department was changed to the Sea-Tac Airport Municipal Police Department. In February of 1973, the FAA mandated that airports have fully commissioned law enforcement officers in the screening areas.

Additionally, in 1973 U.S. Customs informed the police department that they were losing a lot of cargo at the docks, so a waterfront division was formed to focus on the docks. The police department deployed officers to the waterfront until 1974 when a Port resolution expanded the powers of the police department to include all properties owned by the Port. The Sea-Tac Airport Municipal Police Department was changed to the Port of Seattle Police Department at that time.

In 1972, the police department employed 39 employees, 35 of which were officers. In 1973, after the FAA mandated armed guards at checkpoints, another 35 provisional officers were hired. Over the years the Port has increased its number of properties, and the role of the police department, within the Port and surrounding communities. The police department has continued to grow and, today, the police department employs a total of 129 employees. This includes 99 commissioned, 16 dispatchers, and 14 administrative/support staff.

The department consists of two bureaus, the Operations Bureau and the Patrol Bureau. The Patrol Bureau is divided into airport and waterfront divisions. There are multiple special teams / assignments including K-9, Criminal Investigations Division, Bomb Disposal Unit, Valley SWAT, Crisis Communications Unit, Civil Disturbance Unit, Police Training Officer, Gang Unit, Honor Guard, Marine Unit Boat Team, Dive Unit, and a Bicycle Unit. In addition to our special teams / units, the Port of Seattle partners with federal agencies and currently has officers assigned to the FBI's Joint Terrorist Task Force, Drug Enforcement Agency, and U.S. Immigration and Customs Enforcement.

3. Demographics (sworn personnel, service population, available workforce).

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce Greater Seattle area		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers N/A		Prior Assessment Female Sworn Officers N/A	
	#	%	#	%	#	%	#	%*	#	%	#	%*
Caucasian	8,141	58	903,206	69	53	71	8	11				
African-American	1,638	12	89,400	7	7	9	1	2				
Hispanic	526	4	117,008	9	2	3	0	0				
Other	3,842	27	205,096	16	13	17	2	3				
Total	14,147	100	1,314,710	100	75	100	11	15				

[*This column is the percentage of females in relation to the total personnel.]

Available workforce data for Port of Seattle area reveals a 69 percent Caucasian, seven percent African-American, nine percent Hispanic, and 16 percent other or undeclared composition. The agency devised a Recruitment Plan for sworn personnel that was effective May 2011. The plan consists of objectives that will guide the department effectively in future recruitment activities. The past successes in ethnic and gender composition of the agency are obvious as their demographics closely mirror the available work force in the area. Female sworn officers total 15 percent of the agency and this continues to be a priority for the

future. The department also has four females at the supervisory and command level, which totals 17 percent of their staff at those levels.

4. Future issues (agency and community)

The airport has been identified as the region's foremost critical infrastructure, and plays a significant role in the financial base of the area. Challenges facing the Port of Seattle Police Department over the next three to five years consist of fiscal issues within the transportation industry, and evolving security and organizational challenges within law enforcement. It is projected that the airport will exceed 40 million passengers annually by 2016, which is a dramatic increase from the current 30 million totals. This factor presents challenges of meeting security role support requirements, enforcing laws, and creating a safe environment for passengers. The agency presently is the recipient of an ongoing federal grant that supports four sworn officer positions and further grants may have to be considered to help fund operational concerns.

The burgeoning cruise ship industry has made a significant investment in Seattle by developing a new terminal. The new terminal supports over 200 ports of call for each cruise ship season with annual passenger count approaching one million. This additional successful business activity has presented another challenge in relation to a possible high-profile terrorist target. As such, the United States Coast Guard has imposed unfunded mandates on the agency to help ensure the security of the ships and the seaport.

As an additional concern, the agency has numerous personnel that are approaching eligibility for retirement. This presents a challenge to prepare, recruit, train, and develop a transitional plan to ensure continuity of leadership.

5. CEO Biography

Colleen Wilson is the Chief of the Port of Seattle Police Department (POSPD) where she was appointed to the position in August, 2007. Chief Wilson has more than thirty-five years of law enforcement experience and began her career in law enforcement as an assistant city clerk in Monroe, Washington. She became their first female officer and rose through the ranks as a police officer, sergeant, and lieutenant before being named Monroe's Chief of Police in 1993, making her the first female police chief in the State of Washington.

Chief Wilson has continued her quest for growth and lengthened her list of accomplishments to include: serving as the Certification Manager for the State of Washington, implementing the new statute requiring the licensing of Peace Officers; and was the Chief of Police for the City of Sumner, Washington. She is considered a law enforcement expert in interpersonal violence and was appointed by three governors and a Supreme Court Justice as the law enforcement representative to various task forces. Chief Wilson has helped make legislative and policy changes for Washington State in the areas of ethical response by

police officers. She is a former chair of the Washington State Criminal Justice Training Commission and has served as president of the Washington State Association of Sheriffs and Police Chiefs (WASPC).

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The public information session was held at the Amsterdam Room, SeaTac International Airport, Monday, August 29, at 2:00 p.m., with approximately 30 people in attendance. There were 11 speakers who all strongly praised the agency for their professionalism, quick response time to events, and their dedication to providing for the safety of all citizens. One of the speakers, Mr. James Spinden, Director for the Port of Seattle Airport Transportation Security Administration (TSA) contingent, stated that the agency is extremely successful at working with all the other groups at the airport and was honored with the "TSA Partnership Award" for outstanding coordination of efforts between organizations in 2010. He added that this year the Port of Seattle Police Department has been nominated for the national partnership award.

b. Telephone Contacts

On Sunday, August 29, between 2:00 and 4:00 p.m., the public had access to the assessment team through a dedicated telephone line. A total of four calls were received by the team and all were positive and in support of the agency. Rob Sophie, a CALEA assessor and outside consultant that had performed a mock review of the agency prior to the onsite, stated that the agency had done a great job in preparing for accreditation status. Ana Frank, Accreditation Manager for the Nashville (TN) Airport stated she had been in touch with the agency and found them to be "highly-supportive" of the process. Wendy Reyter, Director of Security and Emergency Preparedness for the Port of Seattle, stated she "appreciated them greatly" and that they were very professional. Chief Douglas McBride, United States Customs and Border Protection, stated that he found the agency to be "very professional and responsive."

