



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, August 9, 2022

9:30 AM

Council Chamber, City Hall
600 4th Avenue
Seattle, WA 98104

Lisa Herbold, Chair
Andrew J. Lewis, Vice-Chair
Teresa Mosqueda, Member
Sara Nelson, Member
Alex Pedersen, Member

Chair Info: 206-684-8801; Lisa.Herbold@seattle.gov

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SEATTLE CITY COUNCIL
Public Safety and Human Services Committee
Agenda
August 9, 2022 - 9:30 AM

Meeting Location:

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

Committee Website:

<http://www.seattle.gov/council/committees/public-safety-and-human-services>

This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Submit written comments to Councilmember Herbold at Lisa.Herbold@seattle.gov

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

(20 Minutes)

D. Items of Business

1. [Appt 02321](#) **Reappointment of Carlene M. Comrie as member, Seattle Fire Code Advisory Board, for a term to May 14, 2023.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

2. [Appt 02322](#) **Reappointment of Kevin Marr as member, Seattle Fire Code Advisory Board, for a term to August 14, 2023.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

3. [Appt 02323](#) **Reappointment of Chris Todd as member, Seattle Fire Code Advisory Board, for a term to August 14, 2023.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

4. [Appt 02324](#) **Reappointment of Tara L. Henriksen as member, Seattle Fire Code Advisory Board, August 31, 2024.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

5. [Appt 02325](#) **Reappointment of Amy Liu as member, Seattle Fire Code Advisory Board, for a term to September 23, 2024.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

6. [Appt 02326](#) **Reappointment of Rae Anne Rushing as member, Seattle Fire Code Advisory Board, for a term to March 31, 2024.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

7. [Appt 02327](#) **Reappointment of Fritz Chess as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

8. [Appt 02328](#) **Reappointment of Kurt Howell Lustig as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

9. [Appt 02329](#) **Reappointment of Hugo Sotelo as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

10. [Appt 02330](#) **Appointment of Ricky Campbell as member, Seattle Fire Code Advisory Board, for a term to 3 years from Council confirmation.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

11. [Appt 02331](#) **Appointment of Shawn Wood as member, Seattle Fire Code Advisory Board, for a term to 3 years from Council confirmation.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1 - 11)

Presenters: Assistant Chief Timothy Munnis and Ken Brouillette,
Seattle Fire Department

12. [Appt 02332](#) **Appointment of Gino Betts Jr. as Director of the Office of Police Accountability, for a term to December 31, 2022.**

Attachments: [Appointment Packet](#)

Briefing and Discussion (20 minutes)

Presenter: Legal Counsel and Chief Administrative Officer Jeremy Racca, Mayor's Office

13. **Human Services Department Financial Improvement Plan**

Supporting Documents: [Presentation](#)

Briefing and Discussion (30 minutes)

Presenters: Acting Director Tanya Kim and Joseph Kasperski, Human Services Department

14. **Seattle Police Department Staffing Update**

Supporting Documents: [Presentation](#)

Briefing and Discussion (30 minutes)

Presenter: Greg Doss, Council Central Staff

15. [CB 120389](#) **AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; modifying a proviso in the 2022 Budget by amending Ordinance 126589; creating positions in the Seattle Department of Human Resources to assist with recruitment to the Seattle Police Department; modifying appropriations in the 2022 Budget by amending Ordinance 126490; authorizing a hiring incentives program in the Seattle Police Department; and ratifying and confirming certain prior acts.**

*Supporting
Documents:*

[Summary and Fiscal Note](#)

[Central Staff Memo](#)

[SPD Recruitment and Retention Plan](#)

[Amendment 1](#)

[Amendment 2](#)

Briefing, Discussion, and Possible Vote (30 minutes)

Presenters: Interim Chief Diaz, Brian Maxey, and Angela Socci, Seattle Police Department; Greg Doss, Council Central Staff

E. Adjournment



Legislation Text

File #: Appt 02321, **Version:** 1

Reappointment of Carlene M. Comrie as member, Seattle Fire Code Advisory Board, for a term to May 14, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Carlene M. Comrie</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Service Industry Representative</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>5/16/2020</i>	Term of Position: * <i>5/15/2020</i> to <i>5/14/2023</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Leschi</i>	Zip Code: <i>98144</i>	Contact Phone No.:
Background: <i>The Services Industry representative on the Fire Code Advisory Board represents retail, wholesale, entertainment, restaurants, nightclubs, and hotels. Ms. Comrie is co-owner of the local Seattle restaurant Taste of the Caribbean and the night club Red Lounge. She is also the Director of Global Quality and Regulatory Compliance for Phillips. Ms. Comrie has a Bachelor of Science degree in Chemistry and a Masters of Business Administration degree. Her familiarity with Regulatory Compliance, along with her role as a local restaurant and night club owner, make her a particularly good fit to continue as the Services Industry representative on the Fire Code Advisory Board.</i>		
Authorizing Signature (original signature): Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.

CARLENE M COMRIE

EDUCATION

BABSON COLLEGE, F.W. OLIN GRADUATE SCHOOL OF BUSINESS, Wellesley, MA
Master of Business Administration, May 2010.

UNIVERSITY OF WESTERN ONTARIO, London, Ontario Canada
Bachelor of Science in Chemistry, June 1996.

EXPERIENCE

- TASTE OF THE CARIBBEAN/ RED LOUNGE**, Seattle, WA 2013 - Present
Co-Owner
- PHILIPS ELECTRONICS NA**, Bothell, WA 2015 - Present
Director Global Compliance
- PHILIPS ELECTRONICS NA**, Bothell, WA 2014 - 2015
Director Regulatory Affairs (Emergency Care and Resuscitation)
- PHILIPS ELECTRONICS NA**, Andover, MA 2010 - 2013
Director QA and Regulatory Compliance for Patient Care & Clinical Informatics (PCCI)
- Ensure strategic alignment of quality activities between global business units to create a common quality management system direction for the business group.
 - Provide leadership to all business locations to ensure product quality and quality system compliance to ISO 13485 and FDA Quality System Regulation (21 CFR 820), Environmental compliance to ISO 14001, Canadian CMDCAS, Japan PAL regulation and all other worldwide medical device quality and environmental regulations.
 - Provide leadership and oversight to business Q&R to ensure ongoing quality management system compliance, as measured by key performance indicators and audit (external and internal) results.
 - Lead quality system improvement initiatives within business group including standardization of key processes.
 - Provide operational support to business group supply chain, including support for manufacturing, supplier management, logistics and M&A integration.
 - Interface with BU/BL Q&R management to address product quality and regulatory compliance issues and requirements.
 - Identify and implement best practices between all locations to improve efficiency without risking compliance.
 - Develop and implement a compliance strategy and Internal Audit program that ensures that PCCI businesses are compliant to regulatory requirement.
 - Conduct due diligence inspections for potential mergers and acquisitions to ensure PCCI is fully aware of the regulatory compliance status of targeted company(s).
 - Change and thought leader that champions quality management system and product quality improvement.
 - Provide compliance expertise and guidance, including: information, opinion and interpretation to entire business.
 - Create a quality community within the business group.
 - Analyze data for trends and recommend preventive actions as necessary.
 - Lead quality system management reviews.

BOSTON SCIENTIFIC CORPORATION, Natick, MA

2006- 2010

Sr. Quality Systems Manager (2008 – Present)

- Responsible for managing a team of eleven with four direct reports.
- Provide leadership in quality assurance and regulatory compliance on departmental or cross-functional initiatives.
- Apply sound, systematic problem-solving methodologies in identifying, prioritizing, communicating, and resolving quality issues.
- Provide direction, coaching, and mentoring on quality and regulatory compliance to departmental, functional, site and divisional personnel.
- Manage the implementation of process controls, and CAPA systems designed to meet or exceed internal and external requirements.
- Identify and manages the implementation of effective quality systems to support the development, qualification, and on-going manufacturing of products.

Global Regulatory Compliance Auditor (2006 – 2008)

- Supported third-party audits, subject matter expert training and other initiatives which increased Boston Scientific's corporate-wide FDA readiness.
- Performed as auditor and lead auditor for Corporate audits of manufacturing sites and focused Quality System topic audits for medical devices and combination products.
- Identified best practices and highlighted in audit reports systemic areas for improvement within the organization.
- Communicated FDA responses and associated commitments throughout Boston Scientific.
- Facilitated FDA re-inspection readiness and general audit preparedness.
- Provided assistance to sites during regulatory inspections as Field Corporate Audit Support Representative.
- Developed audit document templates for agendas and report formats utilizing FDA QSIT technique, international standards (e.g. EN ISO 13485:2003) and other applicable regulations.

ABBOTT LABORATORIES, Abbott Park, IL

2004-2006

Corporate Inspection Administrator

- Consulted and advised division on regulatory policies and quality related issues.
- Managed the inspection process, developed inspection strategy, delivered Audit Preparedness training.
- Conducted internal and supplier audits for the division.
- Served as point of contact during regulatory and non-regulatory inspections for the division.
- Creates and implements the inspection strategy for all regulatory and non-regulatory inspections.
- Facilitated and/or supported 40+ Regulatory and non-regulatory inspections on a yearly basis.
- Coordinated the organization response to all audit observations as well as facilitated the response process.

