

# PORT OF SEATTLE POLICE

## 2025 ANNUAL REPORT





## PURPOSE

*In support of the Port of Seattle's mission,  
we exist to protect and ensure safe  
passage through our gateways.*

## VISION

*...A world-class law  
enforcement agency.*

## GUIDING PRINCIPLES

- *Leadership*
- *Integrity*
- *Accountability*

# Port of Seattle Commissioners and Executive Director Metruck,

It is my honor to present the Port of Seattle Police Department’s 2025 Annual Report. This report reflects the dedication, professionalism, and commitment of the men and women who serve the traveling public and stakeholders every day across Seattle-Tacoma International Airport, our maritime facilities, and the Port’s diverse properties.

The year 2025 was marked by growth, innovation, and continued progress toward our vision of being a world class law enforcement agency by providing exceptional public safety services while maintaining the trust and confidence of the public we serve. As passenger volumes reached record levels and maritime activity continued to expand, our personnel rose to meet increasingly complex demands with professionalism, compassion, and unwavering commitment.

Throughout the year, the Department remained focused on three core priorities: ensuring safe passage through the Port of Seattle, strengthening public trust, and investing in organizational excellence. The dedication of our officers, dispatchers, professional staff, and traffic support specialists is reflected in every aspect of our operations. Through their collective efforts, we worked together to support the safe movement of more than 53 million travelers, protected vital maritime operations, and preserved the continuity of services that are essential to the economic vitality of our region. Their dedication reflects the very best of public service and embodies our core values of Leadership, Integrity, and Accountability.

One of our most significant accomplishments in 2025 was achieving our fifth CALEA reaccreditation, reaffirming our commitment to nationally recognized best practices, accountability, transparency, and professional excellence. We also continued to advance our Equity, Diversity, and Inclusion initiatives through completion of Procedural Justice and Anti-Bias training, diversified recruitment efforts, and meaningful community engagement throughout the year.

The Department continued to strengthen its capacity to address complex public safety challenges through the ongoing Crisis Response Team effort. By integrating law enforcement and behavioral health expertise, the team supported hundreds of individuals in crisis, helped divert many from the criminal justice system, and connected them with needed services. These continued efforts reflect the Department’s commitment to public safety delivered in partnership with compassion and care.



We also made significant investments in preparedness and security. Our Counter-Terrorism Unit, Marine Patrol Unit, Bomb Disposal Unit, K9 teams, detectives, and regional partnerships enhanced our ability to protect critical infrastructure, respond to emerging threats, and support major events in preparation for the future. At the same time, our Patrol Officers remained the foundation of our success, providing visible, responsive, and customer-focused policing in support of the traveling public throughout our jurisdiction.

Internally, we continued building a stronger organization through leadership development, employee wellness initiatives, recruitment efforts, and expanded training opportunities. These investments ensure that our department remains resilient, adaptive, and prepared to meet the evolving needs of the Port and the traveling public we serve.

The accomplishments highlighted throughout this report are possible because of the extraordinary commitment of our employees and the strong partnerships we share with Port leadership, our labor organizations, public safety partners, community stakeholders, tenants, and employees across the Port of Seattle.

As we look ahead, we remain committed to innovation, accountability, and service excellence. Together, we will continue building a department that reflects the values of the Port of Seattle while ensuring that our airport, seaport, and waterfront facilities remain safe, secure, and welcoming gateways to the world.

Thank you for your continued support of the Port of Seattle Police Department and the dedicated professionals who proudly serve this organization and all who travel through our gateways.

Respectfully,

Sean Gillebo

Interim Chief of Police

Port of Seattle Police Department



Ryan Calkins, Toshiko Hasegawa, Sam Cho, Hamdi Mohamed, Fred Felleman, and Stephen P. Metruck

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# COMMAND TEAM



**MIKE VILLA**  
CHIEF OF POLICE



**JENNIFER ROBINSON**  
SR. ADMINISTRATIVE ASSISTANT



**SEAN GILLEBO**  
DEPUTY CHIEF  
Services Bureau



**TOM BAILEY**  
DEPUTY CHIEF  
Special Operations Bureau



**ALYCIA MCKINNEY**  
DEPUTY CHIEF  
Operations Bureau



**VACANT**  
OFFICE OF  
PROFESSIONAL  
ACCOUNTABILITY



**CMDR. ANDREW DEPOLO**  
STANDARDS AND  
PROFESSIONAL  
DEVELOPMENT



**STACY WASSALL**  
911 MANAGER  
COMMUNICATIONS  
& TECHNOLOGY



**CMDR. DARIUS ALDRIDGE**  
HOMELAND SECURITY  
DIVISION



**CMDR. KYLE YOSHIMURA**  
CRIMINAL  
INVESTIGATIONS



**A/CMDR. KALI MATSUKA**  
AVIATION PATROL



**CMDR. CHRIS MASSICOTTE**  
AVIATION PATROL



**CMDR. NICK JENSEN**  
AVIATION PATROL



**CMDR. ARMAN BARROS**  
MARITIME PATROL

# JURISDICTION

The Port of Seattle Police Department (POSPD) provides the primary law enforcement service to Seattle-Tacoma International (SEA) Airport and seaport properties in Seattle owned by the Port of Seattle and Northwest Seaport Alliance (NWSA).

## Seaport Properties

The Northwest Seaport Alliance is a marine cargo operating partnership between the Port of Seattle and Port of Tacoma, and is the fourth-largest container gateway in North America. Under a development authority, the ports manage the container, breakbulk, auto, and some bulk terminals in Seattle and Tacoma.

## SEAPORT UNITS

- Patrol
- Marine Patrol Unit
- Dive Team

## Airport Properties

With one of the best on-time performance records in the nation, a world-class passenger experience, and an important place in regional and global travel and commerce, SEA Airport stands apart. A premier transportation hub, with thousands of employees and its own police and fire departments, SEA Airport operates like a small city:

- 53.5 million total annual passengers in 2025
- 37 airlines serving 96 non-stop domestic and 36 international destinations

## AIRPORT UNITS

- Patrol
- Bomb Disposal Unit
- K9 Unit
- Traffic Support Specialists
- Bike Team
- Honor Guard
- Crisis Response
- Counter-Terrorism Unit
- Detectives

## PARTNERSHIPS

- FBI Joint Terrorism Task Force
- Valley SWAT
- Crisis negotiators
- Crowd Management Unit
- Valley Independent Investigation Team (VIIT)



# CALEA ACCREDITATION

The Port of Seattle Police Department has been internationally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) since 2011. The Port of Seattle Police Department is one of eight CALEA-accredited agencies in the State of Washington, has earned four reaccreditation awards, and is in the first year of its fifth reaccreditation cycle. POSPD received initial accreditation in 2011 and subsequent reaccreditation in 2014, 2017, 2021, and 2025. As CALEA states, the purpose of accreditation is to improve the delivery of public safety services by maintaining a body of standards for public safety agencies through a shared focus on achieving superior service delivery. Consistent internal and external review, combined with third-party validation of an agency's policies and procedures, is critical in the delivery of high-quality public safety services and promotes accountability.

Specifically, achieving CALEA helps the Port of Seattle Police Department:

- Strengthen crime prevention and patrol capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination and
- Increase community and staff confidence in the agency

CALEA is a continuous process entailing annual web-based assessments and an on-site evaluation every four years. Each year, POSPD is required to proof and maintain files across every standard in order to prepare for annual compliance reviews. There are currently 185 standards, the majority of which contain written directives that must be reviewed and placed during each policy manual update, with well over 500 proofs entered each year.

The site-based assessment is extensive. CALEA assessors hold public meetings and phone-in sessions, conduct interviews, review proofs of compliance, make observations, and collect information from stakeholders to verify the agency's practices complement policies and achieve intended outcomes. Additionally, site-based assessment teams develop areas of focus that are linked to standards which are determined through consultation with the agency and CALEA staff.

There is tremendous value in maintaining CALEA accreditation. Throughout CALEA's standards manuals, there is a clear commitment to procedural justice, ethical policing, community trust and engagement, transparency in service delivery, appropriate organizational culture, fairness in systems and processes, and consistency in what citizens should expect from their law enforcement agency. It is a powerful example of a directed initiative to promote adherence to the Constitution and fairness in the application of justice. It includes employee recruitment and selection, management of internal and criminal investigations, promotion, evidence management, preparation for unusual occurrences, victim and witness support, engagement with at-risk and juvenile populations, contract and administrative management, use of authority and force, and all aspects of operational activities.



# DEPARTMENT OVERVIEW

## EQUITY DIVERSITY AND INCLUSION

**Equity, Diversity & Inclusion – 2025 Strategic Impact:** Port of Seattle Office of Equity, Diversity, and Inclusion provides the strategic framework guiding enterprise-wide efforts to dismantle historical inequities and embed fairness, access, and opportunity across all Port functions. In alignment with this framework, the Port of Seattle Police Department (POSPD) continues to operationalize equity as a core component of public safety delivery.

**Institutional Accountability & Systemic Equity:** In 2025, POSPD strengthened internal systems to ensure that recruitment, promotions, policies, and public interactions reflect the full diversity of the communities we serve. Key actions included:

- Diversifying hiring panels to broaden perspectives and mitigate bias in selection processes
- Requiring ongoing anti-bias training for sworn and non-sworn personnel
- Maintaining transparent use-of-force reporting and complaint review processes

These measures reinforce accountability, enhance legitimacy, and build public trust from the ground up.

**Procedural Justice Implementation – 100% Completion:** In 2025, POSPD achieved a 100% completion rate for Procedural Justice training across sworn and professional staff. Procedural Justice centers on the fairness, transparency, and impartiality of police-public interactions.

Officers now apply these principles daily by:

- Demonstrating respect and dignity in all contacts
- Providing clear explanations during enforcement actions
- Promoting neutrality in decision-making
- Offering community members a meaningful voice during interactions

By institutionalizing these practices, POSPD strengthens community trust, improves voluntary compliance, and advances equitable public safety outcomes across airport and seaport environments.

**Anti-Bias Training for Law Enforcement – 100% Completion:** POSPD further demonstrated its commitment to equity by achieving 100% completion of Anti-Bias Training for Law Enforcement among sworn and non-sworn personnel.

This training emphasized:

- Recognizing and mitigating implicit bias
- Reducing misunderstandings and confusion in diverse settings

- Addressing stereotypes through knowledge and awareness
- Enhancing culturally competent service delivery

The training reinforces the Department’s expectation that policing must be impartial, professional, and rooted in fairness for all individuals.

**Diversity in Hiring – Community Engagement:** On December 15, 2025, POSPD hosted a Diversity in Hiring Lunch-and-Learn, designed to promote transparency and access to career opportunities within the Department.

The event provided:

- An overview of the Department’s organizational structure
- Insight into hiring processes and required training pathways
- Information about sworn and non-sworn career opportunities
- Direct engagement with officers representing diverse backgrounds

This initiative not only broadened awareness of career pathways but also strengthened relationships within the Port community by celebrating the diversity of those who serve.

Equity, Diversity, and Inclusion at POSPD is not a standalone initiative, it is embedded in recruitment, training, supervision, accountability, and daily operational practice.

Through systemic reforms, 100% training compliance, transparent processes, and community-centered engagement, POSPD continues to advance the Port of Seattle’s commitment to equitable access, public trust, and organizational excellence.

In 2025, EDI was not simply a program, it was a measurable, department-wide standard of performance.



# EDI SPOTLIGHT

## ASHLEY LAMB

*“One of Ashley’s greatest strengths is that she sees what needs to be done and takes the initiative to do it. She consistently looks beyond her assigned responsibilities, identifies opportunities to improve the department, and takes ownership of making those improvements a reality. Whether strengthening our investigative practices, supporting her teammates, or leading projects that benefit the organization as a whole, Ashley’s professionalism, dedication, and commitment to continuous improvement make our department stronger every day.”*

- Commander Kyle Yoshimura



Ashley Lamb (formerly Ashley Tobin) has more than ten years of experience in law enforcement. While attending graduate school, she served as an intern with the Arlington County Police Department in Arlington, Virginia, where she was subsequently hired as an entry-level police officer. Originally from Washington State, Ashley later chose to return to her home state to be closer to family. In early 2017, she lateraled to the Gig Harbor Police Department and, in December 2018, joined the Port of Seattle Police Department (POSPD).

Since joining POSPD, Ashley has been actively involved in numerous specialized teams and initiatives, including the Valley SWAT Team, the Recruitment Team, the Peer Support Team, the Police Benevolent Association, the Criminal Investigations Division, the CPR Cadre, the PTI Cadre, and the Port of Seattle (POS) Change Team.

Ashley has been a member of the Change Team since its inception at the Port of Seattle. Early in her involvement, she hosted a Port Reads book club and participated in team trainings and caucuses. Over time, she has continued to contribute meaningfully to the team’s work. Her efforts include organizing and hosting an “Introduction to Survival Spanish for Law Enforcement” training course, assisting in the development and presentation of a POS Lunch and Learn session focused on hiring and recruitment—with an emphasis on diversity within POSPD—and conducting SWOT analyses within the department.

Ashley consistently brings a positive attitude and a strong work ethic to her role and is widely regarded as a leader within the organization. Her enthusiasm and positivity are contagious, and she is well known throughout the department for warmly greeting colleagues with her signature phrase, “Hi, friend!”



## COMMUNITY ENGAGEMENT

The Port of Seattle Police Department (POSPD) recognizes that strong, trust-based relationships with the communities we serve are foundational to public safety and organizational legitimacy. Given the dynamic and diverse environment of our airport and maritime properties, the Department prioritizes visibility, accessibility, and meaningful engagement beyond enforcement activity. Through sustained outreach and partnership, POSPD fosters transparency, cultural understanding, and shared responsibility for safety across Port communities.

**Seattle Chinatown–International District Celebration:** POSPD joined the Asian American and Pacific Islander community at the Seattle Chinatown–International District Celebration, reinforcing our commitment to cultural awareness and inclusive engagement. Participation in this event provided meaningful opportunities for dialogue, relationship-building, and visible support of one of the region’s most historic and vibrant communities.

**Citizenship Clinic:** In April 2025, POSPD officers participated in a Citizenship Clinic hosted by OneAmerica and sponsored by the Port. The clinic provided free legal assistance to permanent residents pursuing U.S. citizenship, helping reduce barriers to civic participation. Supporting initiatives such as this reflects the Department’s commitment to serving our diverse community beyond traditional enforcement roles.