c. Correspondence

One communication was received from the public, which was in total support of the agency. Barclay Stewart, Accreditation Manager for the Wayne County (MI) Airport and President of the Michigan Accreditation Committee praised the agency in their desire to meet and exceed the standards. He further stated that he had been in contact with the agency several times and had "no doubt that they would succeed in this endeavor."

d. Media Interest

No media interest was experienced during the assessment.

e. Public Information Material

The agency distributed a regional notice on the public hearing, the availability of contacting the assessment team by telephone, and information on CALEA through the Port of Seattle Public Information Officer Perry Cooper. Copies of the notice was made available to the public on the agency's internal and external website, in the agency's lobby, and distributed to stakeholders and business representatives in the area. Announcements related to the accreditation process were sent via electronic mail to all divisions within the Port of Seattle organization encouraging input during the onsite review. This communication reached more than 1500 employees and was sent on two different occasions (August 14 and 21). An official announcement of the onsite assessment was made to employees in the form of a training program through the agency's on-line Learning Management System on August 15. Further information was provided to area and statewide law enforcement organizations to ensure total distribution.

f. Community Outreach Contacts

The assessment team made contact with Tay Yoshitani, Chief Executive Officer for the Port of Seattle, who expressed his support for the agency and the CALEA process. He stated that the agency was very interactive with the other entities that coordinated the safety and security of the Port of Seattle jurisdiction, which is important to the success of the entire organization. Joe Operskalski, Federal Air Marshall Law Enforcement Liaison, commented that the agency was very instrumental in the ensuring critical information was shared and that the different law enforcement groups worked in unison. Jeff Hoevet, Manager of Landside Operations (parking and roadways), in an interview stated he was a "big fan" of the agency" because of their willingness to work together on issues and projects. Dan Thomas, Chief Administrative and Financial Officer for the Port of Seattle, said he found the organization to be "very innovative", as was demonstrated by their accreditation efforts and their close working relationship with the executive board. The Port of Seattle Human Resources Director Cathy Cameron said that she found the agency "to be transparent" in their practices and she feels a real "partnership" in relation to recruitment.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The agency has a traditional and structured chain of command for the communication and direction of all employees. Authority to execute the required activities of the

organization is delegated by the Chief of Police through the command structure to individual members. At every level of the organization employees are given the authority to make decisions necessary for the effective execution of their responsibilities. Each employee is held responsible and accountable for their overall performance and the use of delegated authority in accomplishing the responsibilities of their position.

A written directive establishes a command protocol for ensuring continued authority throughout the organization. Members are directed to follow instructions of superior officers, including relayed directions, unless a conflict is presented. Officers receiving conflicting directions are instructed to inform the authority issuing the more recent order of the perceived difference prior to taking action. In situations where there is a potential for increased liability or media interest, the agency has provided a written guideline for the notification of command staff to ensure proper organizational response. The criterion includes all deaths, injuries to employees, and major accidents.

The Mission Statement for the agency states: "The men and women of the Port of Seattle Police Department are committed to providing professional law enforcement services, protecting the rights of individuals, preventing crime, and building community partnerships." This philosophy is further defined in a Vision Statement: "The Port of Seattle Police Department is a values-driven, nationally accredited law enforcement organization recognized for its leadership in airport and seaport policing, exceptional customer oriented service, productive collaboration with our partners, and the highest level of professional development for our personnel."

The agency's written directives provide statements connected to policies, rules, and guidelines. These guidelines are only issued on the authority of the Chief of Police, but department personnel can forward changes through the chain of command in writing for consideration. The policies include operational orders, special orders, and training bulletins. Revisions are circulated throughout the organization via electronic versions available to employees on the agency's computer network system. Printed copies are also distributed in various common areas of the department for additional access.

The agency requires all sworn personnel to take and abide by an oath of office prior to assuming responsibilities of their position. To ensure all personnel understand the importance of adhering to acceptable codes of conduct, the department has two written directives governing ethics: a "Law Enforcement Code of Ethics" for sworn, and an "Employee Ethics and Conflict of Interest" for non-sworn. The sworn version includes a "Canon of Police Ethics" that covers primary responsibilities, limitation of authority, and private and public conduct principles. The general employee text guides personnel in connection with personal actions, potential ethical concerns, conflict of interest issues, and how to report potential policy violations. During 2009 and 2010, the agency required all employees to take ethics training, which was accomplished through a Learning Management System (online) program. Documentation provided indicated all employees did in fact receive the information and training.

Bias Based Profiling

Bias based profiling, the selection of individuals for enforcement action based solely on a trait common to a group, is prohibited through written guidelines. Profiling prevention training is required for all sworn personnel periodically and this includes legal aspects. The agency has produced a "Biased Based Profiling Definitions, Examples and Sanctions" training lesson plan that is widely distributed and applied by members of the agency. In the absence of a specific report: race, ethnic background, gender, sexual orientation, religion, age, cultural, or any other group identifiable factors in determining probable cause for enforcement actions is prohibited by agency guidelines.

Four bias based profiling complaints were received by the agency during the last three year period and all were investigated thoroughly. In 2009, two of the cases were unfounded and a third ended in exonerating the officer. No complaints were received in 2010, but one was filed in 2011. The 2011 case arose out of a field contact and was filed by advocacy group against three officers. The complaint involved a person denied a flight based on being found to be on the "no-fly list" distributed by federal authorities. The allegations against the officers were unfounded after the agency completed the investigation.

The agency conducted an annual review of organizational practices and citizen concerns in relation bias based profiling for 2009 and for 2010. The reports contained statistical comparisons with agency contacts and regional demographics data that indicated no significant concern.