AVENTIS BEHRING L.L.C, Kankakee, IL

1999–2004

Quality Systems Engineer/Validation Specialist/ Auditor

- Responsible for reviewing change control documentation for compliance to cGMP regulations, federal guidelines and industry standards.
- Reviewed and executed validation protocols.
- Conducted internal and supplier audits.
- Supervised and trained all contractors associated with projects.

NOVEX PHARMA, Richmond Hill, ON, Canada

1997 – 1999

Calibration Engineer

- Supported the laboratory, R&D and production by ensuring instrumentation/equipment were calibrated and maintained per schedule.

SPECIAL INTEREST

- Tae Kwon Do • Traveling • Reading • Music

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding Diversity Chart number (1 through 9)

**G List gender, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02322, **Version:** 1

Reappointment of Kevin Marr as member, Seattle Fire Code Advisory Board, for a term to August 14, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Kevin Marr		
Board/Commission Name: Seattle Fire Code Advisory Board		Position Title: Fire Protection Industry Representative
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>mm/dd/yy.</i>	Term of Position: * 8/15/2020 to 8/14/2023 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood:	Zip Code: 98424	Contact Phone No.: [REDACTED]
Background: <p>Mr. Kevin Marr has 35 years of experience in the fire protection industry. He is currently the design and operations manager at one of the largest regional fire protection companies. He has experience with commercial, industrial, and residential projects including High-rise Office and Residential Towers. Mr. Marr is a member of the National Fire Protection Association (NFPA), National Fire Sprinkler Association (NFSA), the NFSA Engineering and Standards Committee, and the International Code Council (ICC). He holds several certifications including a Washington State certificate of competency/fire protection sprinkler systems, a National Institute for Certification in Engineering Technologies (NICET) Level IV in Fire Protection Engineering Technology Water-Based Systems Layout, and is an NFPA Certified Fire Protection Specialist.</p>		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

*Term begin and end date is fixed and tied to the position and not the appointment date.

Kevin Marr

Design & Operations Manager
Patriot Fire Protection, Inc.

Education

Associate in Engineering
Technology – Highline College
Phi Theta Kappa

Professional Certifications



NFPA Certified Fire
Protection Specialist
#3437



NICET Level IV – Fire
Protection Engineering
Technology #73839



Professional Memberships

National Fire Protection
Association (NFPA)
National Fire Sprinkler
Association (NFSA)
NFSA Engineering and
Standards Committee
International Code Council
(ICC)

Work History

June 1984 to 1990
Wormald Fire Systems
Tacoma, WA
1990 to September 1993
Grinnell Fire Protection
Tacoma, WA
October 1993 to present
Patriot Fire Protection, Inc.
Tacoma, WA

Professional Profile

Kevin has over 32 years of experience in the fire sprinkler system industry including design, estimating, project management, and operations management. As the Design & Operations Manager for Patriot Fire Protection, Inc., Kevin supervises all of the project designers, project managers, and two field labor superintendents working in the Tacoma office. With his knowledge and experience, Kevin is actively involved during pre-construction services and design-build projects for clients. Kevin has also been a member of the National Fire Sprinkler Association Engineering and Standards Committee since 2009.

Experience

Supervision and Management of Employees
Pre-construction and Design Build Projects
Estimating, Budgeting, & Project Management
Commercial, Industrial, and Residential Projects
High-rise Office and Residential Towers
Layout and Design of Water Based Fire Protection Sprinkler Systems

- Wet Pipe Sprinkler Systems
- Dry Pipe Sprinkler Systems
- Pre-action Sprinkler Systems
- Deluge Sprinkler Systems
- Standpipe Systems
- Fire Pump Systems

Skills

Proficient in MS Office programs
Communication Skills – write and speak effectively, good listener
Interpersonal Skills – understanding, supportive, team player
Problem Solving – able to gather appropriate information to negotiate and resolve problems or disputes
Organizational Skills – detailed oriented, planner, sets goals, and meets deadlines

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

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6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

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*D List the corresponding Diversity Chart number (1 through 9)

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RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02323, **Version:** 1

Reappointment of Chris Todd as member, Seattle Fire Code Advisory Board, for a term to August 14, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Chris Todd		
Board/Commission Name: Seattle Fire Code Advisory Board		Position Title: Port of Seattle Representative
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>mm/dd/yy.</i>	Term of Position: * 8/15/2020 to 8/14/2023 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood:	Zip Code: 98321	Contact Phone No.: [REDACTED]
Background: <p>Mr. Chris Todd currently serves as the Port of Seattle Marine Maintenance Department Administrative Electrical Crew Chief. In his role at the Port of Seattle, Mr. Todd uses direct knowledge of City of Seattle and State of Washington codes to evaluate and develop policies and programs to ensure compliance and safety in a workplace impacted by multiple regulatory jurisdictions. He is a journey-level electrician with more than a decade of experience in many different types of facilities. The Port of Seattle, through its representative Mr. Christopher Todd, is looking forward to continuing the long and productive collaboration between the City of Seattle and the Port of Seattle on safety, fire prevention, and code development that occurs through the Seattle Fire Code Advisory Board's work.</p>		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

*Term begin and end date is fixed and tied to the position and not the appointment date.

CHRIS TODD

████████████████████ ♦ ████████████████████ ♦ ████████████████████

PROFESSIONAL SUMMARY

Experienced and effective crew chief with a wide variety of craft and Port systems knowledge to effectively work in this position. Action-oriented with a positive work ethic and attitude.

SKILLS

Safe worker

Organized

Detail oriented

Knowledgeable in craft

Teacher to other workers

Process driven

Strong customer focus

Budget minded

Team player

Effective communicator

WORK HISTORY

Administrative/Safety Electrical Crew Chief, 06/2016 to Current

Port of Seattle – Seattle, WA

- Keep electrical crew in compliance with safety procedures, and safety standards
- Keep electrical crews safety equipment up to date with all inspections and in good working order
- Produce an electrical safety budget that can be presented to the Safety manager for acceptance
- Work with management and electrical crew chiefs to get the needed safety training scheduled
- Work with other crafts where needed for safety compliance
- Draft documentation and produce records on electrical safety
- Interpret drawings, wiring diagrams, and written specifications on project requirements for project management and engineers.
- Perform regular site safety inspections
- Establish and maintain effective relationships with internal and external customers

North End Electrical Crew Chief, 12/2008 to 06/2016

Port of Seattle – Seattle, WA

- Supervision of crew members of the electric shop
- Ensured that the crew is working safe and efficiently
- Coached and developed crew members in the electrical trade
- Filled in as backup General Foreman since April of 2010
- Prioritizing of open jobs and workloads
- Collaborate with many departments of the Port of Seattle including but not limited to engineering, Port Construction Services, Project Management, facility operations staff and other crews of Marine Maintenance.
- Effective and in depth knowledge of Maximo for time entry, job tracking, ordering of materials, and verifying workload
- LEAN/CPI process participant, I Trained with Alaska Airlines personnel on LEAN.
- Have been involved with process improvement of multiple systems used in the shop. Including Maximo work flow, Akwire, hand held devices, and PM structuring.
- Responsible for updates and closeout procedure for jobs as they were completed
- Effectively managed the proper use of overtime/double time of the crew on jobs where needed.
- Estimate and judge feasibility of jobs for us to perform where needed
- Frontline Supervision graduate

Electrical Journeyman, 09/2005 to 12/2008

Port of Seattle – Seattle, WA

- Met with Crew Chief on daily basis to receive and give feedback on job assignments
- Put together extensive parts lists/requests for jobs I had been assigned
- Prepared or went over job hazard analysis to ensure a safe work environment
- Involved in multiple negotiations of Port of Seattle Electrician contracts
- Had the role of the shop steward
- Created Medium voltage switching order documentation to create a safe 4,160 volt-26,000 volt working environment.
- Performed maintenance, troubleshooting, and repair tasks on electrical systems throughout the marine maintenance facilities
- Responded to emergency calls any time of day or night for power outages, broken equipment, flooded vaults/substations, and boat hookups/disconnects all across the Port of Seattle facilities.
- Have a working knowledge of the National Electric code
- Interacted with tenants and facilities staff to discuss job and offer quality customer service.

