



City of Seattle

Paul Schell, Mayor

Seattle Police Department

Gil Kerlikowske, Chief of Police

August 17, 2000

Greetings:

As your new Chief one of my top priorities is to introduce myself. Believing that first impressions are important I am using a few different ways of doing this. One is this letter in which I will be giving you some information about what you can expect from me. Another is a video that will be distributed shortly. I am also going to schedule time with each work unit over the next several months to meet with you and answer your questions.

I am extremely honored and very excited to be your new Chief. The Seattle Police Department has a reputation for innovation, integrity and superb policing. The work done in partnership with communities was well known, even before it became the popular way to do business. It is this history that I will be drawing on as I begin my work.

I believe it is my responsibility to let everyone who works with me know what they can expect from me as well as my expectations of them. My experience has taught me that stating these expectations clearly and quickly helps all of us to do our work without confusion. Specifically you can expect:

- Direction, guidance and leadership for the department.
- Inclusion, I will attempt to include you in the decision-making process of the department.
- Resources, I will strive to provide the tools, training, and equipment you need to be successful.

Equally important are the values that guide my behavior. They are:

- **Public Safety:** My first priority is to provide a safe community to everyone in our city by combating crime.
- **Honesty:** My words match my actions. I pledge to tell the truth, both when it is easy and when it is hard.
- **Honor:** I am fully aware that I represent every employee when I put on the uniform or identify myself as a member of the Seattle Police Department. I am proud to be part of this organization and take pride in the work of all those who give 100% every day.
- **Respect:** This means being courteous, compassionate, and aware that others may see things differently than I do. One of the great things about this country is that we are all entitled to freely express our opinions and beliefs. Respect means that it is the right of everyone, not just those I agree with.
- **Fairness:** To fairly enforce the law as well as the policies and procedures of the SPD. As Chief, it is my responsibility to make sure that all are enforced fairly and consistently and that we protect everyone's rights.

- Innovation: Seek solutions, this means working together, being innovative, and aiming for solutions. This includes community and city government. My job as your Chief is to ensure that we hold others accountable for their part of the solution; remove barriers that get in the way of effective police work; try different ways of approaching long standing problems; and invite new people to participate in the process.

I will expect from you high exacting standards of professionalism, honesty, integrity, and respectful and caring service. In return, you can expect my support for your accomplishments, dedication and service to public. As I said at the beginning, I will make it a priority to meet with individual work units and hear from you. Until then, if you would like to provide me with any feedback, information, or just voice a concern, please e-mail me (gil.kerlikowske@ci.seattle.wa.us), or drop me a line.

Again, I am very excited and deeply honored to be your new Police Chief. I am looking forward to a long and productive working relationship.

Sincerely,

A handwritten signature in black ink, appearing to read "Gil Kerlikowske". The signature is fluid and cursive, with the first name "Gil" being particularly prominent.

Chief Gil Kerlikowske