Bias Based Profiling Complaints

Complaints from:	2009	2010	2011
Traffic contacts	1	0	0
Field contacts	2	0	1
Asset Forfeiture	0	0	0

Current year data is through July 22, 2011.

The agency captures data on the race and gender of motorists issued traffic citations. This action includes gender to further define and monitor activities. The department does not issue warning citations in any capacity.

2009-2011 Traffic Warnings and Citations

Race/Sex	Warnings*	2009	2010	2011	Total Citations
Caucasian/Male	N/A	516	335	140	991
Caucasian/Female	N/A	168	102	51	321
African-American/Male	N/A	227	145	83	455
African-American/Female	N/A	43	30	14	87
Hispanic/Male	N/A	32	18	11	61
Hispanic/Female	N/A	2	4	3	9
Asian/Male	N/A	76	45	19	140
Asian/Female	N/A	27	17	7	51
OTHER	N/A	0	7	0	7
TOTAL	N/A	1,091	703	328	2,122

*The agency does not issue warning tickets. Current year data is through July 21, 2011.

The legally mandated authority for sworn personnel is outlined within the Revised Code of Washington laws and ordinances. The Port of Seattle Police Department was established by the Port of Seattle Commission through a resolution (1971) that gave the organization police authority.

Written procedural guidelines are in place governing constitutional requirements connected to interviews, interrogations, and access to counsel. The directives provide a general overview of the purpose, scope, and processes required to comply with legal mandates. Search and seizure written directives establish basic guidelines, but also provide specific examples to ensure understanding of acceptable practices. The proofs of compliance were excellent and showed that the field personnel were well trained and knowledgeable in the concepts.

Procedures for documenting arrests are in place and thorough. The agency prepares and maintains official records related to reported or enacted police activity. Department members prepare written documentation on citizen reports of crime, citizen complaints, incidents that result in an officer being dispatched or assigned a call, and incidents involving arrest, citations, or issuance of a summons.

Use of Force

The policies of the agency explicitly states that personnel shall use only that force that reasonably appears necessary, given the facts and circumstances perceived by the officer at the time of the event, to effectively bring the incident under control and achieve lawful objectives. The guidelines provide further principles by defining some factors that determine the "reasonableness of force", including conduct of the individual, possible influence of drugs or alcohol, presence of weapons, and potential for injury to citizens, officers, or suspects.

In the last three year period, the agency has experienced only 14 uses of force incidents out of 2,855 arrest actions (0.3%). Of the types of force deployed, eight involved weaponless tactics and the remaining were electronic control devices (tazer). No complaints resulted from the use of force methods and the number of actual incidents dropped 56 percent in 2010 over 2009 (2010/4; 2009/9). This trend appears to be continuing with only two incidents currently recorded in 2011. No firearms were used in any use of force cases. The agency provides ongoing use of force training and related policies, which is documented usually through written training agendas.

The agency completed use of force analysis reports for 2009 and 2010, with 2011 pending the completion of the calendar year. The agency reports nine incidents in 2009: four involved control techniques to obtain compliance; and five incidents included a combination of kinetic energy projectiles (Tasers) and control techniques. In 2010 the department documented five uses of force: three incidents involved control techniques; and 2 were Taser and control techniques combined. There were no major injuries resulting from the use of force cases with minor abrasions, bruising, and

soreness reported. All the incidents were reviewed by the "Leadership Team" and all actions were found to be within department policy.

Use of Force

	2009	2010	2011
Firearm	0	0	0
ECW ¹	5	2	1
Baton	0	0	0
OC ²	0	0	0
Weaponless	5	3	0
Total Uses of Force	10	5	1
Total Use of Force Arrests*	9	4	1
Complaints	0	0	0
Total Agency Custodial Arrests	1,478	937	440

*Number reflects reported incidents. In some cases there were several responses to aggression captured in one event. Current year data is through July 22, 2011.

Washington State Code provides a written guideline governing justifiable homicide or the use of deadly force by a police officer. The law outlines when deadly force is justifiable and further outlines considerations, including the necessity that the individual "poses a threat of serious physical harm to the officer or to others." The agency had no deadly force incidents during this accreditation cycle.

The agency "strongly" discourages the use of warning shots via their written directive. Warning shots are never required prior to the use of deadly force and are only allowed when the situation presented would otherwise justify the use of deadly force and:

- In situations where the officer believes they appear necessary to potentially diffuse a life-threatening situation; and
- The officer believes they would be effective and reasonably safe.

No warning shots were deployed by the agency during this accreditation cycle.

The agency has several authorized less lethal weapons, including the baton; chemical munitions for crowd control and dispersal; oleoresin capsicum spray (OC); pepperball systems; and kinetic energy projectiles (Tasers). Detailed written guidelines provide procedures in deployment of these weapons and they "may only be used when its use appears reasonable under the circumstances." Any use of these weapons is documented in writing and reviewed for conformance with the policies.

Medical attention for injuries or suspected injuries connected to use of force is required by written directive before a person is booked into a holding facility or released. A written report is completed and submitted for review anytime an employee discharges a weapon, takes an action that results in an injury or death of another person, deploys any lethal or less lethal weapons, or uses weaponless physical force. This documentation is completed promptly in a case report and a supervisor completes a Use of Force Review Form.

¹ Electronic Control Weapon

² Oleoresin Capsicum/Chemical spray

Each completed Use of Force Form and accompanying reports are reviewed by commander of the involved officer(s) and then forwarded to the Chief of Police for an overall review of the incident. The intent of this review is to determine if there is any employee development needs, equipment modifications, and/or policy adjustments. Any member of the agency who seriously injures or causes the death of a person through any act occurring on duty is placed on administrative leave until the member can be evaluated by a mental health professional and a preliminary review of the incident has been completed. The Chief of Police may grant members additional paid administrative leave upon the recommendation of psychological review. No situations occurred during this accreditation cycle requiring this action.