Electrical Apprentice, 07/2000 to 09/2005

JATC – Seattle/Renton, WA

- Port of Seattle : 2005-2005
- H & M Electric : 2004-2005
- Plateau Electric : 2002-2004
- Port of Seattle : 2000-2002
- Learned how to install per National Electric Code
- Effective time management while on the job
- Learned to install Duct Bank runs
- Learned medium voltage switching
- Learned AC/DC electric theory
- Learned to do tenant improvements
- Learned fire alarm systems
- Learned control circuit install and troubleshooting
- Learned maintenance of electrical components

Lamper/Utility worker, 11/1999 to 07/2000

Port of Seattle – Seattle, WA

- Managed my time and self-motivated to keep jobs moving forward
- Changed lamps at all of the Port of Seattle owned facilities
- Interacted with tenants, customers, and management of facilities visited
- Kept inventory of lamps needed for jobs and ordered needed lamps
- Reported progress every day to the crew chief of the electric shop

EDUCATION

Journeyman O1 Electrical License: Graduated: 2005

JATC/South Seattle Community College - Seattle/Renton, WA

Technical Associates Degree: Electro Mechanical Industrial Maintenance Technician , Graduated: 1998

Clover Park Technical School - Lakewood, WA

Seattle Fire Code Advisory Board

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- 15 Mayor- appointed

Roster:

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6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text


File #: Appt 02324, **Version:** 1

Reappointment of Tara L. Henriksen as member, Seattle Fire Code Advisory Board, August 31, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Tara L. Henriksen		
Board/Commission Name: Seattle Fire Code Advisory Board		Position Title: Chemical Engineer
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	Date Appointed: 9/1/2021	Term of Position: * 9/1/2021 to 8/31/2024 <input type="checkbox"/> Serving remaining term of a vacant position
Residential Neighborhood: Seattle	Zip Code: 98125	Contact Phone No.: [REDACTED]
Background: Dr. Tara Henriksen holds a doctorate in chemical engineering. Dr. Henriksen has direct knowledge of many relevant areas regulated by the Seattle Fire Code, including combustible liquids, fuel dispensing facilities, and flammable finishes. She is a certified fire and explosion investigator who evaluates and analyzes chemical processes, heat transfer, and fire dynamics to investigate and prevent industrial fires and accidents. Dr. Henriksen brings a successful track record working on technical boards, including serving on the two National Fire Protection Association (NFPA) technical committees: Hydrogen Technology (2010) and Vehicular Alternative Fuel Systems (2010-present). She is also a member of the International Association of Arson Investigators, the National Association of Fire Investigators, and a senior member of the American Institute of Chemical Engineers.		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

*Term begin and end date is fixed and tied to the position and not the appointment date.



Doyen Consulting LLC.

Tara L. Henriksen, Ph.D., PMP, CFEI, CFI

Executive Director, Chemical Engineering

SUMMARY

Dr. Tara Henriksen is a project director and engineering consultant who leads multidisciplinary teams of scientists and engineers on product development projects, failure analysis projects, and fire and explosion investigation and testing. She has industry expertise working with clients in raw material production, chemical, consumer product, pharmaceutical, food and beverage, wood processing and oil and gas industries. She specializes in the evaluation of engineering and safety issues related to hazardous materials accidents, chemicals, manufacturing & processing technology. She specializes in large chemical process failures and has provided expert testimony on issues related to self-heating, spontaneous combustion, equipment failure, fire investigation, explosion investigation, and accidental chemical releases. She holds a Ph.D. from the University of Utah in Chemical Engineering, B.S. in Mathematics and an A.S. in Chemistry.

Dr. Henriksen is also a Certified Fire and Explosion Investigator (CFEI) and Certified Fire Investigator (CFI) who uses her knowledge of fire dynamics, heat transfer, fluid mechanics, chemistry and chemical engineering in conducting fire origin and cause investigation and explosion testing and analysis. Her investigations involve the evaluation and analysis of chemical processes and industrial equipment, dust explosions, vapor cloud explosions, and accidental chemical releases. Her research and testing expertise has included explosion testing using high order explosives, spontaneous combustion testing, dryer testing, hot particle ignition testing, and chemical composition testing.

As a process safety expert, Dr. Henriksen has applied her knowledge of engineering to conduct safety audits of processing operations, field operations, process hazard analysis (PHA), layer of protection analysis (LOPA), and risk assessment for processes and products. Dr. Henriksen also investigates and opines on issues related to patent infringement and design defect. She has also consulted as a product development expert on global product development efforts within the US and China, and provided overall program strategy on product development, management of product risk, and resolution of regulatory compliance issues.

Dr. Henriksen's doctoral research encompassed the study of hydrocarbon pool fires, inverse diffusion flames, premixed flames and laminar diffusion flames. She gained expert knowledge in the application of laser diagnostics in combustion reaction, refractive index determination, and the evaluation of puffing frequency of pool fires. Dr. Henriksen has expertise conducting small and large-scale fire and explosion testing of products and evaluating combustions processes using flow visualization and design software.

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EDUCATION AND REGISTRATIONS

Doctor of Philosophy, Chemical Engineering, University of Utah, 2007

Bachelor of Science, Mathematics, University of Utah, 2003

Associate of Science, Chemistry, University of Utah, 2003

EIT Certification, State of Illinois, No. 061.033904

Certified Fire and Explosion Investigator, NAFI, No. 14035-7798

Hazardous Waste Operations and Emergency Response (HAZWOPER) Certification, IESMC

Emergency Response Certification, Fire Investigation 1A, IESMC

DOT HM-126F Hazardous Materials Certification, DOT

Fundamentals of Process Safety Certification, ASME

Certified Project Management Professional (PMP), PMI

PROFESSIONAL EXPERIENCE

Doyen Consulting LLC, 2016- current

Project Director. Conducts failure analysis, root cause analysis, fire and explosion testing and analysis. Provides consultation on product development, regulatory compliance, testing requirements, design solutions, and discovering root causes of failures. Duties include drafting code language on committees at the federal and state level. Investigations involve the evaluation and analysis of chemical processes and industrial equipment, dust explosions, vapor cloud explosions, and accidental chemical releases. Additional duties include equipment commissioning, energy efficiency analysis, and design modification recommendation. Research and testing expertise includes explosion testing using high order explosives, spontaneous combustion testing, hot particle ignition testing, and chemical composition testing. Applies knowledge of chemical engineering to conduct safety audits of processing operations, field operations, process hazard analysis (PHA), layer of protection analysis (LOPA), and risk assessment for processes and products. Responsible for designing and implementing internal audit programs, leading teams of engineers and project managers in achieving regulatory compliance and internal testing objectives. Partners with senior management in conducting investigative research into a client's business processes to identify bottlenecks and improve product/program efficiency.

Nytec, Inc. 2016

Director of Strategic Projects. Responsible for leading a global product development program in collaboration with the General Manager, Design Director and Director of Sales. Responsible for driving operational level team processes that determined how projects were managed, and which tools were used by the design and engineering teams to ensure that projects were delivered on time and on budget. Provided daily direction with a 'from the ground up' management style for quality control and internal audit activities related to achieving customer and regulatory compliance with ASTM, IEEE, & ANSI standards. Product portfolio included: drug and vaccine

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carriers, consumer wearable electronics, design of a research and testing facility for zero G testing, and a passive consumer electronics monitoring system.

CASE Forensics Corporation, 2010 to 2016

Principal Engineer/Project Manager. Evaluated engineering and safety issues related to hazardous chemical accidents and chemical technology. Conducted fire origin & cause and explosion analysis using knowledge of fire dynamics, heat transfer, fluid mechanics, chemistry, and chemical engineering. Applied knowledge of chemical engineering to investigate and prevent accidents. Specialized in the evaluation of engineering and safety issues related to hazardous chemicals accidents and chemical technology. Conducted investigations involving the evaluation and failure analysis of chemical processes and industrial equipment, spontaneous combustion, dust explosions, vapor cloud explosion and accidental chemical releases, as well as design defect and patent infringement. Conducted peer review of technical reports for junior engineers and served as a mentor to junior engineering staff. Built a book of business as a self-starting entrepreneur.

AICHE, 2009 to Present

Program Director, National Safety Coordinator. The competition involves innovative chemically-powered cars designed by student teams from colleges and universities across the United States. Dr. Henriksen is responsible for enforcing the safety standards of the program, drafting and reviewing job safety analysis (JSA) templates from entrants, testing student's core engineering competency, evaluating the hazards inherent in design, and updating competition safety standards as appropriate.

Exponent FAA, 2008 to 2010

Engineering Consultant. Applied knowledge of chemical engineering principles to chemical processing, forensics and product liability cases. Specialized in origin and cause evaluation as it applied to the chemical processing industry. Analyzed engineering and safety issues related to hazardous chemical accidents and chemical technology against industry standards. Conducted investigations involving the evaluation and failure analysis of chemical processes and industrial equipment, dust explosions, and chemical releases. Research expertise included the optimization of chemical process operations, process hazard analysis (PHA), layer of protection analysis (LOPA) and risk assessment. Served as a project manager on several origin and cause investigations, where she managed schedule, cost, personnel, and quality of deliverables. Clients included BP, Dow Chemical, Chevron, Nova Pharmaceuticals & others.

University of Utah, 2004 to 2007

Graduate Research Assistant. Researched the study of hydrocarbon pool fires, inverse diffusion flames, premixed flames, and laminar diffusion flames. Specialized in the application of laser diagnostics in the analysis of combustion reactions, refractive index, and the evaluation of the puffing frequency of pool fires. Utilized laser-induced incandescence to study soot concentration, and laser induced fluorescence to study the location of the reaction zone relative

Last modified: April 2017

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Doyen Consulting LLC.

to soot sheets in turbulent pool fires. Experienced with designing and conducting small and medium scale fire tests and evaluating combustion processes using flow visualization and design software.