**National Night Out – Shilshole Bay Marina:** POSPD hosted National Night Out at Shilshole Bay Marina to promote police–community partnerships and neighborhood camaraderie. The event featured demonstrations from specialty units, including K-9, Bomb Disposal, and the Marine Patrol Boat and Dive Teams. By creating an accessible, family-friendly environment, the Department strengthened public understanding of our capabilities while building trust through positive interactions.

**Alaska Airlines Inaugural Flight to Seoul:** In October 2025, POSPD supported Alaska Airlines during its inaugural nonstop service between Seattle and Seoul. The event celebrated the expansion of cultural and economic ties between the Pacific Northwest and South Korea and featured a surprise performance by K-pop superstar Andrew Choi. POSPD ensured a safe and welcoming experience for all, reinforcing the Department’s role in supporting global engagement and international travel at Seattle-Tacoma International Airport.

**Coffee with a Cop:** In 2025, POSPD expanded its Coffee with a Cop program, hosting three engagement events across Port properties, including Seattle-Tacoma International Airport, Shilshole Bay Marina, and Pier 69 headquarters. These informal forums provide opportunities for employees, tenants, and community members to engage directly with officers, strengthening transparency, approachability, and mutual trust.

**Special Olympics – Law Enforcement Torch Run:**

For more than five decades, the Law Enforcement Torch Run has united public safety professionals in support of Special Olympics athletes. In 2025, POSPD officers participated alongside regional partners, carrying the “Flame of Hope” to the opening ceremonies and reaffirming the Department’s commitment to inclusion and community partnership.

**Take Your Kids to Work Day:** In partnership with the Port of Seattle Fire Department, POSPD participated in the 2025 Take Your Kids to Work Day, welcoming more than 100 participants. Families engaged with specialized equipment, including the bomb truck and robot, K-9 demonstrations, patrol vehicles, and tours of the 911 Communications Center. The event reflects the Department’s commitment to transparency, education, and inspiring the next generation of public service professionals.

**Maritime High School Partnership:** POSPD continues its engagement with Maritime High School, a vocational program within Highline Public Schools. Over the past four years, Department representatives have provided students with insight into public safety careers and the Port Police’s role in supporting maritime operations. This sustained partnership advances workforce development and community connection.

**Battle of the Badges:** In December 2025, POSPD participated in the regional “Battle of the Badges” community event, where public safety agencies decorated their vehicles to support the holiday spirit and charitable giving. The Department was honored with the Holiday Spirit Award, reflecting both community engagement and partnership with regional public safety agencies.

Through these initiatives, POSPD continues to strengthen community trust, advance inclusion, and reinforce the Port of Seattle’s commitment to being a safe, welcoming, and globally connected gateway.



# OPERATIONS BUREAU

## PATROL

At the heart of the Port of Seattle Police Department’s public safety mission are its Patrol Officers. Within the Operations Bureau, these uniformed professionals represent the Department’s most visible and immediate connection to the traveling public, maritime workforce, tenants, and Port employees.

Operating 24 hours a day, 365 days a year, Patrol Officers safeguard Seattle-Tacoma International Airport (SEA) and the Port’s maritime facilities — environments that collectively serve more than 53.5 million annual passengers and support critical regional and international commerce.

### The Patrol Mission

Patrol Officers provide continuous law enforcement services across dynamic, high-volume, and critical infrastructure environments. Dispatched through emergency communications systems, they serve as the uniformed first responders to incidents including:

- Medical emergencies
- Suspicious circumstances and unattended items
- Theft investigations
- Traffic collisions
- Public safety hazards
- Major public events and demonstrations

Beyond reactive response, Patrol Officers conduct proactive patrols throughout airport terminals, roadways, maritime facilities, cruise terminals, and waterfront properties. They assist vulnerable individuals, engage with travelers from around the world, provide reassurance during peak travel periods, and facilitate the safe and efficient movement of vehicle and pedestrian traffic.

Their presence is both preventative and reassuring — reducing risk, deterring criminal activity, and strengthening public confidence in the safety and security of the Port’s gateways.

### Scope & Operational Complexity

The Operations Bureau is divided into two primary divisions:

- Airport Division
- Seaport Division

This structure ensures Patrol Officers develop focused expertise within two uniquely complex operational environments — aviation and maritime — each governed by distinct regulatory frameworks, federal partnerships, and operational risks.

In 2025, Patrol Officers responded to approximately 65,341 calls for service, reflecting the scale, visibility, and complexity of policing within one of the busiest transportation systems in the Pacific Northwest. Each call requires professionalism, sound judgment, and the ability to balance enforcement authority with service expectations in highly public settings.

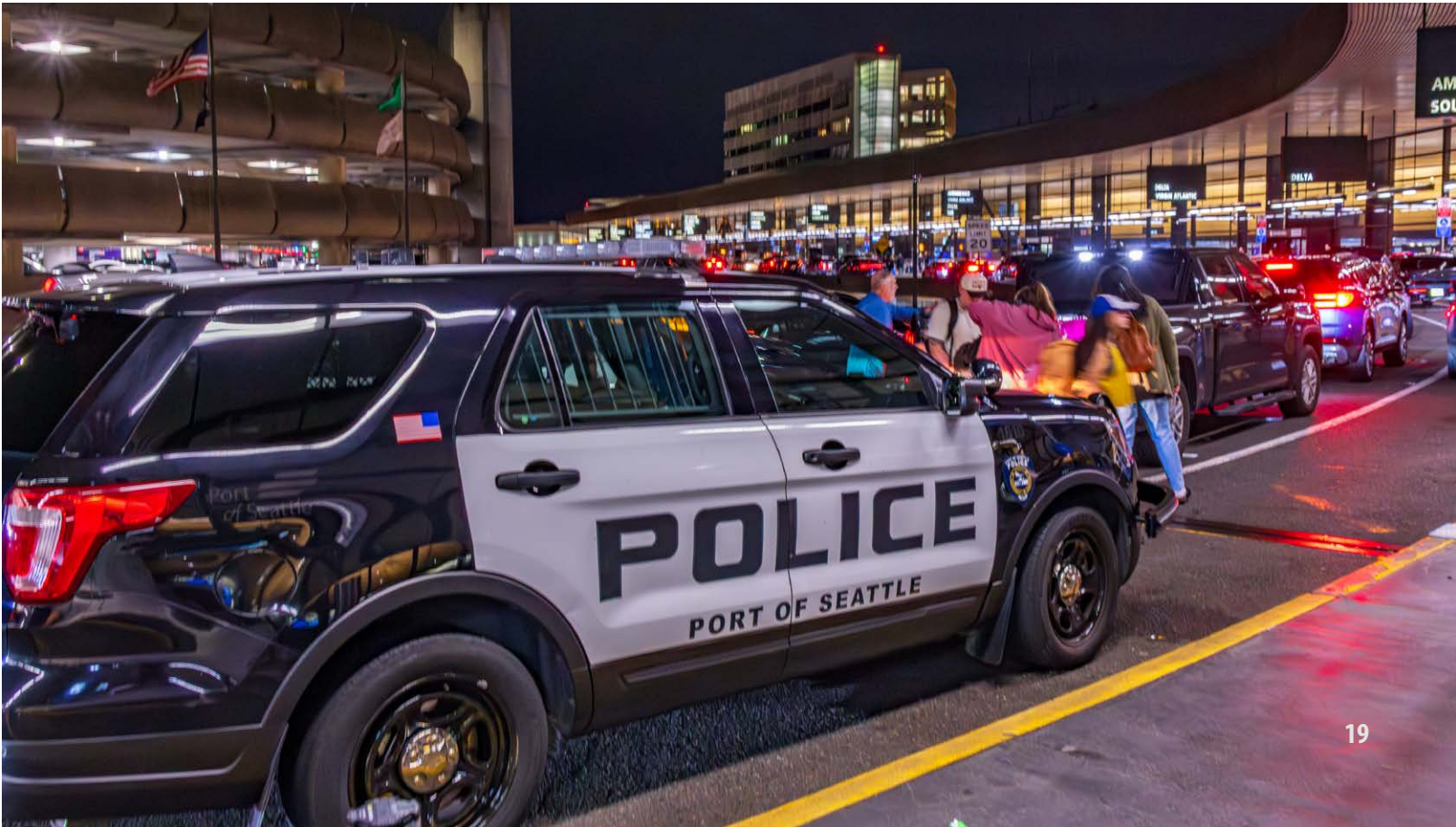
### Organizational Structure & Operational Capability

The Operations Bureau comprises approximately 62 commissioned officers, supported by specialized units that enhance response readiness, flexibility, and resilience:

- Uniformed Patrol
- Crisis Response Team
- Marine Patrol Unit
- Dive Team
- Crowd Management Unit
- Traffic Support Specialists
- Honor Guard
- Patrol Training Officers

Together, these resources provide layered operational capability across aviation, maritime, and waterfront jurisdictions. This integrated structure ensures preparedness for routine activity, peak travel surges, special events, and critical incidents requiring unified command coordination and interagency partnership.

Patrol remains the foundation of this capability, serving as the constant, visible presence that anchors the Bureau’s operational effectiveness.



**Strategic Impact**

The Operations Bureau plays a direct and measurable role in advancing the Port of Seattle’s mission to promote economic opportunity and regional prosperity.

Safe, secure, and uninterrupted gateway operations are foundational to the Port’s global competitiveness. Patrol Officers safeguard the infrastructure and public environments that enable:

- International travel and tourism
- Maritime commerce and cruise operations
- Workforce mobility across aviation and waterfront facilities
- Public trust and stakeholder confidence

Seattle-Tacoma International Airport and the Port’s maritime facilities function as critical economic engines for the region. The reliability of these gateways depends upon consistent, visible, and professional law enforcement presence.

Through proactive patrol, rapid emergency response, coordinated incident management, and community engagement, Operations personnel protect critical infrastructure, mitigate operational disruptions, and ensure continuity of service. Their work sustains traveler confidence, supports tenant operations, and reinforces the Port’s reputation as a safe and efficient international gateway.

In an environment of record passenger volumes, expanding cruise activity, and increasing global complexity, the Operations Bureau is not simply responding to calls for service — it is protecting the economic vitality and strategic resilience of the region.

**Looking Ahead**

As passenger volumes grow and maritime activity expands, the role of the Patrol Officer remains central to the Department’s operational strategy. Continued investments in training, technology, staffing models, and deployment strategies will ensure Patrol remains agile, visible, and prepared to meet the evolving demands of the Port environment.

The strength of the Operations Bureau begins with Patrol, and Patrol remains the cornerstone of safe passage through the Port of Seattle’s gateways.



# SEAPORT DIVISION

## Marine Patrol Unit (MPU)

### Safeguarding Maritime Commerce, Infrastructure, and Public Safety

The Port of Seattle Police Department’s Marine Patrol Unit (MPU) plays a critical role in protecting the region’s maritime gateways and sustaining the economic vitality of our working waterfront. Through proactive waterside security, rapid emergency response, and specialized underwater operations, the MPU ensures that the Port’s cruise, cargo, and commercial operations remain secure, resilient, and uninterrupted.

Operating throughout Elliott Bay, the Duwamish Waterway, Shilshole Bay, Fishermen’s Terminal, and surrounding waters, the MPU supports the Port’s mission by safeguarding critical infrastructure, enforcing federally regulated security zones, and partnering with regional, state, and federal agencies to respond to maritime incidents.

### Cruise Industry Security & Economic Protection

The 2025 cruise season reflected continued growth in maritime tourism and economic activity. Cruise passenger traffic increased 8.57 percent—from 1.75 million passengers in 2024 to approximately 1.9 million passengers in 2025—reinforcing the importance of a strong waterside security presence.

In response, the Marine Patrol Unit:

- Conducted **96 cruise ship security zone deployments**, a 26.3 percent increase from 2024.
- Covered **237 of 298 cruise ship ports of call (79.5 percent)**.
- Maintained continuous waterside force protection of cruise terminals and regulated facilities.

These efforts directly support business continuity, regional economic stability, and public confidence in the Port’s maritime operations.

### Rapid Maritime Response & Regional Coordination

In 2025, the Boat Team generated or responded to **473 calls for service**, including U.S. Coast Guard distress calls, multi-agency coordination on priority incidents, and emergency responses in and around Port waterways.

The unit’s capabilities allow for immediate deployment across a broad operational footprint—from Des Moines to Ballard and Bainbridge Island—ensuring coordinated response to maritime emergencies, navigational hazards, and emerging public safety concerns.

### Critical Infrastructure Protection & Counterterrorism

Maritime infrastructure protection remains a core function of the Marine Patrol Unit. In 2025, the Boat Team conducted:

- **503 critical infrastructure checks**.
- **10 pier sweeps** in coordination with the Dive Team.
- Multiple joint operations to mitigate navigational hazards and protect regulated facilities.

Notably, in July 2025, the Boat and Dive Teams successfully located and facilitated the recovery of a submerged platform at Pier 66, preventing disruption to vessel traffic and reinforcing safe cruise operations.

These proactive measures strengthen resilience across Port-owned and regulated maritime assets and align with federal security standards and best practices.



## Dive Team

### Specialized Underwater Capability

The Port of Seattle Police Dive Team provides advanced underwater law enforcement services in support of maritime security and infrastructure protection. Working in close coordination with the Boat Team, the Dive Team conducts:

- Hull and pier sweeps.
- Underwater search and recovery operations.
- Infrastructure inspections.
- Security operations during cruise season and major maritime events.

In 2025, Dive Team members logged approximately **65 operational and training hours underwater**, enhancing readiness and maintaining mission-critical capabilities.

The team expanded its expertise through advanced training, including Dive Rescue International certification, and welcomed two newly certified divers, strengthening operational depth and succession planning.

### Community Partnership & Public Engagement

Beyond enforcement operations, the Marine Patrol Unit actively supports community engagement and transparency efforts. In 2025, the Boat and Dive Teams participated in public outreach events, provided waterside tours of critical infrastructure to stakeholders and Port leadership, and supported recruitment and maritime education initiatives.

These engagements reinforce the Port’s commitment to public trust, education, and stewardship of shared waterways.

### Advancing the Port’s Strategic Priorities

The Marine Patrol Unit embodies the Port of Seattle’s commitment to safety, economic vitality, and operational excellence. Through advanced technology, regional partnerships, and specialized maritime capabilities, the MPU ensures that Seattle’s maritime gateways remain secure, accessible, and positioned for continued growth.