Only weapons and ammunition authorized by the agency can be used by personnel. Department issued or personally owned handguns that meet the type and specifications of the agency may be authorized for primary on-duty use as recommended by the Range Master and approved by the Chief of Police. Any unsafe, damaged, or inoperative weapons are taken out of service immediately and repaired or replaced.

The agency does not have a reserve or an auxiliary program.

The agency has one internal cash fund and that is located in Criminal Investigations. This fund is used for narcotic purchases and investigative related activities. A written record and documentation is maintained on all dispersals. The fund was first internally audited on a quarterly basis starting in April 2011 (last audit completed June 2011).

To ensure that equipment stored is maintained in a state of operational readiness, the agency has established written guidelines for continued inspection. Divisional commanders and department managers conduct semi-annual inspections of stored items and document deficiencies with appropriate corrective measures when required.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency maintains current job descriptions on all employees and makes them available to personnel via their website. The job descriptions are particular to positions and specialties within the department and include essential functions and performance expectations.

The personnel program for the agency includes a complete benefits package. The retirement program is coordinated through the Washington State Public Employees Retirement System, which employees contribute to. Health insurance is provided and includes medical, dental, and vision coverage. Disability insurance, long-term supplemental, and liability coverage is provided for employees. In addition, Educational assistance towards a college degree is available with 50 percent of the tuition cost provided for employees following one year of employment, and 75 percent after four years.

The agency has established a "Line of Duty Death Manual" that defines assistance and services to be provided to agency personnel following line of duty deaths or serious injuries. The department has not experienced any situations requiring these services during the past three years.

The department issues each employee an official department identification card bearing the employee's name, identifying information, and a photograph. All employees are required to be in possession of their department issued card at all times while on duty, or when carrying a concealed weapon. When on duty or acting in an official capacity representing the agency, employees are required to display their identification card to any person upon request or as soon as practical. The agency does not authorize sworn personnel to engage in extra duty employment.

All officers are required to be free from any physical, emotional, or mental condition which might adversely affect the exercise of authority. Additionally, officers are held responsible to maintain good physical condition sufficient to safely and properly carry out their essential duties. The agency provides a physical training facility and on-duty training is allowed as long as it does not impact the organization's operation. Officers may use their rest and meal times provided within the bargaining agreement for their physical training upon supervisory approval.

Grievances

The agency tracks grievances and ensures personnel have a process for registering appropriate issues and concerns with managerial authority. In the last three year period personnel have filed eight total grievances: five involving overtime pay or work assignment; one holiday pay; one violation of Bill of Rights contract issue; and one for termination. Four were withdrawn by grievant (three overtime pay/assignment; and one termination); two were settled; and two are still outstanding (both overtime related). Collective bargaining contracts are being adhered to and no specific trends were identified.

Formal Grievances

Grievances	2009	2010	2011
Number	3	3	2

Current year data is through August 28, 2011

Disciplinary

A Code of Conduct and appearance guidelines are established for employees and made available to personnel. These directives cover both sworn and civilian and are specific to behavior expectations and appearance requirements. Discriminatory and sexual harassment strictly prohibited within written policies. The prohibitions extend to any act that would create a hostile work environment, excludes anyone from employment or promotion based on sex, sexual orientation, race, national origin, or physical disability.

In situations in which imposed discipline amounts to a written reprimand or less, the employee's right to formally respond is limited to the Collective Bargaining Agreement. In the event of a suspension, punitive transfer, demotion, or the termination of non-probationary employee occurs; the employee may have the right to an evidentiary appeal of the Chief of Police's imposition pursuant to applicable bargaining provisions. Non-bargaining unit personnel also have the same appeal process.

The agency utilizes an early identification system to recognize employee performance problems, based on a predetermined threshold, that do not warrant formal disciplinary action but suggest adverse performance. The intent of this system is to be non-punitive and provide timely intervention, emphasizing training and reaffirmation of policy and guiding principles. A successful intervention is described by the agency should result in early identification of potential performance issues, enhanced officer and employee accountability and integrity, and improved officer performance.

The agency utilizes a data based management tool, BlueTeam, which is used to track incidents that may be indicators of potential performance problems. Indicators of potential issues include: propensity to use unnecessary or unreasonable force; exacerbated public contacts; a sudden increase in public complaints; excessive use of leave; decreased work performance; excessive work hours; personal life challenges; substance abuse, or tragic or traumatic incident occurrences. This program was established in July 2011.

The agency has experienced six personnel actions during the last three year period. In 2009 the agency had one case involving a computer access violation that resulted in a suspension and training. An additional case that year involved conduct unbecoming and the officer was issued a letter of reprimand. In 2010 an officer was terminated for multiple offenses, including untruthfulness. In other incidents that year two officers received written reprimands for unbecoming conduct and one was issued a letter of counseling for an off-duty issue.

Personnel Actions

	2009	2010	2011
Suspension	1	0	0
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	1	0
Other	1	3	0
Total	2	4	0
Commendations	24	11	0

The agency places a strong emphasis on employee recognition and has issued 35 commendations of various types in the last three years. Awards include recognition for life-saving actions, superior service to the organization and community, and "Officer of the Year."

Recruitment and Selection (Chapter 31 and 32)

In cooperation with the Port of Seattle Human Resources Department, the agency deploys contemporary and industry best practices in an endeavor to hire qualified employees. Each step of the process is outlined in writing within directives for sworn and civilian staff. Positions are posted for public interest and the announcements are distributed at various locations including community service centers, minority referral groups, and school placement offices. Open positions are available electronically, in printed copy, and from an open position information telephone recording.

A background investigation is conducted of each candidate prior to appointment to probationary status and includes confirmation of qualifying credentials, a review of any criminal records, and the verification of three personal references. A medical examination is completed on all candidates for sworn positions prior to appointment. An emotional stability and psychological fitness examination of each candidate for a sworn position is completed prior to appointment. Sworn personnel are on probation for 12 months (six months for laterals) before being eligible for certification as regular employees. Probationary officers are evaluated bi-weekly and bi-monthly during their probationary period.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	1,205	6	0.5	45.2
Caucasian/Female	112	1	0.9	24.3
African-American/Male	86	0	0.0	4.5
African-American/Female	5	1	20.0	1.2
Hispanic/Male	79	0	0.0	5.9
Hispanic/Female	9	0	0.0	3.2
Other	6	0	0.0	15.8
Total	1,502	8	0.5	100%

Years reported: 2009-2011; Population percentage based on King County, Washington, demographic data.