National Science Foundation, 2001 to 2003

Research Analyst. Forged a collaboration between the Cystic Fibrosis Foundation and the University of Utah Math Department to model complex systems, analyze system dynamics and survival probabilities for patients with CF. Tested the accuracy of the single year assessment of the health of patients with CF by validating 5 dependent variables.

TEACHING EXPERIENCE

ChFE 3353 Fluid Mechanics, University of Utah, Fall 2006

Teaching Assistant. This class comprised an introduction of fluid statics; application of conservation of mass, energy, and momentum to basic fluid mechanics problems; introduction to compressible flow, potential flow, boundary layer and dimensional analysis.

ChFE 6353 Fluid Mechanics, University of Utah, Fall 2005

Teaching Assistant. This course provided an introduction to tensor analysis and derivation of governing partial differential equations. Solution of problems in Newtonian, laminar, incompressible flow are taught. Advanced experience on problems of potential flow, turbulence, non-Newtonian flow, and compressible flow.

Engineering Matters, Youth Education, Summer 2005, Summer 2006

Professor. The goal of this course was to learn about engineering as a career. Students were taught basic engineering principles; electricity, electrolysis, forces of gravity and drag, energy, chemical properties, and safety. They were educated about the various career paths in engineering, and were exposed to civil, mechanical, electrical, chemical and environmental engineering subjects, activities and demonstrations.

PUBLICATIONS

Lewis, K.H., Murphy, D.M., Scheiff, S., Henriksen, T., “Fish Tank Heater Fire Analysis, 14th International Fire and Materials Conference Proceedings, May 2015, pg. 946-956.

Henriksen, T. “Clinical Trials within the U.S. – Skin Transplants (burns). Encyclopedia of Stem Cell Research, 2nd Edition. (2015)

Henriksen, T. “University of Washington.Hutchinson Cancer Center,” Encyclopedia of Stem Cell Research, 2nd Edition. (2015)

Henriksen, T. “Tragic Chemical Accidents, Combustible Dust Hazards,” American Chemical Society, ACS Webinar, September 2014.

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Way, P. , Henriksen, T. , “An Assessment of the Ability of Light Bulbs to Ignite Various Types of Cardboard, ” Fire and Materials, 12th International Conference, January 2011.

Lewis, K., Biggerstaff, N., Henriksen, T., “Case Study: Safety device failure results in tanker BLEVE,” Mary Kay O’Connor Process Safety Center International Symposium, p. 560, October 2010.

Henriksen T.L., Nathan G.J., Alwahabi Z.T., Qamar N., Ring T.A., Eddings E.G. "Planar Measurements of Soot Volume Fraction and OH in a JP-8 Pool Fire." Combustion and Flame, 156 (7), 1480-1492, 2009.

Henriksen T.L., Nathan G.J., Ring T.A., Eddings E.G. "Puffing Frequency and Soot Extinction Correlation in JP-8 and Heptane Pool Fires." Combustion Science and Technology, 180 (4) 699-712, 2008.

Henriksen T.L., Nathan G.J., Alwahabi Z.T., Spinti J., Smith P.J., Eddings E.G. "Soot Volume Fraction from Extinction in JP-8 and Heptane Pool Fires." 4th Australian Conference on Laser Diagnostics in Fluid Mechanics and Combustion, The University of Adelaide, South Australia, December 7-9, 2005.

PRESENTATIONS

“The CHEME Car Competition: Furthering Undergraduate Education in Process Safety.” AICHE National Meeting, Salt Lake City, Utah, 2010

“Determination of Soot Refractive Index as a Function of Height in an Inverse Diffusion Flame.” 5th US Combustion Meeting, Western States Section of the Combustion Institute, San Diego, CA. 2007.

“Soot Volume Fraction from Extinction in JP-8 and Heptane Pool Fires.” WSS/CI Fall Meeting, Stanford, CA. 2005.

SOCIETIES AND MEMBERSHIPS

Project Management Institute, 2016-present

Seattle Fire Code Advisory Board, City of Seattle, 2015-present

NFPA 2 Hydrogen Technology Committee Member, 2010-2014

NFPA 52, Vehicular Natural Gas Fuel Systems Code, Committee Member, 2014-current

American Institute of Chemical Engineers (AIChE)

International Association of Arson Investigators (IAAI)

National Association of Fire Investigators (NAFI)

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02325, **Version:** 1

Reappointment of Amy Liu as member, Seattle Fire Code Advisory Board, for a term to September 23, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Amy Liu</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Marine Industry Representative</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>2/1/2021</i>	Term of Position: * <i>9/24/2021</i> to <i>9/23/2024</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Magnolia</i>	Zip Code: <i>98199</i>	Contact Phone No.:
Background: <p><i>Ms. Liu has been a tremendous asset to the Seattle Fire Department and the Fire Code Advisory Board during her first term. Ms. Liu has been involved in the marine industry for over ten years and we believe her to be the first and only female certified Marine Chemist in the country. She currently serves as an NFPA certified Marine Chemist for Sound Testing. Ms. Liu gained her NFPA certification in 2007 after achieving her Master of Science degree in Environmental Health from the University of Washington in 2006 and her Bachelor of Science in Chemistry from Seattle University in 2003. Ms. Liu is also certified as a Shipyard Competent Person (SCP) and teaches SCP and Hazardous Waste Operations and Emergency Response (HAZWOPER) courses for the maritime industry.</i></p> <p><i>Ms. Liu has extensive knowledge of NFPA standards and has over 2,000 certificates issued. Some of her duties as an NFPA certified Marine Chemist include inspection and certification during confined space entry and/or ship repair in accordance to NFPA and OSHA regulations. Since 2016, Ms. Liu has served as an OSHA Outreach Trainer at the University of Washington instructing courses on OSHA policies, procedures, and standards for the maritime industry. She is also a member of the federal Maritime Advisory Committee for Occupational Safety and Health (MACOSH) and locally volunteers with the Puget Sound Shipbuilders Association (PSSA) and the Society of Port Engineers of Puget Sound (SOPE).</i></p> <p><i>Ms. Liu works professionally with many different ship repair yards and companies in Seattle and the Puget Sound area that are directly impacted by the Seattle Fire Code on a daily basis. Her considerable experience in the marine industry and as a NFPA certified Marine Chemist in Seattle make her a strong fit to continue to represent the Marine Industry on the Fire Code Advisory Board.</i></p>		
Authorizing Signature (original signature): Date: <i>3/9/2022</i>	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

*Term begin and end date is fixed and tied to the position and not appointment date.

Amy Liu

Experience

NFPA Marine Chemist

2007-Present

Sound Testing, Inc. [REDACTED]
[REDACTED]

Duties as a NFPA certified Marine Chemist include inspection and certification during confined space entry and or ship repair in accordance the National Fire Protection Association (NFPA) and Occupational Safety & Health Administration (OSHA) regulations. I have over 2,000 NFPA certificates issued. Sound Testing, Inc. has been servicing the maritime industry since 1979. The company performs inspections for workers' safe entry and work as well was fire prevention and explosion dangers. Many contractors also use our services to avoid similar hazards in underground tanks, shore tanks and pipelines in the general industry.

- Testing for oxygen content in the atmosphere, concentrations of flammable materials, and toxic materials from previous cargoes as well as visual inspections of the areas.
- Inertions: Introducing inert media into confined spaces such as tanks or piping, which may contain fuel, during hot work repairs.
- Assign specific designations to areas in accordance with the National Fire Protection Association Standards.
- Communicate with workers as an independent-third party so workers may be confident that this space is safe to enter, and is free of fire or explosion dangers.
- Personal sampling of employee exposures to airborne hazards such as total particulate and respirable dust, lead in paint dust, silica, Portland Cement as recommended by NIOSH and ACGIH.
- Chlorination and purification of potable water systems on marine vessels.
- Hydraulic and lubricating oils contamination by solid particles ISO & NAS analysis and water content analysis.
- Recommend and assign engineering controls, respiratory protection and other personal protective equipment based on inspection of spaces and hazards.
- Administer Quantitative Fit tests for respiratory protection.
- Instruct Shipyard Competent Person (SCP) Courses and Hazardous Waste Operations and Emergency Response (HAZWOPER) courses for the maritime industry.
- Safety Consulting: Site Safety Plan development, environmental & industrial hygiene consulting.

University of Washington OSHA Outreach Trainer

2016-Present

Instruct OSHA courses for the University of Washington covering OSHA policies, procedures, and standards for the maritime industry.

Shipyard Competent Person

2003-2007

Sound Testing, Inc. Duties as a Shipyard Competent Person included working in local ship repair yards including Todd Pacific Shipyards, and Foss Maritime's health and safety departments. The role of the Shipyard Competent person is to recognize and evaluate worker exposures to hazardous substances and other unsafe conditions.