# EDI SPOTLIGHT

## PEDRO DOS SANTOS

*“Officer Pedro Dos Santos is a hard worker who strives to achieve the core purpose of the department. Officer Dos Santos exemplifies the core values of our department. Officer Dos Santos is always quick to back his fellow officers and provide assistance. Officer Dos Santos also likes to make the work environment fun and makes sure everyone is having a laugh. ”*

*-Sergeant Ryan Bemis*



### 1. Can you tell us a bit about your background and where you’re from?

Hello, my name is Pedro Dos Santos. I am a law enforcement professional with over a decade of service across Southern California and Washington State. I am originally from Los Angeles, California, with family roots in Guarujá, Brazil. I grew up near the ocean, where I developed a passion for surfing and competed in both swimming and water polo.

I earned dual bachelor’s degrees in Geography and Political Science from the University of Hawai’i and later completed a Master’s Degree in Organizational Leadership from California Baptist University.

Throughout my career, I held a variety of specialized and leadership roles, including SWAT Operator, Crisis Intervention and Hostage Negotiator, Maritime Enforcement Unit Boat Operator, South Bay Platoon Officer, Peer Support Officer, Field Training Officer, and Special Investigations Unit Detective. I also served as the lead instructor for the FORCE Cadre, overseeing Arrest and Control Techniques as well as TASER certification and applications. Ultimately, I was promoted to Patrol and Investigations Sergeant before joining the Port of Seattle Police Department.

I am currently a Patrol Training Officer and member of the Patrol Tactics Instruction Cadre where I am continuing my commitment to mentor the next generation of law enforcement officers and serve our community with leadership, integrity, and accountability.

### 2. How did you get started in law enforcement?

During my undergraduate studies, I initially intended to pursue a career in law. Many of my family members serve as lawyers and law enforcement officers, so public service and the justice system were always part of my upbringing. It felt less like a question of if and more of a matter of when I would follow a similar path.

While in college, I interned at various law firms, emergency management organizations, and ultimately in the United States Senate and House of Representatives in Washington, D.C. I also volunteered with a local domestic violence victim advocacy group. Through those experiences, I worked closely with law enforcement professionals and saw firsthand the critical role they play in maintaining order and safeguarding communities.

It was during that time that I realized law enforcement uniquely combines service, leadership, and immediate impact. The opportunity to protect the vulnerable, restore order during chaos, and build trust within communities resonated deeply with me. Once I understood the scope and responsibility of the profession, I knew it was the path I wanted to pursue and applied without hesitation.

### 3. How do you mentally prepare for each shift?

Every day before I leave for work, I make it a point to smile, kiss my wife and daughter, and tell them I love them. In this profession, you never take a single goodbye for granted. That simple moment grounds me and reminds me why I do what I do.

During my drive to the station, I clear my mind of distractions, negativity, and outside stress. I visualize how I want to perform, the leader I intend to be, and how I expect the shift to unfold. I believe preparation begins long before roll call.

I arrive early — about an hour and a half before my shift — to train. Physical fitness is not optional in this job; it’s a responsibility. I believe good things come to those who sweat, and I owe it to my partners and my community to be at my best physically and mentally.

After I shower and put on my uniform, I focus on getting into the right mindset. This usually involves me listening to death metal or 90’s rap music since it sharpens my edge and energy. Before heading into roll call, I take a quiet moment at my locker to say a prayer — asking for clarity, protection, sound judgment, strength, and compassion.

Then I step into roll call prepared, centered, and committed.

### 4. How do you balance life as an officer vs family life?

Maintaining balance is one of the most difficult challenges someone in law enforcement will face. It takes time, trial and error, and a solid support system around you.

For me, balance always comes back to remembering my “why.” The moment I leave for work, it’s like a switch turns on in my head, and my sole focus becomes being the best law enforcement officer I can be. On the flip side, the moment I walk through my front door, I flip that switch the other way and become the best husband and father I can be.

At the end of the day, my work and family life aren’t competing roles — they fuel each other. It’s important for me to be fully present in both, because if you’re not, things can go south really quickly. I’ve seen too many good cops make poor decisions on the job or at home simply because they couldn’t maintain that balance — and it cost them everything.

### 5. What part of the job do you find most fulfilling?

There are many reasons why I still put the uniform on. One of the best parts of this job is the sense of purpose that comes from knowing you made a positive impact on someone’s life. When people call the police, it’s usually because they’re experiencing one of the worst moments of their lives. Being able to step into that moment — to pursue suspects, hold people accountable, and provide victims with a sense of justice — is something I take pride in.

It’s also a win when solid police work and positive interactions with the community help change someone’s negative perspective of the “system” and law enforcement. We’re all human. I believe this career affords us to work towards bridging the gaps of misunderstanding and building trust one interaction at a time.

### 6. What advice would you give to someone considering a career in law enforcement?

This career will change you — whether you want it to or not. It will test your patience, challenge your perspectives and beliefs, and push you to endure things you never imagined possible.

If you’re considering a career in law enforcement, you must understand the tremendous responsibility that comes with the badge. It’s a responsibility to the public you serve, the peers who rely on you, and the family who supports you behind the scenes.

This profession demands integrity, leadership, and accountability — on and off duty. The badge is more than a symbol; it represents trust. And once you put it on, everything you do reflects not only on you, but on your agency and the profession as a whole.

If you are up for it, you’ll get front seats to the greatest show on earth. If you’re not, that’s ok. This career is not for everyone.

# CRISIS RESPONSE TEAM

The SEA Cares initiative, implemented in 2022, was established as an immediate and strategic response to ensure the safety of travelers and airport employees, while developing a long-term, compassionate framework to assist individuals experiencing behavioral health crises. Through collaboration with SEA leadership, the Port of Seattle Police Department (POSPD) helped establish a multidisciplinary, intra-departmental response model designed to address complex public safety challenges involving mental illness, substance use disorders, and vulnerable populations within the airport environment

Since implementation, the Port has continued refining its crisis response strategies to align with the following objectives:

- Provide a safe and secure airport for employees and the traveling public
- Offer compassionate, resource-based interventions when appropriate
- Reduce the likelihood of serious incidents, including assaults or use of force
- Understand and fulfill the airport’s role and responsibility to the broader community

## 2025 Performance Metrics

In 2025, the Crisis Response Team responded to **429 behavioral health-related encounters** at Seattle-Tacoma International Airport.

- **67% (288 individuals)** received direct assistance or referrals to services
- **Over 87% (377 encounters)** were resolved without arrest, reflecting a significant jail diversion rate

These outcomes demonstrate the effectiveness of a clinically supported, trauma-informed model that prioritizes diversion, de-escalation, and service connection over enforcement. By reducing repeat contacts and mitigating escalation, CRT strengthens both public safety outcomes and community trust.

## Operational Impact and Case Highlights

### Supporting a Vulnerable Individual Across State Lines

Earlier this year, POSPD received a request to locate a developmentally disabled male who had left his group home in another state and flown to Seattle. The Crisis Response Team partnered with responding officers to safely contact the individual upon arrival.

Due to the flexibility and clinical expertise embedded in the CRT role, the responder dedicated extensive time to coordinate with the individual’s local police department, family members, legal guardian, attorney, and a local service organization to develop a safe and sustainable reunification plan.

After employing de-escalation techniques to stabilize the situation, CRT spent more than three hours assisting the individual with rebooking travel, ensuring his emotional regulation within the airport environment, and addressing basic needs — reinforcing stability during a vulnerable moment.

This incident exemplifies the CRT model: time-intensive, clinically informed engagement that prevents repeat crisis, reduces strain on patrol resources, and ensures dignity-centered outcomes.



**Holiday Travel De-escalation**

During the 2025 holiday travel season, a family of six traveling to Hawaii experienced a medical issue that was misinterpreted as a behavioral health crisis, resulting in denied boarding and police involvement.

CRT responded and utilized advanced verbal de-escalation strategies to stabilize the situation. The team assisted the family in securing alternative travel arrangements and collaborated with airline supervisors to secure return flight accommodations, minimizing financial hardship and emotional distress.

The resolution not only prevented escalation but also strengthened stakeholder relationships. As a result, airline partners requested additional crisis intervention and de-escalation training, which CRT will deliver in early 2026 — expanding the initiative’s preventative impact beyond law enforcement response.

**Strategic Value of the CRT Model**

The Crisis Response Team remains a cornerstone of the Port’s commitment to balancing accountability with compassion. Unlike traditional patrol response, CRT provides:

- Extended engagement time for complex crisis stabilization
- Trauma-informed clinical assessment and referral
- Diversion from arrest and involuntary commitment when appropriate
- Coordination with hospitals, courts, service providers, and community stakeholders
- Proactive outreach to high-utilizer individuals
- Data collection and analysis to improve system-wide outcomes

As behavioral health-related calls continue to increase in volume and complexity, the CRT model ensures that individuals in crisis are met with expertise, empathy, and structured intervention — enhancing officer safety, reducing use-of-force risk, and improving equitable outcomes for vulnerable populations.

**Conclusion**

The Crisis Response Team’s work in 2025 demonstrates measurable impact: high diversion rates, reduced enforcement outcomes, strengthened stakeholder partnerships, and improved traveler experience during high-risk incidents.

These successes reflect a sustainable, trauma-informed approach aligned with the Port’s values of safety, equity, and community engagement. The CRT model continues to demonstrate that behavioral health crises can be addressed effectively through structured intervention, clinical expertise, and compassionate engagement — enhancing officer safety while improving outcomes for vulnerable individuals.

Looking ahead to 2026, the Port of Seattle Police Department is focused on expanding and strengthening the Crisis Response Team program to meet increasing operational demands. As behavioral health-related calls continue to grow in volume and complexity, expanding CRT capacity will allow for greater coverage, enhanced proactive outreach, and continued reduction in enforcement-based outcomes. This strategic growth will further solidify SEA Cares as a model program that balances public safety with accountability, compassion, and community responsibility.

The Crisis Response Team remains a critical investment in ensuring Seattle-Tacoma International Airport is not only safe and secure, but also responsive to the needs of individuals experiencing crisis during some of their most vulnerable moments.



**Crisis Coordinator  
Michelle Bregel**

As a certified Crisis Intervention Specialist II and Advanced Crisis Negotiator, Officer Michelle Bregel monitors radio traffic, responds to crisis calls, and serves as a key resource for police officers, local outreach organizations, and community programs. Officer Bregel is trained to respond to people needing specialized assistance and is deeply engaged with regional organizations to provide direct assistance to people in distress.

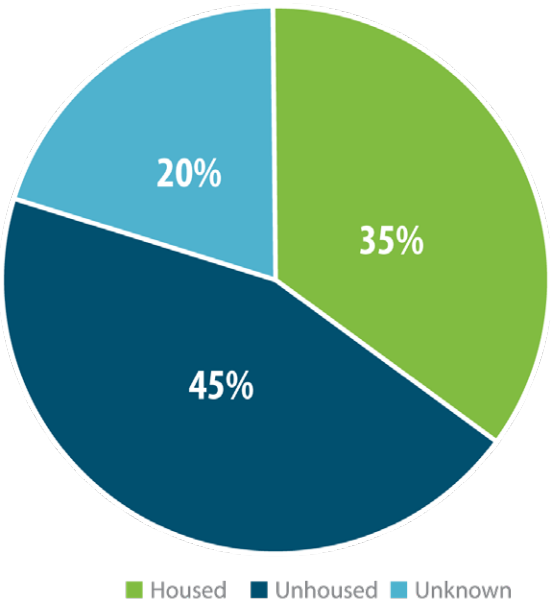


**Mental Health Professional (MHP)  
Viktoriya Shook**

Viktoriya Shook has a master’s degree in social work and a longtime passion for helping people who are experiencing acute mental health issues. She has experience working in hospital emergency rooms and alongside law enforcement.



**2025 CRISIS RESPONSE TEAM DATA**



- 429 Encounters
- 288 of the 429 encounters received a form of assistance or referral
- 377 of the 429 encounters resolved without an arrest

*Note: Numbers are based on manually entered data after each encounter, so the actual count may be slightly higher*

Traffic Support Specialists

POSPD’s 16-member Traffic Support Specialist (TSS) team plays a critical role in advancing the Port of Seattle’s strategic priorities of Safety, Service, and Stewardship at Seattle-Tacoma International Airport (SEA). Through their daily presence on the Arrivals and Departures drives, TSS personnel ensure the safe and efficient movement of vehicles and pedestrians in one of the airport’s most active operational environments.

Advancing Safety

Traffic Support Specialists maintain a vigilant and proactive presence on the upper and lower drives, assisting with the movement of more than 14,000,000 vehicles in 2025. By actively managing congestion, monitoring curbside activity, and serving as the first set of eyes and ears for the Police Department, TSS personnel enhance situational awareness and contribute to the overall safety and security of the traveling public.

Delivering Service

TSS staff provide exceptional customer service 365 days a year. In addition to traffic management, they assist passengers with terminal directions, ground transportation guidance, and airport amenities information. Their visible and approachable presence contributes to a positive passenger experience, particularly during peak travel seasons and construction impacts.