Training

Lesson plans are required by the agency for in-service training produced by the department and this includes on-line generated courses. The department has designed a "lesson plan cover sheet" to guide personnel in the design of the course content requirements. This cover sheet contains the following information: training topic; statement of performance objectives; content of training; instructional techniques to be used in the training; overview of any tests used to measure proficiency; and approval signature of reviewing authority. Lesson plans provided to the assessment team indicated an effective training program has been established by the agency that affords documented guidelines for training requirements.

Individualized remedial training and instruction is established in connection to job performance, inspection related issues, and general training topics. Remedial training is required when an agency member does not meet the department's established

standards in job performance or required proficiencies. Documentation provided indicated that remedial training has been provided to employees in relation to firearm qualification, officer safety, and driving proficiency. Individual training files are maintained by the agency for each employee. The training files contain records of training and instruction received by the individual and includes certificates, transcripts, diplomas, and other relevant documentation.

The agency requires all officers to complete a recruit training program prior to assignment in a capacity in which police authority would be used. Entry level officers are required to successfully complete a 15 week field training program. The field training program is modified for lateral officers depending on demonstrated performance and level of experience, but still must minimally consist of six weeks in duration. The selection of the Field Training Officers is very complete and consists of: a letter of interest from the candidate; a letter of recommendation from candidate's current supervisor; a written examination with minimum score of 70%; an oral review board; and a personnel file review. Each selection process results in a list of eligible candidates that Chief of Police selects from.

Promotions

The agency partners with the Port of Seattle Human Resources Department in coordinating and administering the testing of candidates for promotion. Promotions are governed by the Port of Seattle Civil Service Commission rules that are further defined by department policies. Prerequisites, minimal experience, and qualification standards are included in the job announcements for promotional opportunities. Candidates that pass the process are placed on an eligibility list that is in effect for one year. There were no processes in 2009; and one in 2010 and in 2011. The 2010 process resulted in one Caucasian male and one Hispanic male being promoted to sergeant. One Asian male was promoted to sergeant in the 2011 process. The probationary period for sworn and civilian upon promotion is six months.

Sworn Officer Promotions			
	2009	2010	2011
GENDER / RACE TESTED			
Caucasian/Male	0	7	7
Caucasian/Female	0	1	3
African-American/Male	0	1	2
African-American/Female	0	0	0
Hispanic/Male	0	2	0
Hispanic/Female	0	0	0
Other/Male	0	3	1
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	0	7	7
Caucasian/Female	0	1	3
African-American/Male	0	1	2
African-American/Female	0	0	0
Hispanic/Male	0	2	0

Hispanic/Female	0	0	0
Other/Male	0	3	1
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	1	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
Other/Male	0	0	1
Other/Female	0	0	0

Each employee receives a performance evaluation annually that is completed by their immediate supervisor and reviewed by managerial staff. If an employee is transferred from one assignment to another within six months of the end of a performance period, an evaluation is completed by the current supervisor with input from the previous superior. Rater training is provided to personnel through standardized supervisory courses and feedback from senior management personnel.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The Patrol division of the agency has well-defined directives that guide their activities and joint responsibilities with the communication center in response to incidents. Requests for assistance to an external entity in emergency situations are regulated by commensurate documents. The agency has an agreement with the Transportation Security Administration (TSA) concerning the maintaining of an Explosive Detection Canine Team Program that provides for maximum coverage of the Seattle/Tacoma International Airport. The deployment of the canines is restricted to narcotics and bomb-explosive detection. Provisions for training, care, and authorized activities for this unit are described in written guidelines and detailed in the TSA agreement.

Individual officer's have the responsibility at the beginning of a shift to inspect their assigned vehicle and the replenishment in supplies if needed. Materials are readily accessible in cabinets located in the police parking area. The agency has issued ballistic vests to all sworn members and it is mandated that all officers in uniform and on-duty must wear the vest. The agency does not utilize in-car audio or video recording systems.

In situations where there is a potential for increased liability or media interest, the agency has provided a written guideline for the notification of command staff to ensure proper organizational response. The criterion includes all deaths, injuries to employees, and major accidents.

Confidential informants are regulated by written guidelines and the Criminal Investigation Division supervisor is responsible for maintaining informant files. Security

over informant information is maintained by the assignment of a unique control number that is used for any reference to the specific informant.

Crime Statistics and Calls for Service

The agency has consistently maintained a low crime rate during the last three year period considering the fact the airport experiences more than 100,000 people related to air travel daily and one million cruise ship passengers annually. Overall, Part I Crimes increased by 13 percent in 2010 over the 2009 (2010/826; 2009/735 = +91 offenses), but the total numbers indicate a very low crime rate. Auto theft decreased during the same period of time by 35 percent (down 19 offenses), which was attributed to the establishment of a regional auto theft task force and aggressive prosecution that resulted in longer sentences for offenders. The total calls for service during the last three years have been fairly consistent: 2009, 61,809; 2010, 58,747; and through July 2011, 37,423, with approximately 5,100 calls per month.

Year End Crime Statistics

	2009	2010	2011*
Murder	0	0	0
Forcible Rape	1	0	1
Robbery	1	3	0
Aggravated Assault	31	23	14
Burglary	21	16	18
Larceny-Theft	627	749	413
Motor Vehicle Theft	54	35	25
Arson	0	1	0
Total	735	826	471

*Current year date is through July 31, 2011.

