

**From:** [Boatright, Rebecca](#)  
**To:** [Best, Carmen](#); [Cordner, Lesley](#)  
**Subject:** FW: Decl- Oftelie  
**Date:** Thursday, April 30, 2020 10:57:45 PM  
**Attachments:** [Decl- Oftelie.docx](#)

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And, here's the draft of Antonio's. He is standing by.  
Lesley, I'm running on fumes at this point, so I'll work on yours first thing tomorrow morning.

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**From:** Boatright, Rebecca  
**Sent:** Thursday, April 30, 2020 9:31 PM  
**To:** Cowart, Kerala T <Kerala.Cowart@seattle.gov>  
**Subject:** Decl- Oftelie

Here is this one, as well.... Kathy's talking to Wexler tomorrow morning, so hopefully I'll get that mid-day.

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UNITED STATES DISTRICT COURT  
WESTERN DISTRICT OF WASHINGTON  
AT SEATTLE

UNITED STATES OF AMERICA,	)	
	)	
Plaintiff,	)	No. 12-CV-1282 (JLR)
	)	
vs.	)	DECLARATION OF ANTONIO OFTELIE
	)	
CITY OF SEATTLE,	)	
	)	
Defendant.	)	
	)	

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ANTONIO OFTELIE states the following:

- 1) I am over the age of 18 and am competent to testify. I make the following declaration based upon my personal knowledge.
- 2) I am the Executive Director of the Leadership for a Networked World at Harvard University. I hold a fellowship with the Technology and Entrepreneurship Center at Harvard, and am a member of the faculty of the Harvard John A. Paulson School of Engineering and Applied Sciences.
- 3) I hold a Bachelor of Science degree in Management and Ethics from Crown College and a Masters of Public Administration with a Business and Government Policy concentration from Harvard University, where I focused my studies on leadership,

1 finance, and public policy at the Harvard Kennedy School, and on strategic management,  
2 technology, and innovation at the Harvard Business School. I also hold a Doctorate in  
3 Law and Policy from Northeastern University, where my studies and research focused on  
4 constitutional and administrative law, technology and society, and institutional  
5 transformation.

6 4) In my faculty position at Harvard, I conduct research, teach, and advise on how law,  
7 policy, and technology can be aligned to create exceptional environments for  
8 organizational innovation and adaptation.

9 5) Through the School of Engineering and Applied Sciences, I am responsible for the  
10 Leadership for a Networked World program – an applied research and advisory program  
11 that helps leaders across industries and disciplines improve outcomes and value through  
12 organizational transformation. This program comprises, in part, a series of Public Sector  
13 for the Future programs – a series of invitation-only summits across public sector  
14 disciplines that is dedicated to helping leaders at the highest levels improve outcomes and  
15 value through organizational transformation.

16 6) One of these summits is the Public Safety Summit, which convenes chiefs of police,  
17 sheriffs, and public safety officials to learn about and identify innovative operating  
18 models, share strategies for adopting emergent technologies, and gain leadership insights  
19 on improving organizational culture, stakeholder engagement, and public trust.

20 7) Over the past several years, along with members of the Seattle Police Department's  
21 senior command team, including both Chief Carmen Best and former Chief Kathleen  
22 O'Toole, as well as civilian directors of strategy and legal affairs, have become regular  
23 participants and presenters at the Public Safety Summit, as are often members of the

1 Department of Justice's Civil Rights Division. Chief Best, additionally, serves as a  
2 member of the Summit's Executive Leadership Team.

3 8) Through these collaborations, I have become familiar with the work that has been  
4 undertaken by the SPD both in connection with its consent decree obligations and in its  
5 demonstrated cultural transformation, in terms of its commitment to community  
6 engagement, to its own critical internal investigation and review processes, and to a  
7 comprehensive, data-driven and analytical approach to advancing public safety and its  
8 own organizational integrity.

9 9) The SPD's accomplishments under its consent decree and its leadership are not only  
10 recognized by national and international leaders as a benchmark for organizational  
11 reform, but serve as well as a foundation for continued study and learning in the area of  
12 organizational transformation. Of note, the SPD's path to its finding of full and effective  
13 compliance with its consent decree, and the leadership strategies underlying its  
14 transformation, are the basis for a case study now pending publication for use in Harvard  
15 Business School advanced classes and seminars well into the coming years.

16 I declare under penalty of perjury under the laws of the State of Washington that the foregoing is  
17 true and correct.

18 DATED this 10<sup>th</sup> day of March, 2020, at Naples, \_\_\_ County, Florida.

19 \_\_\_\_\_  
20 KATHLEEN O'TOOLE