A recent customer shared:

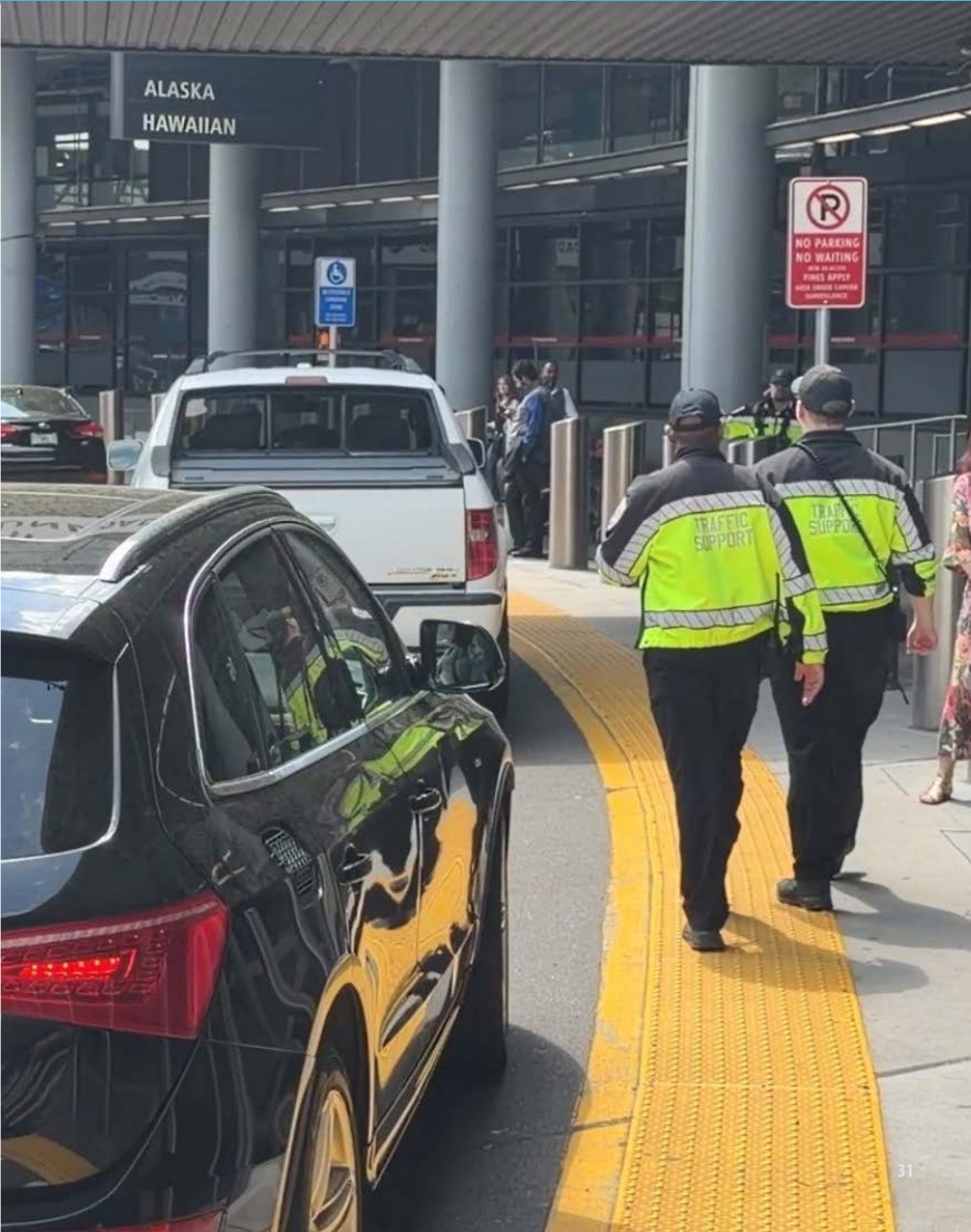
*“I wanted to give a high five to the traffic support specialists. Today, both upper and lower drives were very busy, and they did great moving cars along on Arrivals, where the rental car shuttle line was getting longer. I heard multiple passengers verbally compliment their work, saying, ‘They’re really good!’ or ‘They’re doing great moving the cars.’ This team doesn’t always get the recognition it deserves, but with the busy travel season, I wanted to highlight the valuable work it does, especially in the midst of all the construction happening on the drives. Their contribution to the safety and positive passenger experience is invaluable!”*

— Customer Charizz Legaspi

Demonstrating Stewardship

By efficiently managing curbside traffic and supporting police operations, TSS personnel serve as a force multiplier for sworn officers, allowing law enforcement resources to remain focused on higher-priority public safety responsibilities. Their work supports operational efficiency, reduces congestion-related risk, and helps maintain accessibility during periods of high demand.

As SEA continues to grow in passenger volume and roadway activity, the Traffic Support Specialist program remains essential to sustaining safe operations, delivering high-quality service, and responsibly stewarding Port resources.



KATIE KENT

*“Katie has been an outstanding addition to the Port of Seattle Police Department. She came from Federal Way and has made an immediate impact to the team. Katie was selected for the Marine Patrol Unit and recently graduated from Flagship Marine in Tacoma. Katie continues to shine on Patrol and mentoring junior officers as a lateral officer.”*

*-Sergeant Nick Blevins*



1. Can you tell us a bit about your background and where you’re from?

I’m originally from Wichita, Kansas, and moved to Seattle in 2012 while I was still in undergrad. I finished my bachelor’s degree at the University of Washington and later completed my master’s at Seattle University. Before becoming a police officer, I worked in restaurants, as a corrections officer, and as a probation officer. I also served with another local law enforcement agency before joining the Port of Seattle Police Department. I was recently selected for the Marine Patrol Unit, which has been a goal of mine for a long time.

2. How did you get started in law enforcement?

This is a bit of a long story, but a few key moments stand out. In high school, I was involved in a couple of serious car accidents. I remember feeling a strong sense of relief when the police arrived to help. At the same time, I noticed that I felt calm in situations where others around me were understandably panicked. That experience made me think about pursuing a profession where I could help people during difficult moments – sometimes the worst days of their lives.

While I was in college, I went on a ride-along with my local police department and that experience really confirmed my interest. During that shift, we went from conducting a welfare check on a suicidal child to chasing a burglary suspect just minutes later. I was struck by the variety and unpredictability of the job. I knew there were skills I needed to develop before becoming a police officer, so I spent several years working in other roles that helped me build those skills before testing and applying to police departments.

3. How do you mentally prepare for each shift?

I listen to a meditation on my commute to work. It’s a habit I started several years ago, and it helps me focus and start the shift with a clear mindset. I also try to take care of my overall wellness—getting enough sleep is important!

4. How do you balance life as an officer vs family life?

When I leave work and head home, I shift back to being Katie rather than Officer Kent. I make an effort to maintain my close friendships with friends outside of work and to spend time on hobbies I enjoy.

If I’ve had a particularly stressful day, I try to decompress before I get home and give my wife a heads-up so she knows how the day went. Having a supportive spouse is incredibly important in this profession and makes a big difference.

5. What part of the job do you find most fulfilling?

At the end of the day, the most fulfilling moments are the times when I’m able to help someone, whether the situation is big or small. I value human connection, and I especially appreciate moments when someone tells me it was their first positive interaction with the police. Another rewarding part of the job is putting together a thorough case when I know the work will directly benefit a victim.

6. What advice would you give to someone considering a career in law enforcement?

I would tell them not to give up if they don’t get the job the first time—or even the tenth time. If it’s something you truly want to do, keep working towards it. I’d encourage people to focus on developing strong communication and interpersonal skills, as well as the ability to multitask and adapt quickly. At the same time, it’s important not to let police work become your entire identity. Being able to do meaningful work, serve your community, and still go home safely to your life outside of the job is something I’m very grateful for.



## 2025 Highlights

In 2025, the Honor Guard provided bagpipe performances at 13 memorial services and participated in numerous ceremonial events of significance to the Port community and regional law enforcement partners. These included:

- Peace Officers Memorial / Medal of Honor Ceremony – Olympia
- Memorial Service and Flag Flying Ceremony for Officer Scott Cassidy
- Port Memorial Day Ceremony at Pier 69
- Memorial Service for retired Officer David Krows
- 9/11 Remembrance Ceremony at the POSPD Fire Station
- Alaska Airlines Fallen Soldier Program Event
- Line of Duty Death Memorial for Washington State Patrol Trooper Tara-Marysa Guting

Notably, the Honor Guard supported memorial services honoring fallen and retired members of the Port of Seattle Police Department, as well as regional partners, demonstrating solidarity across agencies during times of profound loss.

Through ceremonial precision, unwavering presence, and reverence for those who serve, the Honor Guard reflects the core values of duty, sacrifice, and honor that define the Port of Seattle Police Department.



*Membership requires devotion and commitment to Honor Guard standards of ethics, honor, and integrity.*

## Honor Guard

The Port of Seattle Police Department's Honor Guard represents the highest traditions of service, dignity, and ceremonial excellence. A longstanding and respected unit within the Department, the Honor Guard, including its dedicated bagpiper, serves as a visible symbol of professionalism, remembrance, and reverence on behalf of the Port of Seattle.

Members represent both the Port and the Police Department at formal ceremonies and memorial observances across the region. Whether in inclement

weather, late hours, or solemn venues, the Honor Guard stands ready to serve with precision and respect. The team regularly collaborates with the Seattle Police Pipes and Drums Association and partners with regional public safety agencies to ensure that ceremonies are conducted with the utmost honor and decorum.

The Honor Guard presents and posts the United States and Washington State flags at official Port events, reinforcing the Department's commitment to service, community, and country.



# SPECIAL OPERATIONS BUREAU



## CRIMINAL INVESTIGATIONS UNIT

The Port of Seattle Police Department's Criminal Investigations Division is responsible for conducting specialized investigations for crimes occurring within Port jurisdiction. Under the supervision of the Investigations Commander, CID works closely with the Patrol Division Leadership Team to ensure investigative continuity and support.

CID consists of a detective sergeant, five general-investigations detectives, two drug interdiction detectives, and one detective assigned to the Homeland Security Division (HSD) who works collaboratively with the FBI through the Joint Terrorism Task Force (JTTF). The section also includes an evidence and forensic technician, a civilian administrative specialist, and two narcotics detection canines – Poncho and Demi.

In addition, CID serves as an integral member agency of the Valley Independent Investigative Team (VIIT), which is responsible for investigating officer-involved shootings and major uses of force in South King County.

### Drug Interdiction Unit

Drug trafficking continues to be a significant challenge in our region, and the POSPD Drug Interdiction Unit is on the front line of that effort. Our detectives target criminal organizations attempting to move narcotics through the airport and seaport, working proactively to prevent dangerous drugs from reaching our communities. Each detective is partnered with a highly trained drug detection canine, enhancing our ability to detect, disrupt, and dismantle drug-related criminal activity across Port facilities.

### 2025 CID Highlights

- Narcotics K9 detective teams played a critical role in regional drug-interdiction efforts, assisting local and federal partners with more than a dozen narcotics-related search warrant operations.
- To help combat the ongoing fentanyl crisis in our region, K9 teams seized over 11,000 grams of fentanyl in various forms, including pills and powder. Detectives also intercepted significant quantities of methamphetamine, cocaine, brown powder heroin, black tar heroin, and illegal marijuana during these operations. In addition, approximately \$100,000 in U.S. currency suspected to be tied to illegal narcotics trafficking was seized.
- Detectives addressed a rise in baggage pilferage cases reported throughout the year. By pursuing new investigative strategies and strengthening partnerships with airline stakeholders, detectives identified multiple employees involved in thefts of opportunity and made several arrests. Thanks to these successful investigations, and enhanced preventative measures implemented by airline partners, reports of baggage thefts have since decreased.
- With more than 168 background investigations completed, detectives played a key role in strengthening the department's workforce, helping hire 11 entry-level officers, 3 lateral officers, 2 exceptional-entry officers, 1 police specialist, 1 lateral dispatcher, and 3 entry-level dispatchers.
- In another year marked by rising case complexity and volume, detectives were assigned over 206 felony investigations. These cases involved a wide range of serious crimes, including assaults, auto thefts, burglaries, harassment, fraud, death investigations, human trafficking, and narcotics violations.

**Kidnapping Case – Multi-State Investigation**

In 2024, POSPD detectives initiated a missing person investigation after a young female passenger vanished from SEA Airport. She left her family at the gate to use the restroom, leaving behind her phone, and never returned. Detectives soon discovered she had discarded her electronic devices inside the airport in an apparent attempt to eliminate her digital footprint.

As the investigation progressed, detectives learned that the woman’s fiancé had also been reported missing from Montana after claiming he was taking his two-year-old daughter on a fishing trip. The child’s mother in Idaho subsequently reported the daughter missing when she failed to appear for a scheduled custody exchange.

What began as a single missing person call quickly became a complex, multi-state kidnapping case. Detectives worked closely with numerous local, state, federal, and international partners throughout a month-long search. Ultimately, the female, her fiancé, and his daughter were safely located and detained in Mexico.

In 2025, POSPD detectives later testified in Federal Court, where three suspects were found guilty of kidnapping.

**Missing Person Case – Multi-County Search**

Detectives received a report from a woman concerned about her husband’s unusual behavior before he canceled his flight out of SEA Airport. He was last believed to have returned his rental car to the airport before disappearing. As detectives gathered information and followed witness tips, they tracked his movements across several counties, ultimately determining he was likely in the Chelan County area.

Using new technology and investigative data platforms, detectives narrowed the search to a remote hiking trail. With assistance from the Chelan County Sheriff’s Office, the missing person’s rental vehicle was found in a trailhead parking lot in Leavenworth. Due to the rugged terrain and steep cliffs, Search & Rescue teams were deployed. Tragically, the individual was later located deceased.

**Juvenile Runaway – International Family Reunification**

Detectives were contacted by a Slovakian family searching for their missing son, who had been visiting relatives in New York before traveling alone to Seattle. Although the juvenile had flown into SEA Airport, limited information and delayed reporting made the investigation challenging.

As detectives gathered evidence, they developed reason to believe the juvenile was using a false identity and moving between various locations in King County. After extensive surveillance work, detectives tracked his movements to the University District and the City of Bellevue. With assistance from Sound Transit, Bellevue Police Department, and the FBI, they confirmed he was commuting by light rail and working at a retail store in Bellevue.

Detectives coordinated with the family, who returned to the United States to help take custody of him. After locating the juvenile again in Bellevue, detectives safely detained him. Although he initially resisted returning home, he was ultimately reunited with his family.

**Arrest of Prolific Auto Theft Suspect – SEA Garage Theft Ring**

Detectives continued their investigation into an organized auto theft ring responsible for stealing more than 100 high-end vehicles from the SEA parking garage. The primary suspects had previously been arrested in 2024 following a patrol-initiated vehicle pursuit but were released on bail. Shortly after their release, several new auto theft cases emerged, and detectives developed strong reason to believe the same suspects were again involved.