The agency's traffic enforcement actions are commensurate with applicable laws and take into account the degree and severity of the violation. In this way, warnings, citations and physical arrest are defined by written directives for traffic activities, as well as specifications how to handle nonresidents, juveniles or legislators. Professionalism in a traffic contact is outlined beginning with instructions to have a clear and transparent approach with the population. Implemented uniform procedures give clear direction to officers in particular situations they may encounter during their shift. The safety of the officer in the field is stressed by the agency and three officers are required, when possible, in high-risk traffic stops.

The department has only been involved in two pursuits in the last three period and both occurred in 2009. These incidents were reviewed and found to be of short duration and within policy guidelines. Both were also terminated by agency supervisory personnel to ensure public safety. One pursuit resulted in an accident caused by the fleeing driver who struck the patrol vehicle. None of the incidents resulted in any injuries.

Vehicle Pursuits

PURSUIT	2009	2010	2011*
Total Pursuits	2	0	0
Policy Compliant	2	0	0
Policy Non-compliant	0	0	0
Accidents	1	0	0
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			0
Traffic offense	1	0	0
Felony	1	0	0
Misdemeanor	0	0	0

*Current year date is through July 22, 2011

Critical Incidents, Special Operations and Homeland Security

The coordination and planning for response to critical and unusual occurrences is the responsibility of agency command and executive level personnel. The department maximizes the flexibility of response to these incidents by involving staff at all levels in the planning process whenever possible. The principle advisor to the Chief of Police on unusual occurrences is the Patrol Bureau Chief Jon Hornbuckle. The agency reports that they did not have any critical incidents requiring the Operations Bureau Chief to advise or plan a response. The Chief of Police is responsible for the approval and implementation of all unusual occurrence planning and preparations.

To ensure the Command Function under the Incident Command System (ICS) addresses necessary primary responsibilities, the agency has designed a checklist. The checklist provides a "task" (i.e., activation of Incident Command System), a notation area for who completed the responsibility, and a requirement for the time it was completed. Additional checklists are designed and available to personnel that cover specific and unusual events (i.e.: civil disturbances, hostage situations, hazardous materials, hijacking, fires and explosions, etc.). The department responds to approximately one special or unusual occurrence per month. After action reports provided as documentation indicated the agency looks for ways to improve planning and response to critical events. The written directive for the planning function under ICS (Unusual Occurrence Manual) ensures the Planning Commander has the responsibility for analyzing the situation in progress, developing an action plan, maintaining the status of resources, and keeping a record of those particulars required for demobilization.

The agency maintains good communications contacts with other organizations in relation to terrorism activities. Received information is distributed to agency personnel via email or posted intelligence bulletins (i.e., FBI data or other local information).

Personnel receive hazardous materials training as a part of their basic academy courses. The last Hazardous Materials Awareness in-service training was provided to

personnel in 2008. The agency has scheduled training in this regard before the end of 2011.

The department is a member of the "Valley Special Weapons and Tactics" team that operates under an inter-local agreement involving six agencies: Auburn, Federal Way, Renton, Tukwila, and the Port of Seattle. This regional team was established to effectively counter increasing occurrences of violent confrontations between police and offenders. The team is the largest tactical response group in the state and consists of 36 field personnel and six commanders. Each agency provides six personnel and one command person. Command of the team rotates every two years between agencies. The team is highly trained and well equipped to respond to potential volatile situations that include barricaded suspects, hostage, and high-risk warrant services.

Internal Affairs

In July 2009, the agency did a re-organization that resulted in the development of a new Office of Professional Accountability. A supervisor was appointed for this office with a mandate to formalize and professionalize the accountability function within the organization. The department developed a new Administrative Investigations Manual, which was modeled after the Washington State Patrol guidelines and consistent with accreditation standards. Prior to this action, the agency did not track internal complaints related to investigative actions. With the implementation of the Office of Professional Accountability, the number of 2010 external complaints reviewed by the agency remained consistent with previous years; however, procedural timelines and processes improved. Internal investigations resulted in the termination of one employee in 2010 for lack of truthfulness within the investigation. In 2011, the number of complaints and issues investigated dropped by 63 percent from the previous year (19/2010; 7/2011), with no serious issues identified.

Complaints and Internal Affairs Investigations

External	2009	2010	2011
Citizen Complaint	18	15	6
Sustained	4	6	2
Not Sustained	5	5	0
Unfounded	5	3	2
Exonerated	4	1	2
Internal			
Directed complaint	0	4	1
Sustained	0	2	1
Not Sustained	0	2	0
Unfounded	0	0	0
Exonerated	0	0	0

Current year data is through August 28, 2011.

A criminal investigation case file management system is in place to provide controls for the proper follow-up and investigation of crimes and incidents. Each case assigned to Criminal Investigations is recorded within a computerized tracking system with the

detective's name, assignment date, type of crime, and status (open, closed, unfounded, inactive, or other). All cases involving juveniles are reviewed by Criminal Investigations to ensure procedural guidelines are being adhered to.

The criminal intelligence function is coordinated through Criminal Investigation Division within the agency. The department's investigator assigned to the regional Federal Bureau of Investigation Joint Terrorism Task Force is the primary point of contact for criminal intelligence and ensures that agency personnel are provided critical information. Intelligence is primarily distributed in the organization via printed materials and is limited to those individuals requiring the data.

Interview and interrogations rooms are located in the temporary detention area and in the investigations office. Both rooms are equipped with duress alarms and monitored by audio and video camera systems. Lockers are provided to secure weapons before entering those rooms with a reminder sign at the entrance. Searches are conducted in the interrogation rooms before and after each use and on the suspect for any weapons or contraband before entry. Suspects are never left unattended and or unmonitored in these rooms, which is practice required by policy.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

Custody searches, dictated by policy definition, are conducted before placing individuals in a police vehicle and when transferred to the custody of another officer. Patrol vehicles are modified with three safety features: a barrier between driver and passenger; a protective cover on windows; and the door mechanisms have been removed ensure security. Policies are in place that requires the search of patrol vehicles at the beginning of shift and after each subsequent transport to locate contraband, weapons or evidence.