Education

National Fire Protection Association

2007

Marine Chemist Certificate No. 706

University of Washington

2006

Master of Science Degree: Environmental Health: Industrial Hygiene

Seattle University

2003

Bachelor of Science Degree: Chemistry

Volunteer

Maritime Advisory Committee Occupational Safety & Health (MACOSH)

Puget Sound Shipbuilders Association Member

Society of Port Engineers Member

My name is Amy Liu. I'm applying to join the Fire Code Advisory Board (FCAB) to represent the marine industry. I am a life-long resident of Seattle and work in the maritime industry around the city. I work as a Marine Chemist for Sound Testing, Inc. which has provided fire and explosion prevention services since 1979. As a local Marine Chemist, I regularly advise and communicate with many maritime industry people in the Port of Seattle and the Puget Sound area.

As the first and only female certified Marine Chemist in the country I have a responsibility and commitment to furthering women in the trades and other traditionally male-dominated industries-

My personal goal is to improve communication in every aspect of my work life. I believe that bringing people together to deal with important topics such as public safety will build stronger ties and a stronger community.

On the national level I am currently on the federal Maritime Advisory Committee for Occupational Safety and Health (MACOSH). This committee advises the Secretary of Labor on maritime industry concerns. This is a great opportunity for me to bring Seattle and Puget Sound concerns to the national level and vice versa. Building this important bridge could keep our local industry personnel current with maritime information from around the country.

On the local level I also volunteer with groups such as including the *Puget Sound Shipbuilders Association (PSSA)* and the *Society of Port Engineers of Puget Sound (SOPE)*. These organizations bring together many maritime interests to share information and work constructively together. I have served on the SOPE Board of Governors several times and in 2015 was the Board Chair.

I am also an instructor for the University of Washington's continuing education program of OSHA outreach courses. This is a further opportunity to connect with managers from many maritime companies around the Puget Sound.

On a personal note, my husband is on the governing board of the non-profit group *Interlm CDA*. The two of us volunteer our time and resources to this group that acts as advocates for the International District, Asian, Pacific Islander and Immigrant communities in the region. (One of the focuses of this non-profit is building affordable housing in the city.)

My job as a Marine Chemist allows me to interact with many maritime companies and travel to different facilities. I work at small boat yards that repair small fish boats, larger shipyards that work on factory fish processors, cruise ships, military shipyards, and in port facilities. Having access to many different work environments gives me a broad perspective of the different practices and procedures that companies follow.

As a member of the Fire Code Advisory Board my maritime experiences, and community support will add a unique aspect to the Board and will support in the creation robust policies. This can be a great opportunity to bridge together a national committee, local industry, non-profit groups and the community with the important changes and information the Fire Code Advisory Board distributes. Thank you for considering my application. Attached is a copy of my resume. Please feel free to contact me with any questions.

Sincerely,
Amy Liu

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text



File #: Appt 02326, **Version:** 1

Reappointment of Rae Anne Rushing as member, Seattle Fire Code Advisory Board, for a term to March 31, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Rae Anne Rushing</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Mechanical Engineers</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>mm/dd/yy.</i>	Term of Position: * <i>4/1/2021</i> to <i>3/31/2024</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Ravenna</i>	Zip Code: <i>98115</i>	Contact Phone No.: 
Background: <p>Ms. Rushing has 30+ years of experience as a professional mechanical engineer. She is currently the Principal Engineer at Rushing, a Seattle-based mechanical engineering, electrical engineering, and sustainability consulting firm, whose clients have included Sound Transit East Link in Bellevue, Waterfront Seattle, Fauntleroy Apartments, King County Housing Authority, and the University of Washington.</p> <p>Ms. Rushing is a licensed professional engineer, and holds a LEED AP, Building Design and Construction credential. In addition to her service on the Seattle Fire Code Advisory Board, Ms. Rushing is affiliated with several civic and standards bodies, including:</p> <ul style="list-style-type: none"> • Cascadia Green Building Council • Clinton Global Initiative Member • Workforce Development Council 		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.



PROFESSIONAL PROFILE

Rae Anne Rushing, P.E., LEED® AP BD+C
Principal

REGISTRATIONS

Professional Engineer, Mechanical; WA, MT, AZ
LEED® AP BD+C

EDUCATION

B.S. Mechanical Engineering;
University of Washington 1988

YEARS OF EXPERIENCE

Twenty-six

AFFILIATIONS

Clinton Global Initiative (CGI) Member
Clinton Climate Initiative (CCI) Energy Efficiency Building Retrofit Program (EEBRP)
American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
Cascadia Green Building Council
United States Green Building Council (USGBC)
CCAB Fire Code Advisory Board, City of Seattle
International Code Council
National Association of Industrial and Office Properties (NAIOP)
Northwest Energy Efficiency Council (NEEC)
Workforce Development Council
YWCA Peer Board Member

REFERENCES

Rick Fria, [REDACTED]
The Fria Company
Jack Avery, [REDACTED]
Sellen
Barbara Moffat, [REDACTED]
Hatchmott/Jacobs/HNTB

EXPERTISE

Rae Anne brings energy, expertise and passion to every aspect of Rushing. Her primary focus is strategic pre-construction planning and financial management of the engineering and construction of new and existing projects. She is committed to making cost and constructability information available early in the development and design process, so that important decisions can be based upon full and informed analysis. With more than 26 years in the industry in key principal leadership and pre-construction roles, Rae Anne understands the necessity of getting clients into their facility on time and in budget, without disruption to their workflow.

SELECT EXPERIENCE

Sound Transit EastLink *Bellevue, Washington*

This project involves six Sound Transit at-grade and aerial stations and one above-ground 5-story garage. Rushing is providing Mechanical, Electrical, Plumbing and Fire Protection full design services. The Stations involved in the project include East Main, South Bellevue, Hospital, Bellevue Transit Center, 120th and 130th.

Waterfront Seattle *Seattle, Washington*

This project involves eight distinct project Areas of Work. Rushing is providing Mechanical, Electrical, Plumbing and Fire Protection design services supporting kiosk, utility support services, and building services design. The Areas of Work involved include Promenade, Seneca Street, Union Street, Union Street Pier, Overlook Walk, Pier 62/63, Swimming Pool Barge and Pike Market Garage.

Metropolitan Park East & West Miscellaneous TIs *Seattle, Washington*

The two-tower, Brookfield Office Properties-managed Metropolitan Park office campus is the Seattle home of a number of major technology and medical firms. To bring mechanical, electrical and plumbing systems up to date and ensure offices suit the needs of these highly specialized clients, Rushing is providing a range of services for ongoing tenant improvement including MEP design and peer review, site investigations and bid procurement. Projects include workspaces, conference centers and a facility-wide building management system (BMS) upgrade.

To date, Rushing has provided tenant improvement for the following clients:

Group Health	Virginia Mason
Facebook	HBO
Splunk	University of Washington

Fauntleroy Apartments *Seattle, Washington*

The project consists of a mixed use, multifamily development bounded by SW Alaska St, SW Edmunds ST, Fauntleroy Way and 40th Ave SW in West Seattle with the following programmatic components:

- 382 residential units
- 70,000 SF of retail with a grocery store as an anchor tenant.
- Two levels of below grade parking

Rushing scope includes full MEP design.

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text


File #: Appt 02327, **Version:** 1

Reappointment of Fritz Chess as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Fritz Chess</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Manufacturing Industry Representative</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	Date Appointed: 6/1/2022	Term of Position: * 6/1/2022 to 5/31/2025 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Queen Anne</i>	Zip Code: <i>98118</i>	Contact Phone No.: 
Background: <p>Mr. Chess is the founder and R&D lead for Eden Labs, which specializes in the design, manufacture, research and development of a wide range of botanical extraction equipment.</p> <p>Mr. Chess has over two decades experience with engineering and manufacturing extraction equipment across multiple industries and processes, such as CO2 extraction, light hydrocarbon extraction, and ethanol extraction/distillation. These manufacturing processes have very different requirements for safety, handling, and ventilation. Mr. Chess’s wide knowledge base will be helpful to the Fire Code Advisory Board’s work on the Seattle Fire Code. He holds a dual bachelor’s degree in Communication Journalism and Science, and currently has four patent applications pending for various CO2 extraction processes and equipment.</p>		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.



Objective

It is my mission to educate and empower the industry with best practices in extractions, processing, and policy development by providing comprehensive insight on CO₂, ethanol, and light hydrocarbon extraction processes. I intend to utilize my extensive experience in engineering and operating extraction and distillation systems to inform rules, regulations, and legislation.