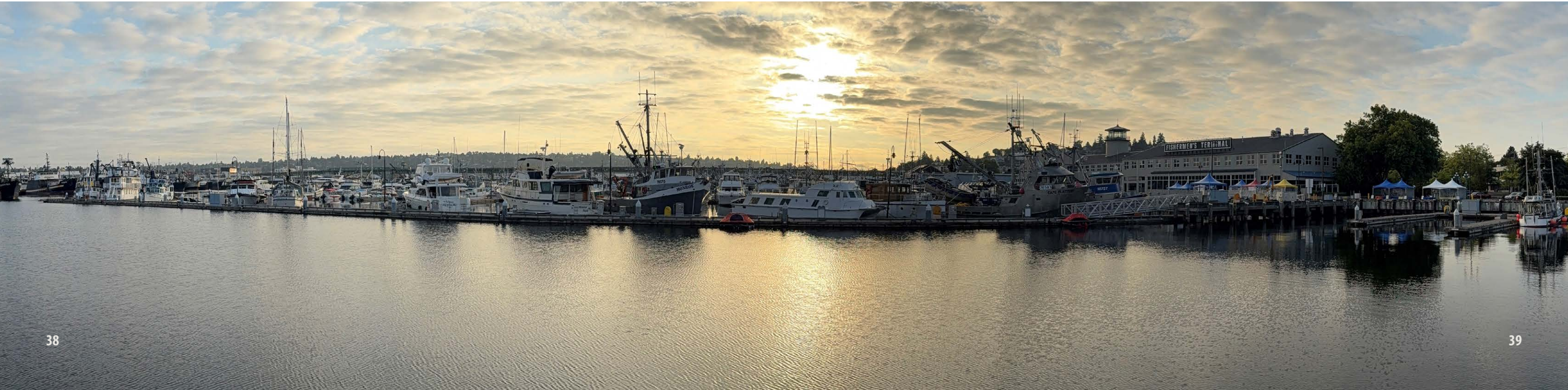
Throughout early 2025, detectives conducted extensive surveillance and analysis to re-establish probable cause. After weeks of tracking the primary suspect’s movements, detectives coordinated a targeted operation that resulted in a surprise arrest as the suspect attempted to refuel a vehicle at a gas station in the City of SeaTac. Additional members of the theft ring were identified and arrested shortly thereafter.

**Major Case Assistance - JTTF**

In 2025, POSPD detectives assisted regional and federal partners on multiple high-profile investigations involving violent crime, terrorism, and homicide. Detectives participated in surveillance operations, arrests, and search warrant services, including cases connected to incidents in other states.

Detectives also supported a multi-agency search to locate the remains of a child homicide victim.

These operations highlight POSPD’s strong partnerships and commitment to assisting in complex investigations that protect public safety.



# EDI SPOTLIGHT

## KYLE YOSHIMURA

*“CMDR Yoshimura is a valued member of the Port of Seattle Police Department and command team. He brings a wealth of experience and a deep sense of care for the people he serves in his team. He always provides fresh perspectives and has built many strong relationships at all levels of the agency.”*

*-Deputy Chief Tom Bailey*



### 1. Can you tell us a bit about your background and where you’re from?

I was born and raised in Hawaii, where I developed a deep appreciation for the culture, diversity, and strong sense of community that exists there. Growing up in that environment helped shape my perspective and values, particularly the importance of respect, service, and looking out for one another. Those experiences ultimately influenced my decision to pursue a career in law enforcement and continue serving the community.

### 2. How did you get started in law enforcement?

I was drawn to law enforcement because of the opportunity to help people during some of the most challenging moments of their lives. The profession allows you to make a tangible difference in the community while continuously learning and developing new skills. It’s also a win when solid police work and positive interactions with the community help change someone’s negative perspective of the “system” and law enforcement. We’re all human. I believe this career affords us to work towards bridging the gaps of misunderstanding and building trust one interaction at a time.

### 3. How do you mentally prepare for each shift?

Preparation starts with understanding that every shift can bring something different. I try to come to work focused, professional, and ready to support both the community and my fellow officers. Maintaining situational awareness and staying mentally present are important parts of being prepared for whatever the day brings.

### 4. How do you balance life as an officer vs family life?

Balancing a career in law enforcement with family life can be very challenging. The profession often involves long hours, shift work, and at times mandatory overtime, which can place significant strain on officers and their families. Over time, the stress and demands of the job can take a toll if you’re not mindful of it. I think it’s important for officers to recognize that reality, maintain strong communication with their families, and make a conscious effort to be present when they are home. Having a supportive family and taking care of your mental and physical well-being are critical to sustaining a long career in this profession.

### 5. What part of the job do you find most fulfilling?

The most fulfilling part of the job is knowing that the work we do helps keep people safe and supports the community. Whether it’s assisting someone in need, solving a problem, or helping bring clarity to a difficult situation, those moments remind you why the work matters. I also find it very rewarding to mentor and support the next generation of officers, helping them grow in their careers and inspiring the future leaders of our profession.

### 6. What advice would you give to someone considering a career in law enforcement?

When I first entered law enforcement in 2000, the profession looked very different than it does today. Over the years, the expectations placed on officers and the environment we work in have continued to evolve. While many members of the community quietly support the work officers do, the profession is often shaped by policies and decisions that can make the job more complex and challenging. My advice to anyone considering this career is to take the time to truly understand both the responsibilities and the realities of the profession. If you choose this path, do it with integrity, resilience, and a genuine desire to serve others. For the right person, it can still be a meaningful and rewarding career.

# COUNTER-TERRORISM UNIT

In 2024, to better prepare for threats to the U.S., large events like FIFA '26, and VIP protective details, the Port of Seattle Police Department established a new Counter-Terrorism Unit (CTU). This new division aligns POSPD's most specialized counter-terrorism resources (Bomb Disposal Unit, Bomb-Detecting K9s, Joint Terrorism Task Force/Intel, and Special Weapons and Tactics (SWAT) under one command, aiming to deploy and utilize these teams in the most effective and efficient manner. The Counter-Terrorism Unit will help POSPD accomplish one of our most important functions — “responding to and stabilizing acts of terrorism or unusual events” (Key function 5, Strategic Plan, POSPD).

The Counter-Terrorism Unit was formed after extensive research into the protection of critical infrastructure and transportation hubs. During the formation process, POSPD and AV Security personnel met with public safety officials at LAX, Port Authority of New York and New Jersey, and traveled to the UK to meet with London Metropolitan Police at Heathrow Aripport, and Gatwick Airport Police. That research helped us develop how we deploy these highly specialized resources today.

The CTU accomplishes our purpose of “deter, detect, defend, and defeat” by:

- Dedicating and aligning POSPD special resources to preparing for terrorist and other violent attacks on our jurisdiction. These resources are highly visible, prepared, and well-trained
- Deploying full-time SWAT resources to maintain high visibility seven days a week, plan for major events, train with federal and local law enforcement partners, plan and arrange dignitary and VIP movements through SEA, and provide tactical response to violent incidents at SEA
- Coordinating with partner agencies at SEA, the Seattle waterfront, and across the region to ensure an effective response to a major event
- Planning for specific events, regular training on the plan (including Port and regional partners), and revising/ adapting the plan as needed
- Equipping personnel to keep themselves and the community safe
- Applying for grants to support Homeland Security Initiatives



# BOMB DISPOSAL UNIT

Established in the early 1970s, the Bomb Disposal Unit (BDU) protects customers, employees, and property at Seattle-Tacoma International Airport (SEA) and the Port of Seattle seaport and serves as a regional asset by assisting surrounding Puget Sound communities.

In 2025, the Port of Seattle's 7 bomb technicians conducted 279 activities, including SWAT assists (56), training, ammunition pickup, maintenance, and magazine inspections. The Unit responded to 20 incidents during the year, 10 of which were on Port property for suspicious items, explosive detection testing (EDT) alarms, pipe bombs, military regulations, and improvised explosive devices (IEDs).

The Bomb Disposal Unit is one of 460 accredited bomb squads in the country. When deployed to a potential bomb threat, the first task is to safely evacuate the area and then inspect and, if necessary, render the suspicious device safe.

A highlight of 2025 was the graduation of new bomb technician James O'Connor from the Hazardous Devices School.



# SPECIAL WEAPONS AND TACTICS (SWAT)

In 2025, members of POSPD assigned to Valley SWAT as an ancillary duty were assigned full-time to provide tactical cover and response for high-visibility preventive patrols, cover officer capabilities during K9 explosive-detection surges, and immediate response to acts of terrorism and extreme violence. Additionally, the SWAT members provided protective details for dignitaries traveling through Port of Seattle facilities and participated in a regional counter-terrorism exercise at Lumen Field in preparation for World Cup 2026. SWAT members trained a number of Port of Seattle stakeholder groups in active shooter response and first aid.

Members of the POSPD SWAT element undergo extensive specialized training in a number of tactical disciplines, including counter-terrorism, active shooter, hostage rescue, and trauma care. The members train monthly with Valley SWAT, which is comprised of our six Valley Agency partners, and bi-monthly in firearms proficiency training. Port Police membership on the Valley SWAT provides the Port of Seattle with a full-size, 40-officer SWAT element to respond to critical incidents.

# EXPLOSIVES DETECTION CANINE UNIT (K9) UNIT

The Port of Seattle Explosives Detection Canine Unit (K9 Unit) is an element of the Counter-Terrorism Unit. Members of the EDK9 Team maintain airport operations, keep employees safe, and provide a physical and psychological deterrence. The K9 Unit does this by conducting directed and variable canine sweeps on airport properties and areas with high passenger volumes or areas of key infrastructure. The K9 Unit is comprised of both Transportation Security Administration (TSA) canines as well as Port- owned and operated Air Scent Canines. All teams undergo a strict certification process where the teams are tested in their ability to detect explosives’ odors to source in various environments.

The Port of Seattle Police Department is the first law enforcement agency in the State of Washington to have certified working Air Scent Canine teams. Because SEA Airport hosts many heads of state, high-ranking government officials, and other VIPs requiring heightened protective measures, the K9 Unit provides sweeps of motorcades to enhance safe travel. In addition, the K9 Unit is seen as a regional expert; they are called upon by other police agencies to assist with searches during heightened security events affecting our region.

In 2025, the Port of Seattle K9 Unit performed the following:

- 2,400 K9 calls for service
- 1,590 K9 emphasis patrols of high passenger volume areas at SEA Airport
- 7 callouts/bomb threats where K9s are utilized to sweep large areas prior to resuming normal operations
- 25 requested K9 sweeps. Generally, these sweeps are requested during other threats like breaches or assists to cargo facilities, or when the POSPD Bomb Squad requests assistance searching additional areas or items
- 250 unattended Items on Port of Seattle properties

The canine program serves as a frontline defense on America’s war on terror, plays a key role in keeping air transportation safe, and maximizes commerce at Port-owned facilities. The K9 Unit’s speed and flexibility in detecting the presence of explosives, along with their ability to quickly search large areas, give them a significant edge over currently available technology. In addition, the canines are very popular with airport employees and visitors.

The handlers and their dogs spend most of their time together on- and off-duty. Canines live with their handlers and become part of the family.





# VALLEY SWAT

Valley SWAT (VSWAT) maintains an excellent reputation across the region and the nation. SWAT officers from the Port of Seattle Police Department serve as instructors and in leadership roles for both the Washington State and National Tactical Officers associations.

The team facilitates the region-wide Valley Active Shooter School, which trains the region’s police officers in patrol-level active shooter response and provided active shooter response training to Port of Seattle stakeholders. Such training better prepares POSPD and law enforcement partners to neutralize active killer threats, EMS partners to ensure trauma care to victims, and other stakeholders to mitigate and recover from these types of extraordinary events.

Valley SWAT is composed of one sergeant, five officers, and one commander from each participating Valley agency. The team’s mission is to save lives by providing stabilization and resolution to high-risk situations that are beyond the ability of standard police patrol units to resolve safely.

The large number of highly trained and well-equipped officers allows for:

- Safe and effective response to potentially volatile situations on all Port properties
- Access to the largest tactical team in the State of Washington
- Increased financial responsibility by spreading the costs of maintaining a team across six jurisdictions

Valley SWAT’s primary duties focus on:

- High-risk warrant service
- Dignitary protection
- Armed barricade suspect resolution
- Critical infrastructure protection
- Response to coordinated multi-cell terrorist attacks
- Hostage rescue
- Narcotics enforcement

During 2025 Valley SWAT completed 71 tactical missions that included high-risk search warrants, narcotics enforcement, barricaded subjects, mobile arrests and hostage rescue details. Port members of Valley SWAT conducted over 60 dignitary protection details at SEA. In 2025 VSWAT trained hundreds of officers at its regional active shooter class. POSPD VSWAT members completed over 2000 training hours in 2025 and provided instruction as a member of the Washington State Tactical Officers Association. The POSPD members of Valley SWAT are highly regarded in the tactical community and provide POSPD with an increased capability to respond to critical incidents which could occur at SEA or other Port facilities. POSPD VSWAT contribute a Team Leader and an Assistant Team Leader to the team.

# SERVICES BUREAU

The Services Bureau is responsible for performing all the non-uniformed functions of the Police Department. These include 911 fire and police communications, and administrative requirements such as training and development, policies and standards, CALEA Accreditation, records management, public disclosures, fleet and supply, payroll, scheduling, finance and budget, and general support for the other department divisions. Deputy Chief Sean Gillebo oversaw and led the Services Bureau during 2025.

The Services Bureau consists of the following divisions:

- Communications Division
- Administrative Services Division

## POLICE AND FIRE COMMUNICATIONS CENTER/DISPATCH

The Port of Seattle Police and Fire Communications unit is located at SEA Airport and is staffed 24/7. The communications center is a primary public safety answering point (PSAP) and handles the police, fire, and medical requests for the Port of Seattle. All dispatchers complete 24 hours of training annually and are trained in police and fire dispatching/call taking as well as emergency medical dispatching and provide prearrival medical instructions to callers.