Processing and Temporary Detention

The department utilizes two processing points for people detained: one is located in the main secure airport temporary detention facility; and the second one is the police waterfront detachment. The processing counter areas are located in a manner to have a maximum view of the entire area and promote security. An electronic booking log, including the photo and all relevant information, is done for each detention. The agency has four detention rooms each equipped with a sink and a toilet. They are designed for single occupancy with adequate illumination for supervision. A plan of evacuation in case of fire or emergencies is posted and suppression equipment is available to contain a fire if required. Inspections are made every time prior to securing and after removal of a detainee. This is designed to ensure the security and sanitation of the facility.

The arresting officer is the primary person accountable for the supervision of the detainee. A maximum of two hours is allowed for detention with provision for "face to face" verification at least every 30 minutes for adults and 15 minutes for juveniles. That

verification must be entered in the booking log. Provisions to separate males, females and juveniles by sight and sound are well defined in the policy. A thorough search of all prisoners brought into the facility is mandate by their policy and a detail procedure is applied. Upon request they can do monitoring of the detention room by the communication center, but this verification does not preclude the welfare checks. It is forbidden to secure detainees to an immovable object in the detention facility. Weapons are required to be stored in appropriate lockers before entering a booking area or any detention rooms. In an emergency situation officers, cans use their portable radios or the facility panic button for assistance.

Temporary custody of juveniles is a sensitive issue with the agency and they may not be held without the authorization of the arresting officer's supervisor or the Watch Commander. Custody of a juvenile may be done without a warrant, if there is probable cause to believe that the child is abused, neglected or would be injured. Other requirements for detention of juveniles include protecting the constitutional rights of all detained. The agency immediately attempts to notify the juvenile's parent, guardian, or a responsible relative to respond to the location with the intent to enact a quick disposition when at all possible.

Communications

The Communications Center is within the agency's police headquarters. Access is restricted to authorize personal by electronic control and all visitors must sign-in via a log sheet. Security is provided for transmission lines and the transmitting antenna in the airport restricted area and off-site with secured fences. A back-up antenna is available at a downtown location. The 911 phone line is the only emergency line on a 24/7 basis with a telecommunications device for the deaf (TDD) capability. During a tour of the facility numerous standards were observed, including the immediate playback function for radio conversation and the two-way radio capability. Variable sizes of area maps and emergency listings for other resources are easily accessible. An operations and training manual along with several other written procedures describe in detail the way communications should be operated and the information that must be recorded under differing circumstances.

Misdirected emergency calls are routed in an appropriate manner without delay. Agreements with the King County outline the way they must be coordinated and dispatchers are very familiar with the protocols. Alternate power sources for the Communications Center include back-up by battery and generator. The generator is tested weekly under full load capacity and a record is made of the process.

Records

Privacy and security precautions have been taken by the agency in relation to control of official records. All reports, including initial, supplemental, evidence related documents, and all critical case information is maintained in a secure location and accessible only the authorized personnel. Access to reports after hours may be obtained through

sergeants and above. Employees are instructed to not access, view, or distribute any official records without authority. The Police Records Specialist is responsible as the point of contact for members of the public when there is a request for documents and information.

The records management system allows for the separation of adult and juvenile information. Juvenile arrest cases containing copies of booking information, photos, fingerprint cards, or other identifying information are kept separate from adult files. Juvenile data is physically marked with the unique identifier ("JUV") that distinguishes the files from all others.

The agency has a thorough written report preparation guideline that ensures that details of crimes and incidents reports or observed are documented appropriately. This documentation includes activity related to an incident, a call for service, citations issued, field interviews conducted, and any computer generated /aided dispatch printout. Reports and records are required for crimes, citizen complaints, any initiated law enforcement activity, and situations involving arrests, citations, or summonses.

Case and incident reports are filed numerically within the agency's central records component. Arrest information is filed alphabetically. Citation and infraction materials, prior to use, are the responsibility of the Records Section and are maintained securely stored. Upon issuance to an officer, a record is maintained by the officer's name, date of issuance, and associated tracking numbers. Sergeants after normal operating hours can issue citations and infraction booklets when required.

Property and Evidence Control

The Property and Evidence facility is located in an off-site building with secured windows and equipped with electronic door sensor alarm requiring an access code to enter. An "Evidence Room Visitor Log" is used to record personnel in and out of the facility. Perishable evidence is stored and secured in a refrigerator or an available freezer. Sufficient locked cage spaces and combination safes are used for sensitive items, weapons, and narcotics to ensure separation and accountability. Cleanliness and organization of the area was found to be excellent as all items are well stored and clearly identify.

Temporary evidence storage lockers are available in adequate numbers in the main station. A bi-weekly inspection of the temporary storage lockers is performed by the evidence custodian to bring back items for processing and further recording/tracking. Officer Lee Donlan is responsible for the evidence area and appears to complete all required actions promptly. Access to the Property and Evidence Room is limited to only Officer Donlan and one additional departmental member to ensure a high level of security.

The agency had approximately 3,200 items in custody at the time of the review and the agency well demonstrated adherence to all applicable standards in this area. The

Evidence Custodian strives to return property to lawful owners and/or dispose of items no longer having evidentiary value on an ongoing basis.

For the last three years all inspections required were completed as required. An annual audit of property conducted by Commander Hornbuckle indicated a discrepancy of only three items not well registered or misplaced and a correction was immediately made. More than one-thousand items were reviewed for the audit. The agency indicated that a new computerized system for evidence inventory tracking is being reviewed and will probably be deployed in the next year.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had seven total applied discretion standards.

25.1.1 *Unless there is controlling language, a written directive establishes a grievance procedure ... (M)*

ISSUE: The written directive did not include non-represented employees.

AGENCY ACTION: The agency changed the written directive to address non-represented employees.

26.1.6 *A written directive specifies appeal procedures in disciplinary actions. (M)*

ISSUE: The written directive did not include non-represented employees.

AGENCY ACTION: The agency changed the written directive to address non-represented employees.