Education

Antioch College 1982

Dual BA, Communication Journalism and Science, 1982

Experience

Founder, Owner and R&D Director Fall, 1995-Present

Eden Labs LLC, Seattle, WA

- Designs and develops all extraction and distillation equipment in Eden Labs product line
- Initiates and oversees experimental projects, process development, and system development
- Manages the R&D team: Leads weekly meetings, develops SOPs, compiles weekly progress reports for the CEO
- Encourages and inspires passion for innovation and exploration throughout Eden Labs
- Guides Eden Labs into new markets
- Leads education initiatives for Eden Labs employees, industry members, legislators, authorities and the general public on equipment, processes, chemical safety and best practices

Speaking Engagements and Publications

- 1990-19930, Spoke on the methods and philosophies of forest preservation high schools, colleges, and corporations. Topic: Forest preservation
- April, 2015, Speaker at the National Algae Association. Topic: Using Supercritical CO₂ Extraction to process nutritional algae
- Interviewed as an expert in extraction by Puget Sound Business Journal, Yahoo News, AlJazeera, Marijuana Venture, and more

Organization Affiliations and Activism

- Seattle Fire Code Advisory Board Member 2016 to present
- Forest preservation activist in multiple organizations.
- Successfully lobbied to Congress for more laws to be passed to better protect U.S. forests, Tongass Forest Protection Act
- Sustaining Member of the National Cannabis Industry Association (NCIA), Marijuana Policy Project (MPP), Students for Sensible Drug Policy (SSDP)
- Member of People for Puget Sound that work to preserve and purify the Puget Sound

Noteworthy Inventions and Innovations

- Invented the Coldfinger extraction process that rendered the soxhlet model obsolete
- Initiated four patents on various CO₂ extraction processes and equipment (currently pending)



Industry Involvement

- **Nutraceutical Industry**
- **Natural Medicine**
- **Flavoring Industry**
- **Perfume Industry**
- **Biofuel Industry**
- **Forest products**
- **Plastics and recycling**
- **Rubber Industry**
- **Fishing Industry**
- **Dairy Industry**
- **Beverage Industry**
- **Water Remediation Industry**
- **Cannabis Industry**

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

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6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
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2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	9	4			1	1	1			10								
Council																		
Other																		
Total	9	4			1	1	1			10								

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02328, **Version:** 1

Reappointment of Kurt Howell Lustig as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Kurt Howell Lustig</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Labs/Research Representative</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	Date Appointed: 6/1/2022	Term of Position: * 6/1/2022 to 5/31/2025 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Queen Anne</i>	Zip Code: <i>98119</i>	Contact Phone No.:
Background: <p>Mr. Lustig has more than 20 years of experience in the area of life sciences, biotechnology, and vivarium settings, including facility operation and design. He is currently the senior manager of preclinical Operations and Translational Pharmacology at Kineta, Inc. In this role he chairs the company’s Environmental Health and Safety committee, the Institutional Biosafety committee, and is the point person for the National Institutes of Health (NIH), the DEA, and USDA/APHIS inspectors.</p> <p>In addition to his work in the biotechnology sector, Mr. Lustig volunteers at the ROOTS (Rising Out of the Shadows) Young Adult Shelter and is in the process of becoming a CASA (Court Appointed Special Advocate) volunteer.</p> <p>Seattle has a vibrant laboratory and biotechnology industry and effective representation for the sector is essential to the work of the Seattle Fire Code Advisory Board. Mr. Lustig’s background, knowledge, and engagement make him an excellent candidate for the Research/Labs position.</p>		
Authorizing Signature (original signature): Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.

Kurt Howell Lustig

Kineta Inc.



Professional Experience

2017-Present **Associate Director; Preclinical Operations and Translational Pharmacology;** *Translational Pharmacology and Development, Kineta Inc., Seattle Washington*

2015-2017 **Senior Manager; Preclinical Operations and Translational Pharmacology;** *Translational Pharmacology and Development, Kineta Inc., Seattle Washington*

2013-2015 **Principal Research Associate / Vivarium Operations Manager;** *Translational Pharmacology and Development, Kineta Inc., Seattle Washington*

- Perform and/or manage IND-enabling pharmacokinetic, pharmacodynamic and toxicology studies for lead candidate small molecules in both non-human primate (NHP) and rodents and related assays to evaluate drug levels and biomarkers; Audit off-site CRO translational pharmacology studies
- Manage a team of research associates for the translational pharmacology and development group
- Assist and collaborate with other internal groups and programs to help facilitate carrying out in vivo studies and associated assays
- Develop models as well as design and perform POC in vivo studies for Kineta research programs
- Manage Kineta's Animal Facility and Institutional Animal Care and Use Committee (Chair); deliver animal use training sessions; Chair/manage Environmental Health and Safety for company; Chair/manage company Institutional Biosafety Committee; Group and team meeting presentations

2012-2013 **Associate Scientist, Preclinical Biology and In Vivo Pharmacology,** *VLST Corp., Seattle Washington*

2006-2011 **Senior Research Associate II, Preclinical Biology and In Vivo Pharmacology,** *VLST Corp., Seattle Washington*

- Evaluate biologic-based therapeutic candidates in numerous inflammation/autoimmune disease models including: CIA, CAIA, IDDM, EAE, SLE, IBD, EAMG, DTH, immune-complex peritonitis, airway hyperresponsiveness, acute lung injury, and other immunologically relevant models
- Develop and perform *ex vivo* assays including ELISA and Meso-Scale Discovery (MSD) based formats to evaluate and characterize biologic therapeutics such as fusion proteins and monoclonal antibodies
- Perform and/or manage pharmacokinetic, pharmacodynamic and toxicology studies for lead candidate biologics in both non-human primate (NHP) and rodent and carry out related assays to evaluate drug levels and biomarkers
- Manage/audit off-site CRO studies for Preclinical group; GLP / Non-GLP NHP and rodent
- Develop NHP model and train CRO personnel in specialized techniques
- Develop and maintain preclinical documents for IND-enabling studies including drafting protocols, study documentation, data analysis, and assistance in report writing
- Develop humanized mouse models (hu-NSG-PBL, xenogeneic GvHD) and initiate studies to assess human therapeutic potency in a murine/human chimera
- Carry out cloning and site-directed mutagenesis for affinity maturation of lead therapeutic candidates
- Other responsibilities include: Act as liaison for animal facility and VLST IACUC; deliver animal use training sessions, serve as Biological Safety Officer; manage health and safety issues within Preclinical group and animal facility; group and team meeting presentations

- 2005-2006 **Research Consultant**, Natestch Pharmaceutical Company Inc., Bothell Washington
- Trained personnel in *in vivo* dosing and modeling techniques
 - Trained personnel in cellular and molecular biology techniques
 - Designed, established and initiated *ex vivo* studies to screen siRNA candidates for virus knock-down efficiency
 - Established BL2 protocols for Influenza A virus use in *in vivo* and *in vitro* settings
- 2001-2005 **Senior Research Associate**, Targeted Genetics Corporation, Seattle Washington.
- Developed models for both systemic and local delivery of gene therapy based products and initiated *in vivo* studies to assess efficacy and biodistribution of adeno-associated viral (AAV) RA and hemophilia A and hemophilia B therapeutics using mouse and rat models
 - Performed research for the characterization of *in vivo* gene expression (tissue-associated and secreted proteins) delivered by different AAV serotypes, following different routes of administration in rats and mice
 - Designed and initiated studies characterizing gene expression in conjunction with proteasome inhibiting, and absorption enhancing compounds; assessed the mechanism of action of the gene therapy based products in both *in vivo* and *in vitro* systems as means of better understanding and improving the current product
 - Managed off-site *in vivo* portion of academic projects at the University of Pennsylvania and University of Michigan; generated data from said projects and assessed efficacy in periodontal and atherosclerotic disease models
 - Coordinated and managed off-site transgenic mouse colony
 - Managed and supervised multiple lab and support personnel
- 2000-2001 **Research Associate**, Northwest Biotherapeutics/Northwest Hospital Dept. of Molecular Medicine, Bothell Washington.
- Developed and performed protocols for primary simian cell isolation and culture
 - Developed protocols for isolation and culture of simian B cells and dendritic cells for *ex vivo* therapies
 - Other responsibilities included: Setting up and training personnel for new BL2 suite at new biotechnology company, establishing safety and laboratory maintenance protocols; Maintained collaboration between Northwest Biotherapeutics and Northwest Hospital Dept. of Molecular Medicine
- 1998-2000 **Research Technologist II**, University of Washington, Department of Pathobiology / Washington National Primate Research Center
- Established protocols for peptide conjugation techniques, animal models for systemic and local induction of vaccine and assays to assess conjugation and vaccine potency
 - Designed, established and initiated *in vivo* studies using an anti-peptide mucosal immunity approach with HIV-1 peptides conjugated to Cholera Toxin and mutant heat-labile enterotoxin
 - Established modified BL2 animal procedures for group and used BL3 routinely for isolations of PBMC's from HIV and SIV infected blood
 - Generated large-scale preparations of vaccinia virus stocks
- 1993-1998 **Research Associate**, University of South Dakota, Department of Anatomy and Structural Biology
- Conducted research project comparing and mapping similarities and differences of the organizational features of mammalian and non-mammalian cortex and subcortical motor systems
 - Excised and prepared turtle and rat brains for intracellular cell filling and anterograde tract tracing; Performed retrograde injections of neurons in both mammalian and reptilian models
 - Established and initiated immunohistochemistry protocols for live and fixed cells and carried out data collection using photo microscopy utilizing SEM, confocal microscope and Nomarski optics

- Performed research projects studying cardiac function relating to disease states, specifically myocyte shape and structure remodeling
- Designed, established and initiated studies utilizing enzymatic isolation of cardiac myocytes from chicken and turtle hearts. Developed techniques for collecting hemodynamic data using Millar catheter and ultrasound technology
- Performed NHP *in vivo* perfusions/fixations