Call Volume:

- The Communications Center processed 65,341 police, fire, and medical calls
- Total Dispatched Calls: 48,950
- Total Fire/Medical: 7,374

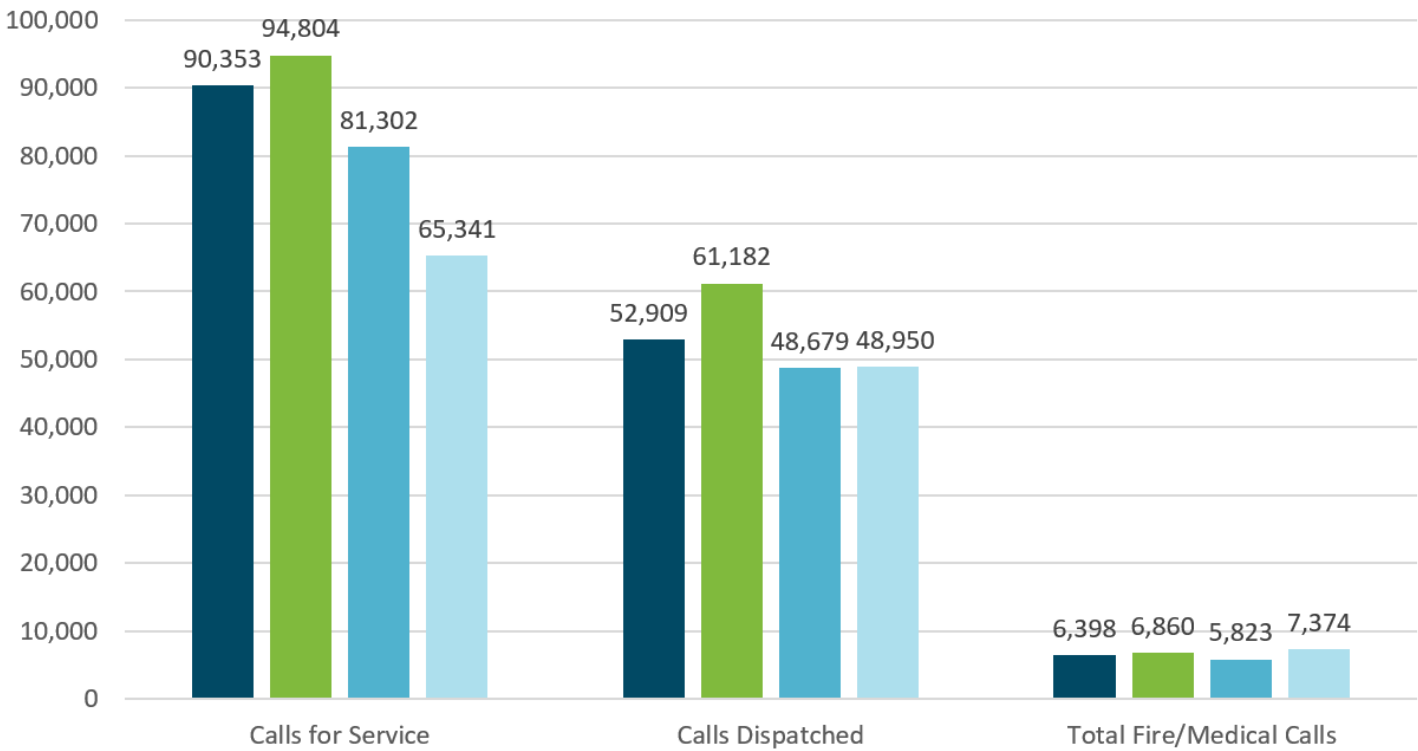
Staffing:

- 20 full-time dispatchers
- 3 full-time supervisors

Major Accomplishments:

- Implemented new technology in the 911 center in 2025:
  - New CAD
  - New fire station alerting
- Became a Primary Answering Point for all cell phone-generated 911 calls within the Port of Seattle jurisdiction.

*\*You will notice this data is down significantly from 2024. The reason for the deficit is partly due to streamlining processes in CAD, lack of technological resources such as MDCs, and no longer including every on-view (for example, area checks) in the total call volume number.*





# ADMINISTRATIVE SERVICES DIVISION

## Office of Professional Development

The Office of Professional Development (OPD) ensures all Police Department employees meet applicable, legislated training requirements, and have adequate training to perform their jobs effectively and efficiently. Washington State requires all commissioned officers attend at least 24 hours of in-service training each year and the officers' collective bargaining agreement requires 40 hours. Entry level officers require approximately 720 hours of academy training as a new hire. Non-commissioned staff, dispatchers, police specialists, and traffic support specialists receive several hours of training annually as well.

The Department generally exceeds these requirements, with each commissioned officer receiving an average of 90 hours of in-service and additional training.

OPD conducts a wide range of training to ensure POSPD personnel are some of the best trained in the state of Washington. This includes annual in-service training in firearms, legal updates, high-liability policies (use of force and pursuit), bias-based policing, interaction with persons in crisis, blood-borne pathogens, heat injuries, and other health and safety topics. Additional regular training includes control devices, first aid, driver's training, and more. OPD also acts as the Department's liaison with the Washington State Criminal Justice Training Commission (WSCJTC) in matters related to training, such as the Basic Law Enforcement Academy (BLEA) for newly hired, entry-level police officers, along with advanced instructor level courses for various training cadre members. This has led to an extremely well-trained staff which continues to identify and respond to the needs of the community.

This advanced training ensures that those responsible for developing new officers are equipped with modern, research-informed leadership and coaching methodologies. It reinforces the Department's commitment to cultivating resilient, community-focused officers who reflect the Port's standards of professionalism, accountability, and service excellence.

Through disciplined training, structured mentorship, and leadership investment, the PTO Program continues to strengthen the Department's operational readiness and sustain a culture of continuous improvement across the organization.

## Police Specialist

The Port of Seattle Police Department employs a team of 11 civilian police specialists who provide critical support services across the Department.

Their responsibilities include records administration, payroll, crime analysis, police accreditation, scheduling, purchasing, fleet and supply management, and customer service.

In addition, these specialists play a vital role in supporting property and evidence operations, training, criminal investigations, budget management, personnel services, and public disclosure, including the processing of police body-worn camera videos.

The behind-the-scenes work performed by these dedicated professionals enables the Port of Seattle Police Department to operate effectively and efficiently while maintaining compliance with local, state, and federal laws and regulations, as well as national accreditation standards.

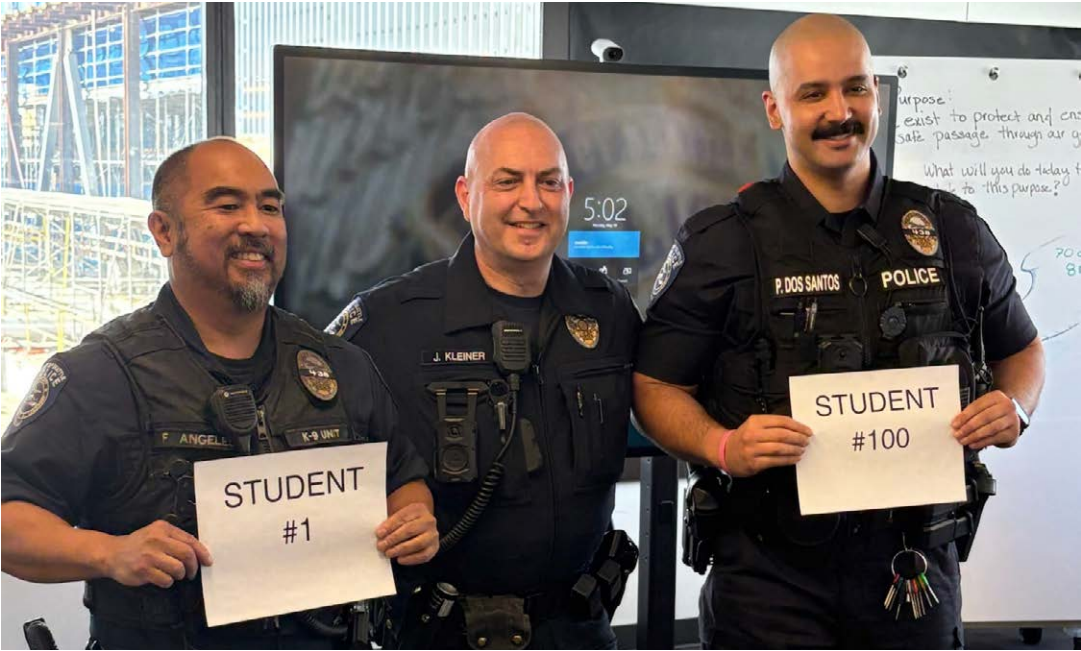
## Police Training Officer (PTO)

The Police Training Officer (PTO) Program serves as the cornerstone of the Port of Seattle Police Department's officer development strategy, ensuring newly hired entry-level and lateral officers are fully prepared to serve in the complex operational environments of Seattle-Tacoma International Airport and the Port's maritime facilities.

Grounded in adult-learning theory and problem-based learning principles, the PTO model emphasizes critical thinking, ethical decision-making, and community-oriented policing. Officers are trained not only to respond to calls for service but also to analyze underlying conditions, build partnerships, and implement sustainable solutions that enhance public safety and operational continuity across Port properties.

The program is structured to meet the distinct needs of each officer. Entry-level officers complete a comprehensive 15-week field training process, while lateral officers complete an average of 10 weeks of structured evaluation and operational integration. Prior to release to solo patrol, each officer must demonstrate proficiency across 15 core competencies, ensuring consistent standards of performance, professionalism, and accountability.

In 2025, the PTO cadre trained approximately 15 newly hired officers, reflecting the Department's continued strategic workforce investments. To meet increasing hiring demands, the cadre expanded to 10 certified Police Training Officers, strengthening the Department's ability to maintain rigorous training standards while supporting organizational growth.



# EMPLOYEE SPOTLIGHT

## BRAD OWEN

*“Brad’s dedication, expertise, and commitment to doing things the right way has made a lasting impact on the OPS Team and POSPD. What stands out most about Brad is his willingness to help others, build meaningful relationships, and always go the extra mile. His passion for accreditation and our mission has made him an invaluable member of our department.”*

*- Commander Kali Matuska*



**1. Can you tell us a bit about your background and where you’re from?**

I grew up in Oklahoma and was the oldest of four children raised by a single mother. My wife and I visited Seattle before we were married and enjoyed the area so much that we moved here in 1989.

**2. What drew you to the specialist side of police work?**

Before joining the POSPD, I did consulting work primarily related to legal descriptions for title insurance companies. Although I enjoyed the work, I was more or less at the mercy of the real estate market, and my business gradually became inconsistent and less lucrative, forcing me to make a career change. Much of the work I do in accreditation requires similar skills to those necessary for reading and interpreting complex legal descriptions.

**3. Can you describe a typical day in your role?**

My typical day is spent pouring over shift reports from the previous day and night, reading the daily CAD calls, searching RMS, SECTOR, emails and other resources that can be used for the 500 - 600 proofs that are entered each year. The majority of the 185 CALEA standards also require written directives, which must be updated and entered each year.

**4. What are the biggest challenges you face in your role?**

Searching for and obtaining sufficient proofs and interpreting the intent of certain CALEA standards can sometimes be a challenge.

**5. What achievement in your career are you most proud of?**

Being part of such a phenomenal OPS team, including Commander Kali Matuska and Officer Scott Colby, that earned the department’s 4th reaccreditation award last year!

**6. What keeps you motivated to serve and protect, especially in challenging times?**

I don’t think people reflect enough on what our society would be like without the difficult and invaluable work done by law enforcement officers. I certainly don’t serve and protect in the way our officers do, but I look at my role in accreditation as an opportunity to showcase the efforts of the men and women of the POSPD.

# LEADERSHIP DEVELOPMENT

**Organizational Clarity & Leadership Expectations**

In 2025, the Port of Seattle Police Department (POSPD) advanced a deliberate, organization-wide leadership development strategy designed to strengthen supervisory effectiveness, reinforce accountability, and align decision-making with the Department’s Purpose, Values, and Goals. Leadership development is no longer episodic training—it is an embedded, structured system supporting performance at every level of the organization.

In 2025, POSPD institutionalized leadership development through clear expectations, standardized supervisory training, executive alignment, and expanded professional growth opportunities.

**Organizational Clarity & Leadership Expectations**

The Department implemented a formal Leadership Expectations Framework aligned directly with its core values and strategic objectives. This framework now guides performance evaluations, commendations, mentoring, and corrective action, ensuring transparency and consistency in how leadership behaviors are defined, measured, and reinforced.

**Standardized Sergeant Development**

POSPD redesigned its New Sergeant Training Program to ensure consistent preparation and accountability for newly promoted supervisors. The program includes structured classroom instruction, a nine-week on-the-job training period under experienced supervision, and formalized feedback throughout probation.

All newly promoted Sergeants are also required to complete the First Level Supervision course through the Washington State Criminal Justice Training Commission, aligning Department practices with statewide professional standards.

Additionally, all Sergeants participated in a mandatory 1IC Leadership Workshop focused on emotional intelligence, high-stakes communication, mission-critical team leadership, coaching, and wellness—reinforcing the Department’s expectation of modern, adaptive leadership.

**Leadership Pipeline & Training Officer Investment**

Recognizing that leadership development begins at the field training level, all Police Training Officers completed the PTO Leadership – Field Guide to Obstacles Masterclass. This advanced course strengthened mentoring, multi-generational workforce engagement, and values-based coaching, ensuring the next generation of officers is developed under consistent, research-informed leadership principles.

**Executive Alignment & Strategic Integration**

In September, Operations Bureau leadership participated in a facilitated retreat led by The Table Group, resulting in a unified Leadership Playbook. This effort established shared clarity around purpose, core values, strategic anchors, and measurable objectives, strengthening alignment across supervisory and command ranks.

The Department also continued engagement in external executive-level leadership development opportunities, reinforcing a culture of continuous learning and professional excellence.

**Conclusion**

POSPD’s 2025 leadership initiatives reflect a sustained commitment to organizational excellence. By institutionalizing leadership expectations, standardizing supervisory training, and aligning command-level strategy with operational execution, the Department has strengthened accountability, improved organizational cohesion, and positioned itself to meet the evolving public safety needs of the Port of Seattle.





## EMPLOYEE WELLNESS PROGRAM

A healthy department is a resilient department — one that strengthens our officers, professional staff, families, and the communities we serve. The Port of Seattle Police Department’s (POSPD) Employee Wellness Program reflects a proactive and values-driven commitment to the long-term well-being of our workforce.

The Wellness Program is available to all personnel and is designed to address the complex physical, emotional, and professional demands of modern policing. Grounded in a holistic model of well-being, the program promotes resiliency across multiple dimensions of life, including emotional and mental health, physical fitness, career development, social connection, environmental balance, financial stability, and spiritual well-being.

Our objective is clear: to enhance the quality of life for every employee — at work, at home, and into retirement — while strengthening the organizational health of the department as a whole.

### Morale & Engagement

In 2025, POSPD made a strategic investment in morale, transparency, and shared leadership through the creation of two foundational engagement structures.

#### Patrol Shared Leadership Group (PSL)

Developed in 2025, the Patrol Shared Leadership Group established a structured forum for officers to elevate ideas, strengthen communication with command staff, and collaboratively address operational concerns. By reinforcing transparency, shared accountability, and peer engagement, PSL directly supports morale, trust, and cultural alignment across patrol operations. This initiative reflects a commitment to distributed leadership and ensures officers have a meaningful voice in shaping the direction of the organization.

#### Continual Process Improvement (CPI) Board

Also launched in 2025, the CPI Board created a formal pathway for officers to submit, develop, and present process improvement proposals. The CPI model promotes ownership, transparency, and solution-driven leadership by assigning project managers to shepherd ideas from concept through executive review. This structured approach empowers employees to influence meaningful and sustainable organizational change, strengthening engagement while enhancing operational effectiveness.