31.2.1 *Recruitment plan for full-time sworn employees:
a. statement of objectives. (M)*

ISSUE: While reviewing standard 31.2.2 off-site (Recruit Plan analysis), it was found that the Plan had very limited objectives with actual just one provided within the text of the document: "To recruit a diverse pool of qualified law enforcement candidates for sworn positions in the organization in an effort to ensure that the ethnic and gender composition of our department reflects the available workforce in our service area."

AGENCY ACTION: The agency further developed written recruitment objectives and plan of action steps to meet the defined points.

41.2.6 *The agency has a written directive concerning missing children, including runaway, abandonment, abducted, or other missing status, that includes the following:
a. policy statement concerning missing or unidentified children. (M)*

ISSUE: The agency's policy did not address "unidentified children."

AGENCY ACTION: The agency added information and modified their policy to address unidentified children.

42.2.10 *The agency has a written directive governing procedures for both uniformed and non-uniformed personnel utilizing designated rooms for interviews and interrogation. (M)*

ISSUE: The agency's written directive did not address any guidelines for non-uniformed personnel.

AGENCY ACTION: Written directive was modified to include and address all agency personnel in relation to interview and interrogation rooms.

44.1.1 *A written directive describes the agency's juvenile operations function.*

ISSUE: The agency did not have a written directive addressing this standard. (M)

AGENCY ACTION: A policy was developed during the onsite to be in compliance.

84.1.4 *A written directive establishes procedures to ensure security and accountability for controlled substances, weapons, or explosives used for investigative or training purposes. (M)*

ISSUE: The agency's policy did not address the usage of seized items for training purposes.

AGENCY ACTION: Policy was modified to show seized or forfeited weapons or explosives will not be use for training or investigative purposes at any time.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

This section does not apply.

K. Future Performance / Review Issues

This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not be met ("wet ink"). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame.

31.2.2 *The agency shall conduct an annual analysis on the recruitment plan, to include: a. Progress toward stated objectives. (M)*

The agency updated their written recruitment plan objectives during the onsite review and no annual analysis had been conducted to-date. It is suggested that an analysis be completed in January 2012.

41.2.7 *The agency has a written directive regarding the interaction of agency personnel with persons suspected of suffering from mental illness that addresses:*
e. documented refresher training at least every three years. (M)

The agency completed the required training just prior to the onsite review and the next training must be completed before May, 2014 to be in compliance.

53.1.1 *A written directive requires line inspections within the agency and includes provisions for the following, at a minimum:*

- a. procedures to be used in conducting line inspections;*
- b. frequency of inspection;*
- c. responsibilities of the supervisor in each organizational component for both the conduct of inspections and correction of conditions discovered by the inspection;*
- d. criteria to identify those inspections that require a written report; and*
- e. follow-up procedures to ensure corrective action has been taken. (M)*

The line inspection policy was implemented on June, 20, 2011, and minimal proofs were provided to support the standard. The agency will need to further institute and document line inspections as a regular procedure to ensure continued compliance.

71.4.3 *A written directive governs the frequency of inspections of the temporary detention room(s) and provides for the administrative review of temporary detention areas and procedures at least once every three years. (M)*

The administrative review (every 3 years) of temporary detention areas and procedures must be done in or before the end of 2012 to maintain compliance.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>160</u>
(M) Noncompliance	<u>0</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>0</u>
(O) Noncompliance	<u>0</u>
(O) Elect 20%	<u>0</u>
Not Applicable	<u>29</u>
TOTAL [Equals number of published standards]	<u>189</u>

M. Summary:

The agency was well prepared for the review with only seven applied discretions and seven file maintenance issues. The applied discretions during this assessment primarily dealt with modifications of written guidelines to be more in line with standard requirements and were not connected to critical time-sensitive issues. The file maintenance involved additional proofs of compliance and the agency was able to provide documentation already in existence without any delay. The assessors reviewed all proofs provided and agency practices in relation to the requirements of the standards and found the organization to be in compliance with the intent of CALEA principles.

The assessment team had contact with 15 Port of Seattle and regional agency personnel during the review and all of the comments concerning the department were extremely supportive and positive. It was observed that the public truly appreciates, respects, and sees the agency as a compassionate department that symbolizes the professionalism required to meet the spirit of the CALEA standards. Each person the assessment team interacted with praised the department and employees for their caring, openness to work for the betterment of the community, and their willingness to work together with other entities. Additional, the team made contact with 29 agency personnel that clearly supported the accreditation process.

The Port of Seattle Police Department is a full service agency which stresses Community Policing to address crime and public safety issues facing the jurisdiction. The agency uses appropriate equipment and technology to support its operational challenges. The agency has a Criminal Investigation Section which focuses on major crime and specialized investigations. The department does an outstanding job of partnering with other criminal justice agencies to provide a coordinated law enforcement effort within their service community. They work closely with the many federal and local agencies that have overlapping responsibilities in their service environment (i.e., Federal Bureau of Investigations, United States Customs, and regional departments).

The Port of Seattle Airport coordinates more than 31.5 million passengers annually, which is the 17th busiest airport in the nation. These numbers have been increasing annually at a rate of 4.6 percent. This high rate of people passing through their area has still resulted in a low number of Part I Offenses per year: 735, in 2009; and 826, in 2010. The vast majority of these offenses are related to larceny/theft (85 percent in 2009; and 91 percent for 2010).

There have been no identified issues connected to bias based policing and only one complaint has been received in the last two years (2010 and 2011). That case was investigated and it was determined to be unfounded. In the last three year period, the agency has experienced only 14 use of force incidents out of 2,855 arrest actions (0.3%). The use of force in relation to arrests has been dropping steadily over the last three years with nine in 2009, four in 2010, and only one through July 2011. No firearms were used in any use of force cases.

The agency is very professional and oriented toward responsible law enforcement practices. Department personnel strive to be approachable and to serve the public in a helpful and considerate manner. This was clearly evident by the feedback the assessment team received from other agency personnel that operate with the department and from the agency employees.

A handwritten signature in dark ink, appearing to read 'G.D. King', is positioned above the printed name.

Gregory D. King
Team Leader

September 12, 2011