

## **Captain's Expectations**

*To the officers and supervisors of the Seattle Police South Precinct:*

As I draft this, I am on the outside looking in. I have yet to become familiar with all the challenges facing the South Precinct and its personnel. This will be a living document that I will amend as I come to better understand these challenges.

I believe the foundation of leadership, which is built upon trust, is our humble service to those we lead. Those officers and sergeants on the front lines achieve the goals of the organization (public safety, law and order, community engagement and education). Leaders serve to facilitate the officers' mission and remove obstacles so they may succeed.e streets

I expect leaders to lead. It is the responsibility of front-line supervisors to attend to the professional well-being of their officers. Use each roll call as an opportunity to convey your expectations, educate the officers regarding policy, procedures and tactics, and to check in regarding issues impacting morale. Every roll call sheet should document at least one training topic that was discussed.

When an officer makes a well-intended error, address it. Treat it as a learning opportunity. Don't leave to our detractors or our robust systems of accountability to seize upon the error and attempt to dictate the resulting discipline. Any blue team review submitted by a supervisor must be thorough and complete, and it must address any policy violations with the remedy provided by our command (documented training, counseling, etc.). If we don't do so, then the prescribed discipline will be imposed by our external critics without our say in the matter. Take care of our own.

Although the processes of review and documentation consume so much of our time in positions of command on SPD, I expect leaders to lead from the front, not from behind a desk. When three or more officers are headed to a call, a sergeant should start that way. When two or more sergeants are responding, a lieutenant should assess the need to go to the scene. I will be on the streets to assist officers on calls as frequently as I can manage. I figure that if I am going to stand in judgement of actions when reviewing blue teams, I had better be competent at performing those actions.

The uniform that we wear matters. Officers have made the ultimate sacrifice while wearing this same uniform. We will wear it honorably. In this command, I will hold the supervisor accountable for the uniform standard of their subordinates. Seattle P.D. is on the cusp of implementing a Quartermaster uniform system. There is no excuse for a uniform to appear unprofessional.

I am honored by the opportunity to serve the men and women of the South Precinct. What you do matters more than any other profession to the maintenance of a free society. Fundamentally, our role in society is to fight evil. Evil is visited upon a family that happens to

live in a house that is the random backstop for a gang shooting. Evil is the urge to rob a store at gunpoint to feed an insatiable addiction. Evil is the act of a drunk driver that plows head on into a car driven by a single mom headed home from work. You are here to intervene and stop evil, or at least do the best you can to restore safety and order.”

So, here’s my first question: “How can I help?”

[Signature] Capt. Rob Brown