Together, these initiatives demonstrate POSPD’s commitment to building a culture where every employee is empowered to contribute, innovate, and lead — reinforcing morale as a strategic priority rather than a byproduct of circumstance.

## Building Community Through Connection

### Employee Recognition Lunch: Vision Unveiling – September 18, 2025

The Command Team hosted a department-wide celebration to unveil the department’s new vision. This event honored the dedication of employees and acknowledged the vital contributions each member makes in advancing POSPD’s mission and future direction. The recognition underscored the direct link between employee well-being, engagement, and organizational excellence.

### Fall Family Fun Celebration – October 23, 2025

The Wellness Unit hosted a fall-themed family event featuring a potluck, trick-or-treating, games, crafts, and a friendly workspace decorating contest. The evening fostered camaraderie across divisions and provided an opportunity for families to engage directly with the department community.

### Cookies & Cocoa – December 15 and 18, 2025

Patrol Shared Leadership concluded the year by hosting a department-wide Cookies & Cocoa gathering. Employees were encouraged to bring a favorite dessert to share, creating a festive atmosphere of gratitude, unity, and reflection. The event served as a meaningful close to the year and reinforced the department’s culture of connection.

## Sustaining Wellness Resources

### Quarterly Wellness Updates

Throughout the year, the Wellness Unit distributed quarterly communications highlighting available resources within the CORDICO wellness application. Updates were also published on the POSPD Wellness SharePoint site to ensure consistent access to tools, peer support resources, and educational materials.

### Wellness Gratitude Boards

Gratitude boards were installed at the Police Department, Waterfront Office, and Dispatch. Employees are encouraged to share messages of appreciation and encouragement with one another. When filled, boards are photographed and archived on the Wellness SharePoint site, preserving a visible record of the department’s culture of gratitude and mutual support.

### On-Duty Fitness & Physical Readiness

Recognizing that physical readiness is directly tied to officer safety, performance, and long-term health outcomes, POSPD continues to support structured on-duty workout opportunities. Personnel are authorized designated workout time during their shifts, operational demands permitting, to maintain strength, endurance, and injury prevention standards consistent with the profession’s physical requirements.

The Department provides access to fitness facilities and equipment at key locations to ensure equitable access across assignments. By integrating physical training into the workday, POSPD reinforces that wellness is an operational priority — supporting resilience, reducing preventable injuries, and enhancing readiness for critical incidents.





## PEER SUPPORT TEAM

The Peer Support Team, formalized in 2016, remains a cornerstone of the Port of Seattle Police Department’s commitment to employee wellness, resilience, and organizational readiness. The team is comprised of commissioned officers, sergeants, commanders, dispatchers, and civilian employees who volunteer to serve in this critical role. Each member is appointed and receives specialized training in critical incident stress management, crisis intervention, and peer-based support strategies.

The program is further strengthened by the availability of a certified Mental Health Professional (MHP), who provides confidential clinical support to employees involved in critical incidents and serves as a resource to the team.

The primary mission of the Peer Support Team is to prevent or mitigate the potential negative impacts of occupational stress on Department personnel. Law enforcement and public safety professionals routinely encounter high-risk, high-stakes environments. The cumulative effect of these experiences can impact performance, wellbeing, and long-term resilience if not addressed intentionally and proactively.

To meet this need, the Peer Support Team provides comprehensive support services including:

- Pre-incident education and resilience training
- Proactive wellness check-ins
- Family support resources
- Critical incident demobilization and post-incident defusing
- Confidential one-on-one peer support

By fostering a culture of care, trust, and psychological safety, the Peer Support Team strengthens the Department’s operational effectiveness and supports the Port’s broader commitment to a safe, healthy, and high-performing workforce.

### Looking Ahead

The Employee Wellness Program continues to evolve as a cornerstone of organizational strength. By investing in the holistic well-being, engagement, and leadership development of our personnel, POSPD reinforces its commitment to resilience, professional excellence, and a culture grounded in support, innovation, and shared accountability. In 2026, the department will continue expanding wellness and engagement initiatives that prioritize prevention, connection, and sustainable performance across all ranks and assignments.

## POLICE BENEVOLENT ASSOCIATION

The Port of Seattle Police Department Police Benevolent Association (PBA) is a member-driven organization dedicated to supporting all our POSPD staff and their families. The PBA provides bereavement assistance not only in cases of officer injury or death, but also when members experience the loss of a close family member. This includes financial help, emotional support, and aid with related expenses — ensuring no one faces hardship alone.

PBA programs are funded through member contributions and community donations, and the funds are reinvested in the Department. This includes producing POSPD-branded merchandise that builds camaraderie while raising funds and maintaining a convenient lunchroom “market” stocked with food, snacks, and drinks. Proceeds from these initiatives help sustain the PBA’s mission of care and support for our department family.



## OFFICE OF PROFESSIONAL STANDARDS

The Office of Professional Standards (OPS) serves as the department’s central authority for policy and procedure development, manual maintenance, and the issuance of directives and orders. OPS manages the agency’s Lexipol-based policy manual system, supporting standardized, state-specific policies and ensuring organizational compliance.

OPS played a key role in the introduction of Lexipol to Washington State and implemented the agency’s first Lexipol-based policy manual in 2007. Under OPS oversight, the department has successfully achieved and sustained both state-level and international accreditation. In July, OPS successfully navigated a site-based CALEA assessment, resulting in the department’s fifth CALEA re-accreditation.

In addition to policy and accreditation functions, OPS provides strategic support to agency partners by ensuring alignment between policy and training, responding to external policy and procedure inquiries, and supporting leadership-directed initiatives.





## OFFICE OF PROFESSIONAL ACCOUNTABILITY

The Office of Professional Accountability (OPA) carries a wide range of responsibilities, including conducting internal affairs investigations, assisting with the release of police records through public disclosure requests, and serving as the department’s liaison to Port Media Relations. OPA collaborates closely with the Port of Seattle’s Legal Department, Human Resources and Workplace Responsibility, Labor Relations, Media and External Relations, and the Public Disclosure Department.

While OPA’s primary role is to investigate allegations of employee misconduct, the office also works proactively to identify emerging issues, training needs, and opportunities for organizational improvement – all with the goal of strengthening accountability and community trust.

### Summary of Commendations

The Port of Seattle Police Department (POSPD) received many commendations and expressions of appreciation during 2025. These commendations recognized employees for their professionalism, community service, investigative work, and support of departmental and regional operations.

Highlights included:

- A Transportation Security Specialist (TSS) who was recognized for professionalism and kindness while conducting traffic control operations
- An officer who assisted an elderly individual in avoiding a financial scam
- A TSS and Sergeant who successfully located and recovered luggage left behind by a traveler
- Two separate incidents in which officers located and returned lost bags on the secure side of the airport
- Officers who provided Unmanned Aircraft System (UAS) support to an external SWAT team during operations
- An officer whose investigative efforts contributed to the arrest and federal conviction of a suspect
- A Sergeant who represented the department by performing bagpipe honors at a retiree’s funeral
- The department Honor Guard, which represented POSPD with professionalism and dignity at a retiree’s funeral service

These commendations reflect the department’s commitment to public service, professionalism, and community engagement.

## Summary of Complaints Reviewed by Internal Affairs

- **Major Complaint:** The most serious allegations, generally investigated by Internal Affairs, alleging acts or omissions that constitute willful or wanton disregard for agency policies and procedures.
- **Moderate Complaint:** Allegations involving employee actions in disregard of agency policies and procedures.
- **Minor Complaint:** Complaints involving perceptual differences or possible violations of agency policies, procedures, or service standards.

## Complaint and Commendation Review

| Category         | Number Reviewed | Origin                         | Sustained                                               | Other Dispositions                                      |
|------------------|-----------------|--------------------------------|---------------------------------------------------------|---------------------------------------------------------|
| Major            | 3               | Requested by Chief of Police   | 2 sustained (1 retired prior to completion, 1 demotion) | 1 pending disposition                                   |
| Moderate         | 2               | Internal Affairs Investigation | 1 sustained (retired prior to completion)               | 1 unfounded/exonerated                                  |
| Minor            | 1               | Passenger Complaint            | 0                                                       | 1 unfounded/exonerated                                  |
| Inquiry          | 2               | Public Complaint               | 0                                                       | 2 not sustained                                         |
| Traffic Concerns | 3               | Public Complaints              | 0                                                       | Determined to be traffic-related, no officer misconduct |



*POSPD remains committed to maintaining public trust through accountability, transparency, and fair investigation of all complaints while recognizing and commending employees who demonstrate exceptional service.*

Use of Force

OPA also oversees the tracking and review of all incidents involving the use of physical force by department personnel. Careful monitoring of these events ensures that actions taken by officers comply with policy, law, and community expectations.

In 2025, the Port of Seattle Police Department reported 30 use-of-force events.

Reportable Force Events Table

|                                      | 2022   | 2023   | 2024   | 2025   |
|--------------------------------------|--------|--------|--------|--------|
| Reportable Use of Force Events**     | 30     | 23     | 35     | 30     |
| Pursuit Intervention Technique (PIT) | 0      | 0      | 1      | 0      |
| Pursuit                              | 0      | 0      | 1      | 0      |
| CS Gas                               | 0      | 0      | 0      | 0      |
| Takedown/Ground Control Technique    | 23     | 20     | 26     | 22     |
| TASER Deployment                     | 4      | 12     | 2      | 1      |
| TASER Display                        | *N/A   | *N/A   | 1      | 1      |
| Strikes                              | 1      | 2      | 0      | 1      |
| Impact (40mm/Thrown)                 | 1      | 0      | 1      | 1      |
| Pointed Firearm                      | 0      | 1      | 0      | 1      |
| Firearm Discharge                    | 0      | 0      | 0      | 0      |
| OC Spray                             | 0      | 0      | 1      | 0      |
| Leg Restraint                        | 7      | 5      | 2      | 1      |
| WRAP                                 | 0      | 0      | 4      | 13     |
| Vascular Neck Restraint***           | BANNED | BANNED | BANNED | BANNED |

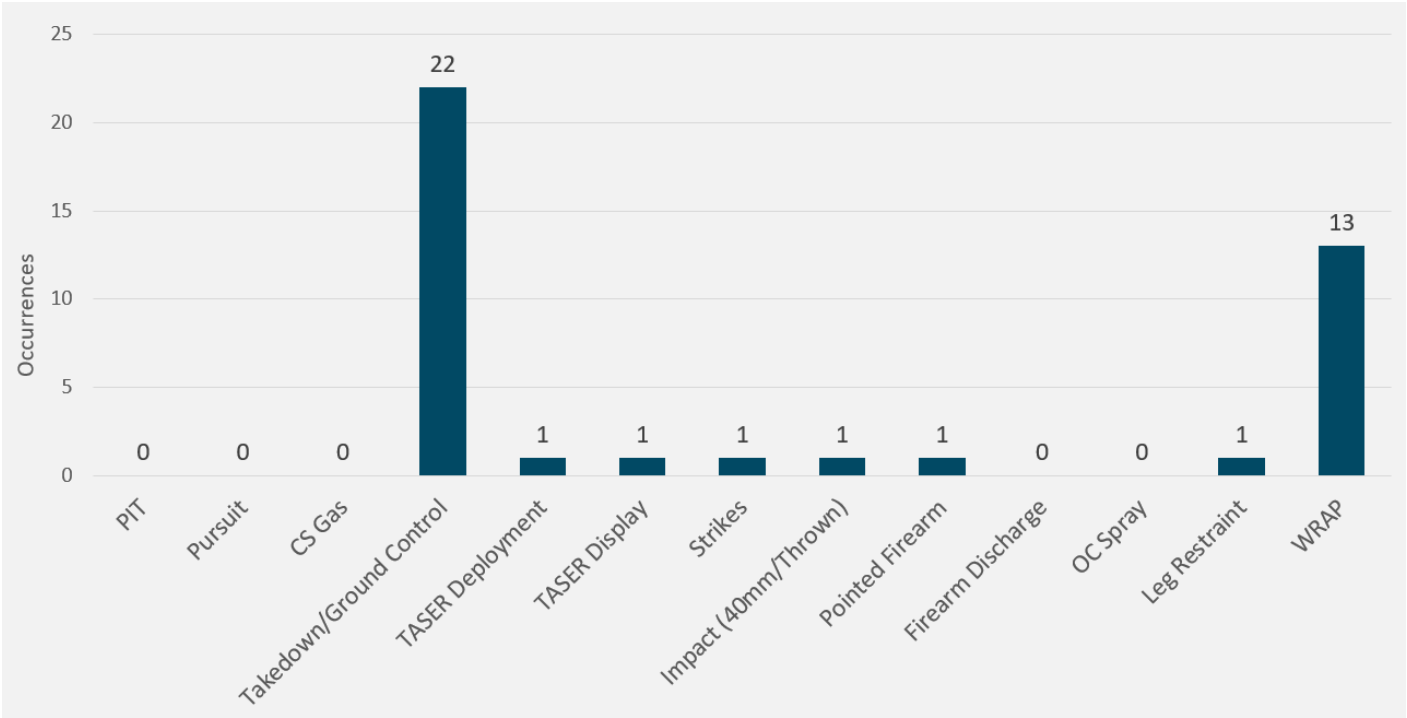
\*\*Events may have multiple force types used