Other training and skills

- Training in electron (TEM and SEM) and light microscopy including photomicrography
- BSL3 facility and modified BSL2 animal room training
- University certified programs of instruction: Principles of Radiation Protection, Blood borne Pathogen Exposure Control, Managing Laboratory Chemicals/Spill Clean-up, Animal Use Training Session-Mouse, Animal Use Training Session-Rat

Education

1994 Bachelor of Science, Psychology/ Chemistry minor
University of South Dakota, Vermillion

1995 Graduate studies in Structural Biology
University of South Dakota, Vermillion

Continuing education:

- Practical Toxicology Course in Drug Development, University of Wisconsin, 2008
- American Association of Immunologists, Basic Immunology Course, 2009
- Federation of Clinical Immunology Societies Annual Meeting, Vancouver, BC, 2012

Publications / Abstracts

P. Probst, R.A. Salmon, A. McNabb, M. Diegel, **K.H. Lustig**, A.R. Posey, S.R. Wiley, D.L. Bienvenue, A. Kaykas, C.A. Smith, T. M. Foy. Signal regulatory protein alpha as a novel therapeutic target for the treatment of Fcγ receptor-mediated inflammatory diseases. *Eur. J. Immunol.* Manuscript submitted, 2012.

M. L. Scalley-Kim, B. W. Hess, R.L. Kelly, A.R. Krostag, **K.H. Lustig**, J. S. Marken, P. J. Owendale, A.R. Posey, P. J. Smolak, J.D. Taylor, C.L. Wood, D. L. Bienvenue, P. Probst, R.A. Salmon, D.S. Allison, T.M. Foy, C.J. Raport. A novel highly potent therapeutic antibody neutralizes multiple human chemokines and mimics viral immune modulation. *PLoS One.* 7(8):e43332, 2012

J.A. Cirelli, C.H. Park, K. MacKool, M. Taba Jr, **K.H. Lustig**, H. Burstein and W.V. Giannobile. AAV2/1-TNFR:Fc gene delivery prevents periodontal disease progression. *Gene Therapy.* 16, 426–436, 2009.

Z. Sandalon, E.M. Bruckheimer, **K.H. Lustig**, H. Burstein. Long-term Suppression of Experimental Arthritis Following Intramuscular Administration of a Pseudotyped AAV2/1-TNFR:Fc Vector. *Molecular Therapy.* 15, 264–269, 2007.

T. Stepan, Z. Sandalon, **K. Lustig**, H. Burstein. Improving the stability of Ad-AAV hybrid vectors. ASGT meeting 2006.

Z. Sandalon, **K. Lustig**, H. Burstein. Suppression of Inflammation Following Intramuscular Administration of Pseudotyped AAV-TNFR:Fc Vectors in a Rat Model of Arthritis. ASGT meeting 2006.

M. Talba Jr., H.H. Huffer, C.H. Shelburne, J.M. Kriegel, S.A. Goldstein, **K.H. Lustig**, H. Burstein, W.V. Giannobile. Gene Delivery of TNFR:Fc by Adeno-Associated Virus Vector Blocks Progression of Periodontitis. *Molecular Therapy* 11, S262, 2005

D. Zhu, **K.H. Lustig**, K. Bifulco, J. Keifer. Thalamocortical connections in the pond turtle *Pseudemys scripta* elegans. *Brain Behav Evol.* 65(4):278-92, 2005.

Z. Sandalon, **K.H. Lustig**, H. Burstein. Long-Term Expression of Soluble TNFR:Fc Protein Following Multiple Administrations of AAV-TNFR:Fc Vector Pseudotyped with Capsids of Alternate Serotypes. ASGT meeting 2004.

Z. Sandalon, **K.H. Lustig**, H. Burstein. Suppression of Inflammation in a Rat model of Arthritis Following Intramuscular Administration of AAV-TNFR:Fc Vector Pseudotyped with AAV type 1 Capsid. ASGT meeting 2004.

Z. Sandalon, E.M. Bruckheimer, **K.H. Lustig**, L.C. Rogers, R.W. Peluso, H. Burstein. Secretion of a TNFR:Fc fusion protein following pulmonary administration of pseudotyped adeno-associated virus vectors. *J Virol.* 78(22): 12355-65, 2004.

K.H. Lustig, D. Martin, E.J. Kelly, C. Lynch, R. Peluso, H. Burstein. Long Term Expression of Human Factor IX Following Gene Transfer to the Lungs Utilizing AAV Vector Serotypes 2 and 5. ASGT meeting 2003.

E.J. Kelly, D.R. Jacobson, S.L. Dekker, S.G. Godwin, M. Lippa, **K.H. Lustig**, L. Rogers, Z. Sandalon, T. Stepan, S.A. Thompson, H. Burstein, R.W. Peluso, C.M. Lynch. Transcriptional Activity of Recombinant AAV-FVIII Vectors for Gene Therapy of Hemophilia A. ASGT meeting 2003.

Faquin L., M.R. McNelis, **K. Lustig**, A.M. Gerdes. Hyperplasia and hypertrophy of chicken cardiac myocytes during posthatching development. *Am J. Physiol.* 273: R518-R526, 1997.

K.H. Lustig, A.M. Gerdes, J.M. Capasso. Characterization of enzymatically isolated myocytes from the turtles, *Chrysemys Picta*. *Comp. Biochem. Physiol.* 115B: 475-464, 1996.

- **References upon request**

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RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text


File #: Appt 02329, **Version:** 1

Reappointment of Hugo Sotelo as member, Seattle Fire Code Advisory Board, for a term to May 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Hugo Sotelo		
Board/Commission Name: Seattle Fire Code Advisory Board		Position Title: Major Institutions Representative
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	Date Appointed: 6/1/2022	Term of Position: * 6/1/2022 to 5/31/2025 <input type="checkbox"/> Serving remaining term of a vacant position
Residential Neighborhood: Auburn	Zip Code: 98002	Contact Phone No.: <div style="background-color: black; width: 100px; height: 15px;"></div>
Background: <p>Mr. Sotelo currently works for Seattle Children’s Hospital as the fire and life safety manager. He previously worked for the University of Washington Medical Center where he is responsible for maintaining, testing and inspecting fire protection systems throughout the facility. Mr. Sotelo has also served as Fire Prevention Officer for the City of Bellevue where he performed inspections for fire code compliance as well as investigations into the cause and origin of fires.</p> <p>Mr. Sotelo holds several professional certifications including:</p> <ul style="list-style-type: none"> • International Code Council (ICC) International Fire Code Fire Inspector (Level 2); • Certified Fire Investigator; • National Institute for Certification in Engineering Technologies (NICET) Inspection and Testing for Water Based Systems (Level 3). <p>The Major Institutions representative on the Seattle Fire Code Advisory Board was created to provide major institutions including hospitals and universities a role in the development of the Seattle Fire Code, as the fire code can have significant impacts on these types of facilities. Mr. Sotelo’s current role in the Seattle Children’s Hospital allows him to provide insights from both the hospital and the university perspectives with respect to fire code compliance, and he has been a valuable addition to the Board.</p>		
Authorizing Signature (original signature):  Date: 3/9/2022		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

*Term begin and end date is fixed and tied to the position and not the appointment date.

Hugo Sotelo

Objective

Dynamic professional with extensive experience in fire & life safety. Oversight of fire protection systems & components for the University of Washington Medical Center. Ensure code compliance & coordinate fire system inspection & testing according to the local authority having jurisdiction & governing agency standards. Expertise in overseeing daily operations, writing comprehensive reports, creating budgets, managing, developing & implementing emergency life safety plans. Utilize superb analytical skills and technical knowledge to conduct comprehensive risk assessments. Superb leadership, communication & interpersonal skills to develop excellent relationships with members of the community; excel in challenging & highly stressful environments.