\*TASER deployment/display data only available for 2024 & 2025

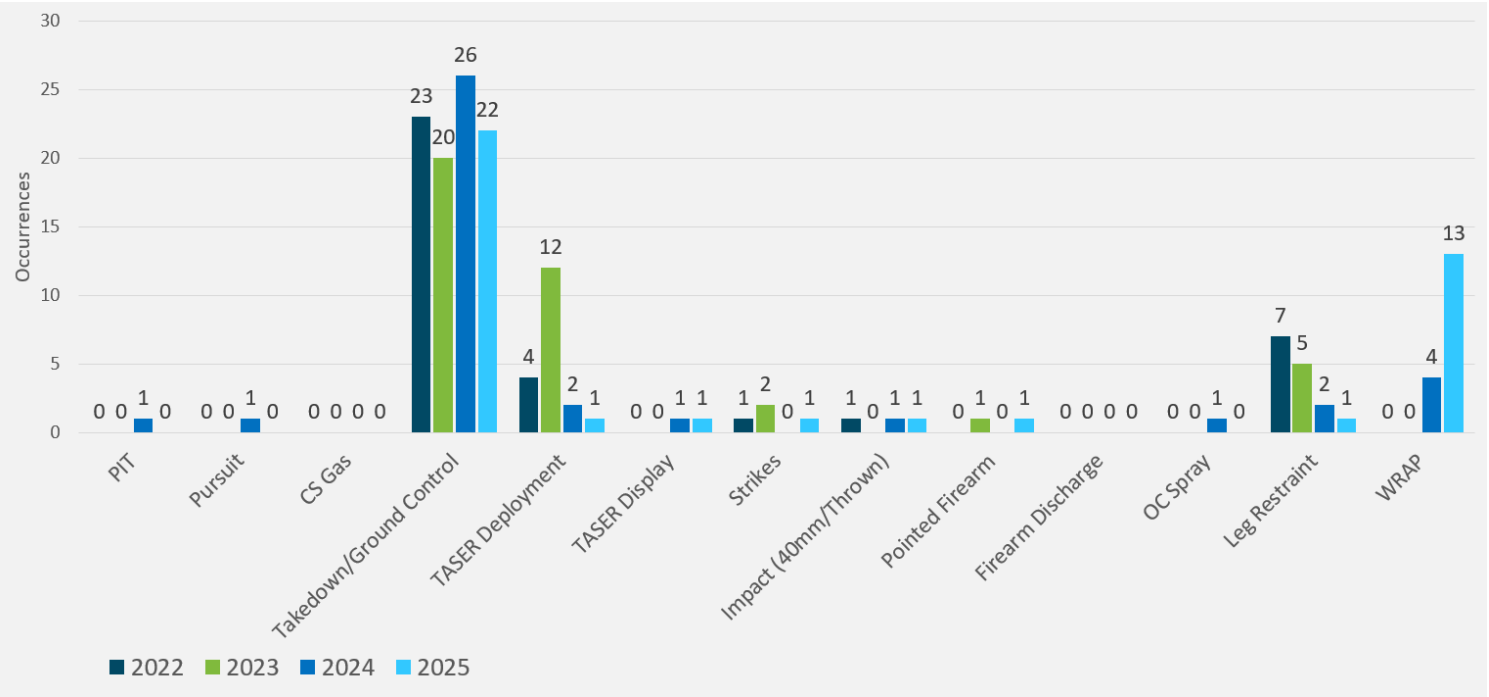
\*\*\*Neck restraints have been banned since July 2021 by ESHB 1054

The Reportable Force Events referenced here may have required multiple techniques to be applied by the officers involved. For this reason, the total sum of the number of actual techniques listed as being used by our officers may be higher than the overall number of Reportable Force Events.

2025 Use of Force Incidents



2025 Use of Force Comparison



# PUBLIC SAFETY PARTNERSHIPS

## PUGET SOUND JOINT TERRORISM TASK FORCE (PSJTTF)

The Puget Sound Joint Terrorism Task Force (PSJTTF) was formed in 2000. The Port of Seattle is a participating agency. It provides personnel to work with the Federal Bureau of Investigation (FBI) in conducting domestic and international terrorism investigations. The taskforce uses the skills, experience, and resources of local agencies to prevent and solve acts of terrorism and support cases nationally and internationally.



## VALLEY PARTNERSHIPS

The Port of Seattle Police Department is one of seven partner agencies in the South King County Valley region. This partnership allows the Department to align resources and facilitate the creation of special teams made up of agency personnel and resources. This partnership results in each Valley agency having access to larger, highly-trained, and well-equipped teams that specialize in Special Weapons and Tactics, Crisis Negotiations, Civil Disturbance, and Special Investigations. Chief Villa has served as the chair of both the Valley CDU and Valley SWAT Executive Boards since 2020 and 2021 respectively.

These participating Valley agencies consist of:

- Auburn
- Des Moines
- Federal Way
- Kent
- Kent
- Tukwila



## VALLEY INDEPENDENT INVESTIGATIONS TEAM

The Valley Independent Investigative Team (VIIT, formed in 2012) investigates all officer-involved shooting (OIS) or other deadly force that results in great bodily/serious bodily harm or death.

- VIIT is comprised of detectives from the Port of Seattle Police Department’s Criminal Investigations Division, as well as Auburn, Des Moines, Federal Way, Kent, Renton, Tukwila, and the King County Sheriff’s Office.
- The team operates under the core principles of Independence, Transparency, Communication, and Credibility to ensure public trust in the investigative process.
- Since 2012, VIIT has conducted over 90 independent investigations into officer-involved shootings and in-custody deaths.
- The agency involved in the incident is prohibited from participating in the investigation to ensure impartiality.
- All VIIT operations follow the Law Enforcement Training and Community Safety Act (LETSCA) and comply with WAC 139-12-020 and WAC 139-12-030, which outline requirements for independent investigations of police use of deadly force.
- In 2025, the Port of Seattle Police Department played a central role in regional major-incident investigations. POSPD was the primary investigative agency for a Valley Independent Investigative Team (VIIT) officer-involved shooting in the City of Kent and provided support on several other VIIT activations throughout the year. POSPD also led command operations during an in-custody death investigation, working in partnership with Auburn Police Department as the case’s primary investigative agency.



## VALLEY CIVIL DISTURBANCE UNIT

The Port of Seattle Police Department Crowd Management Unit (CMU) serves as a key regional public order resource through its participation in the Valley Civil Disturbance Unit (VCDU), a multi-agency team of more than 100 officers and command personnel. In 2025, the CMU expanded to 25 specially trained commissioned officers, enhancing both operational depth and regional response capability. The Port team continues to serve as the primary bicycle deployment group within the regional partnership.

CMU officers are trained and equipped to manage crowd and public order events using department-issued bicycles, providing mobility, visibility, and rapid response in dense or complex environments. In 2025, the team deployed 11 times in support of Port operations and regional mutual aid during high-visibility events and dynamic situations and several members of the team assisted with crowd control in Washington D.C. during the presidential inauguration.

The unit operates under the Public Order Event Training (POET) model, emphasizing communication, de-escalation, proportional response, and facilitation of lawful First Amendment activity. Officers are selected through a structured assessment process focused on teamwork, sound judgment, and performance in high-stress, high-visibility environments.

Training prioritizes de-escalation, crowd psychology, operational readiness, and coordinated team tactics. The entirety of the CMU team attended training on legal updates, bicycle escorts, and crowd tactics. Several officers also attended Columbus Dialogue training, while others participated in the National Executive Forum on Public Order Policing to ensure alignment with evolving best practices and national standards.

Through deliberate growth, disciplined training, and adherence to established public order principles, the Port’s CMU remains a premier crowd management capability in Washington State—protecting public safety while upholding the rights and dignity of the communities we serve.

## VALLEY HOSTAGE NEGOTIATIONS TEAM

The Port of Seattle Police Department’s Hostage Negotiation Team (HNT) contributes personnel to the Valley Hostage Negotiations Team (VHNT) and is fully integrated with Valley SWAT. This contribution consists of one commander, one Team Leader, and one officer. The VHNT provides trained negotiators to the Valley agencies when they experience high risk and stressful incidents that could involve hostage situations, domestic violence events, barricaded subjects, suicidal subjects, and subjects suffering from mental health issues. The goal is to use crisis communications and tactics to save lives and resolve crisis incidents while avoiding unnecessary risk to officers, citizens, victims, and others.

In 2025, VHNT responded to over 20 VSWAT call-outs in which team members engaged in crisis communications to help bring a safe resolution to these critical incidents. POSPD VHNT members completed 60 hours of training, in addition to attend the NTOA Crisis Communication Conference. POSPD HNT Team Leader is an instructor for the NTOA.



# WORKFORCE EXCELLENCE

## POLICING ASSESSMENT

In 2020, Port of Seattle commissioners voted to hire an outside consultant to review policing practices within the Port of Seattle Police Department. The final selection was a team with 21CP Solutions. As pulled from the 21CP Solutions business page:

*"21CP Solutions helps cities and communities effectively tackle the challenges of delivering safe, effective, just, and constitutional public safety services in the 21st Century. We empower communities across the country to develop and implement equitable and integrity-driven public safety – grounded in building trust and strengthening relationships."*

The assessment conducted was a collaborative approach, involving Police Department members, Port of Seattle stakeholders, and community members. There were eight sections involved with the assessment: training and development, general recommendations, use of force, advocacy recommendations, diversity in recruitment and hiring, mutual aid recommendations, oversight/accountability/equity and civil rights, and budget/roles and equipment. Each of these sections had subject matter experts from the Police Department providing greater insight and understanding. More important, in each of these sections, members of our community and stakeholders participated, providing valuable feedback. The collaborative approach allowed us to discover ways

we could improve our services as a department.

At the conclusion of the assessment, 21CP Solutions provided the Police Department with 52 recommendations. The recommendations brought forward will help ensure the Police Department continues to provide exceptional service to the community, while always striving for our vision, "the nation's finest port police."

The Police Department continues to be proactive in the implementation of the 52 recommendations provided by the 21CP Solutions assessment conducted in 2021. To validate that the recommendations were being properly implemented, the Port Commission approved a contract with 21CP to review and evaluate such recommendations. By the end of 2023, 21CP reviewed 20 recommendations (37% percent of the total recommendations) and found that 19 of the 20 recommendations had been satisfactorily met. After completing the next review in early 2024, 21CP Solutions' report indicated that 27 of the 52 recommendations (or 52%) had been implemented.

By early 2025, 21CP validated 75% implementation. By the end of 2025, the final 15 recommendations had been reviewed or implemented. The next review period is scheduled for early 2026 with the goal of validating 100% of the recommendations. The process continues to be a collaborative approach, and the Police Department is on track to have all 52 recommendations implemented and validated by the end of 2026.

## RECRUITING

The Port of Seattle Police Department ramped up recruiting efforts through the creation of a dedicated recruitment team. This highly dedicated, eight-member team helped POSPD recruit and hire 15 officers in 2025. The goal of the Port of Seattle Police Department Recruitment Plan is to attract the highest qualified individuals to pursue a career with the Port of Seattle Police Department. The vision is to develop a team that is fully staffed, maintains national standards of professional law enforcement, mirrors the diversity of its community, and increases trust and credibility for the law enforcement profession.

In addition, detectives have conducted numerous thorough background checks on applicants, to ensure new hires model POSPD values and will truly contribute to the team.



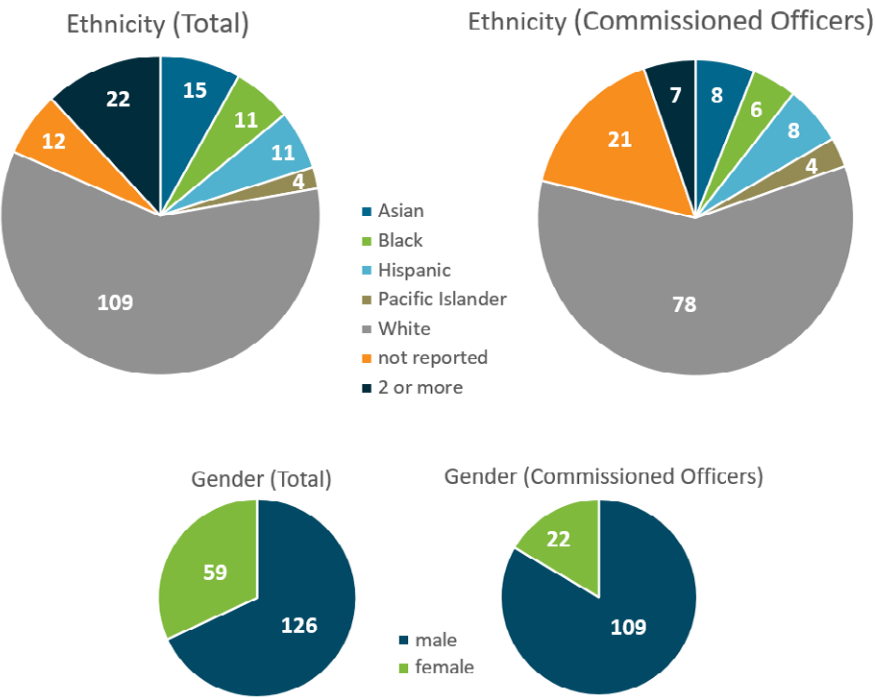
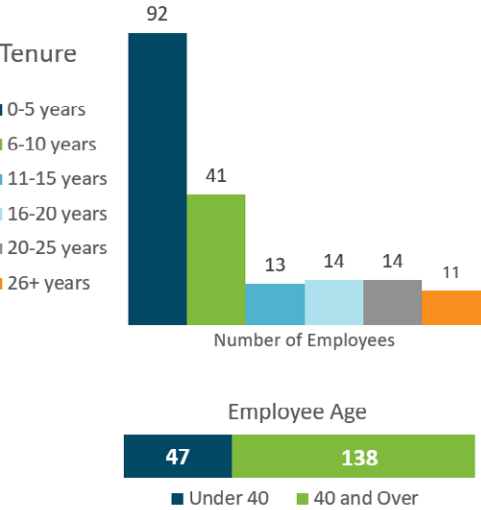
# STATISTICS

## DEPARTMENT DEMOGRAPHICS (2025)

### Department Demographics (2025)

**185 employees\***

133 Commissioned personnel  
52 Non-Commissioned personnel



## STAFFING — FILLED POSITIONS FOR 2025



### Officers

- 1 chief
- 3 deputy chiefs
- 8 commanders
- 20 sergeants
- 106 police officers

### Communications

- 1 communications manager
- 4 communications supervisors
- 20 communications specialists

### Support

- 1 police records manager
- 1 non-sworn administrative supervisor
- 1 sr. administrative assistant
- 1 administrative assistant
- 1 mental health professional
- 11 police specialists
- 16 traffic support specialists

## PROMOTIONS

- Nick Jensen – promoted to Commander
- Chris Schoenberg – promoted to Sergeant
- Ryan Bemis – promoted to Sergeant
- Nick Blevins – promoted to Sergeant
- Casey Emly – promoted to Sergeant
- Aleksandr Ignatov - promoted to Sergeant
- Kristin Drake – promoted to Communications Supervisor

## AWARDS

**2025 Officer of the Year:** Emily Leavengood

**2025 Non-Sworn Employee of the Year:** Brenda Neigel-Britt

**Spirit of the Vision:** Ashley Lamb

**Soldiers of the Mission:**

- Saadia Fadil
- Viktoriya Shook
- Josh Landers
- Tygh Hollinger







**PORT OF SEATTLE  
COMMISSIONERS**

Ryan Calkins

Sam Cho

Fred Felleman

Toshiko Hasegawa

Hamdi Mohamed

**EXECUTIVE DIRECTOR**

Stephen P. Metruck

Port of Seattle

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July 2026