Professional Accomplishments

University of Washington Medical Center Manager Of Operations

- Manage Fire Alarm Technicians
- Construction Design Review for Healthcare Occupancy
- Oversee Fire Protection Equipment Testing
- Environmental Tours per The Joint Commission
- Fire & life safety risk assessments
- Regulatory Compliance documentation oversight
- Emergency management team member & Decon responder
- EPA Method 9 Generator Testing
- UWMC Liaison to the Seattle Fire Department
- Utility Shutdown Coordinator

Bellevue Fire Department Fire Prevention Officer

- Perform & evaluate fire prevention measures per the International Fire Code.
- Community involvement, outreach & education.
- Letter of Commendation by Fire Chief Mark Risen
- Fire investigator determine origin & cause.
- Scheduled & perform extensive fire code training

<http://www.seattletimes.com/seattle-news/i-had-to-get-them-out-of-there-fire-inspector-riding-burning-bus-on-i-405-goes-into-action/>

Local 699 Fire Sprinkler Fitter Associations Journeyman Fire Sprinkler Fitter

- Strategically scheduled testing to minimize customer impact.
- Maintained a high level of professionalism & quality of work.
- Construction Forman & supervised journey level Fire Sprinkler Fitter's & apprentices during construction phases

Seattle Fire Code advisory Board Member

2016 - Current

2018 - Vice Chair

Employment History

2013 - 2015 & 2016 to Current

Manager Program Operations

University of Washington Medical Center

2015 - 2016

Fire Prevention Officer

Bellevue Fire Department

2000 - 2013

Journey Fire Sprinkler Fitter

UA Local 699

Education & Certification

2001 - 2007

Journey level Fire Sprinkler Fitter apprenticeship program, South Seattle vocational college

- International Code Council Fire Inspector level 2
- National Institute For Certification in Engineering Tech. Level 3 Inspection & testing water based fire protection systems
- Certified Fire Investigator Certification
- IAAI 2015 Fire Investigator Conference Certification for Basic Fire Investigation
- NFPA Certified Life Safety Specialist For Health Care
- University of WA Supervisory Skills Certification
- Texas A&M Engineering Extension service/FEMA WMD/Terrorism Awareness for Emergency Responders
- Emergency Management Institute FEMA Certification

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	9	4			1	1	1			10								
Council																		
Other																		
Total	9	4			1	1	1			10								

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02330, **Version:** 1

Appointment of Ricky Campbell as member, Seattle Fire Code Advisory Board, for a term to 3 years from Council confirmation.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Ricky Campbell</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Martin Luther King County Labor Council Representative</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	Date Appointed: <i>mm/dd/yy.</i>	Term of Position: * N/A to 3 years from Council confirmation
Residential Neighborhood:	Zip Code: <i>98387</i>	Contact Phone No.: [REDACTED]
Background: <i>Mr. Campbell brings a strong background in the fire protection industry as well as participation in organized labor representing sprinkler fitters in UA Local 699. He is a member of the State Building Code Council Fire Code Advisory TAG, which participates in the development of the State Fire Code.</i> <i>The M. L. King County Labor Council, through its representative Mr. Ricky Campbell, is looking forward to continuing the long and productive collaboration between the City of Seattle and the M. L. King County Labor Council on safety, fire prevention, and appropriate code development that occurs through the Seattle Fire Code Advisory Board's work.</i>		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not appointment date.



RICKY CAMPBELL

Sprinkler Fitter

PROFILE

Licensed Sprinkler Fitter, with a passion for fire and live safety and the industries ever-changing technologies. Over the course of my career I have been responsible for taking care of Highrise Buildings, Hospitals, Schools, Stadiums, Server Farms, Industrial Businesses, Apartments to Single Family Homes.

I hold certificates with:

- Washtenaw Community College
UA Instructor program
- UA Star Sprinkler Mastery
12279287
- NICET – Inspection and testing water-based systems II 130511
(in the process of renewal)
- ASSE 15010 – 36807
- Washington State
Journey Level Fitter
Certification 2929-1011-EG

CONTACT

PHONE:



EMAIL:



HOBBIES

Amateur radio
Steel Challenge
Hunting & Fishing

EDUCATION

South Seattle Community College (Seattle & Vicinity Sprinkler Fitters – Apprenticeship Program)

April 2006 to May 2011

Finished at the top of my class and won the district 5 apprentice competition

Washtenaw Community College (United Association Instructor Training Program)

2014 to 2018

I have completed UA instructor program 2018

WORK EXPERIENCE

UA Local 699 – Field Representative

January 2018 - Present

Increase market share for UA Local 699

Support membership, help state-county-city AHJ's with code compliance. Establish public awareness for fire sprinklers, and promote job opportunities in the fire sprinkler industries

South Seattle Community College – Instructor

September 2014 – Present (part time Job)

Instructor for the Seattle & Vicinity Sprinkler Fitters program

Mckinstry Co. - Sprinkler Fitter

April 2010 – January 2018

Installation of new fire sprinkler systems, modify existing fire sprinkler systems. Inspection, testing and maintenance of fire sprinkler systems.

Anderson Magruder Co. – Sprinkler Fitter/Apprentice

September 2006 – March 2010

Installation of new fire sprinkler systems, modify existing fire sprinkler systems. Inspection, testing and maintenance of fire sprinkler systems.

Cascade Fire Protection – Sprinkler Fitter/Apprentice

April 2006 – September 2006

Installation of new fire sprinkler systems, modify existing fire sprinkler systems. Inspection, testing and maintenance of fire sprinkler systems.

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	9	4			1	1	1			10								
Council																		
Other																		
Total	9	4			1	1	1			10								

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02331, **Version:** 1

Appointment of Shawn Wood as member, Seattle Fire Code Advisory Board, for a term to 3 years from Council confirmation.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Shawn Wood</i>		
Board/Commission Name: <i>Seattle Fire Code Advisory Board</i>		Position Title: <i>Building Owners and Managers Association (BOMA) Representative</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed: <i>mm/dd/yy.</i>	Term of Position: * N/A to 3 years from Council confirmation <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood:	Zip Code: <i>98104</i>	Contact Phone No.: [REDACTED]
Background: Please accept BOMA's endorsement and designation of Shawn Wood as BOMA's representative to the Seattle Fire Department Fire Code Advisory Board replacing Brad Middleton who is retiring soon. Shawn was selected for his many years of experience as a commercial building engineer and for his understanding of building systems, operations and safety issues. In particular, Shawn has extensive experience with fire life safety system and testing. Shawn also interacts through BOMA with many other building managers and engineers and thus has a network of colleagues he can call up to help him represent the industry when developing safety codes and practices. BOMA knows Shawn to be a professional that works well with others and respects the ideas and opinions of others. Shawn will be a very good resource to FCAB (Fire Code Advisory Board).		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date: 3/9/2022		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.



SHAWN WOOD

Senior Chief Engineer

PROFILE

Engineering background includes operations, budgeting, administration, staff development, and quality assurance. I increased efficiency and reduce costs by using my strengths in troubleshooting and problem resolution.

Specialties: Certified to Commission Variable Frequency Drives

Specialties: Problem resolution and Team Building

CONTACT

PHONE:
[REDACTED]

WEBSITE:
<https://www.urbanrengroup.com/>

EMAIL:
[REDACTED]

HOBBIES

Bee Keeping
Cycling
Weight Training
Wood Working

LICENSES & CERTIFICATIONS

- 07 Journeyman Electrician License
- CPR and AED certification
- Certified by OSHA construction Safety and Health
- Certified by OSHA General Industry Safety and Health
- First Aid Certification
- Grade 3 Steam Engineers License
- Refrigeration Operating Engineer License
- Universal Refrigeration Technician License

WORK EXPERIENCE

Urban Renaissance Group Senior Chief Engineer

June 2014–Present
Greater Seattle Area

Able Engineering Chief Engineer

April 2007–June 2014
Greater Seattle Area

Equity Office Properties Operating Engineer

April 2004–April 2007
Greater Seattle Area

EDUCATION

Archrigh

Building Owners & Managers Institute International

Renton Technical College

Seattle Fire Code Advisory Board

15 Members: Pursuant to Ordinance 124707, all members subject to City Council confirmation, 3-year terms:

- 15 Mayor- appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Architect	Vacant				Mayor
6	F		2.	Chemical Engineer	Tara L. Henriksen	9/1/21	8/31/24	4	Mayor
6	F		3.	Mechanical Engineer	Rae Anne Rushing	4/1/21	3/31/24	6	Mayor
6	M		4.	BOMA	Shawn Wood	N/A	3 years from Council confirmation	1	Mayor
			5.	Insurance Industry	Vacant				Mayor
1	F		6.	Marine Industry	Amy Liu	9/24/21	9/23/24	2	Mayor
6	M		7.	Port of Seattle	Chris Todd	8/15/20	8/14/23	2	Mayor
6	M		8.	Manufacturing/ Warehouse	Fritz Chess	6/1/22	5/31/25	3	Mayor
6	M		9.	Research Labs	Kurt Howell Lustig	6/1/22	5/31/25	3	Mayor
6	M		10.	Fire Protection Industry	Kevin Marr	8/15/20	8/14/23	2	Mayor
			11.	Public	Vacant				Mayor
			12.	Public	Vacant				Mayor
6	M		13.	Labor	Ricky Campbell	N/A	3 years from Council confirmation	1	Mayor
3	M		14.	Major Institutions	Hugo Sotelo	6/1/22	5/31/25	3	Mayor
2	F		15.	Services Industry	Carlene M. Comrie	5/15/20	5/14/23	2	Mayor

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	4			1	1	1			10			
Council													
Other													
Total	9	4			1	1	1			10			

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02332, **Version:** 1

Appointment of Gino Betts Jr. as Director of the Office of Police Accountability, for a term to December 31, 2022.

The Appointment Packet is provided as an attachment.

City of Seattle



Director

**Office of
Police Accountability**

**Confirmation Packet
July 28, 2022**

Gino Betts Jr.



July 28, 2022

The Honorable Debora Juarez
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Gino Betts as Director of the Office of Police Accountability.

The materials in this packet are divided into two sections:

A. Gino Betts

This section contains Mr. Betts' appointment and oath of office forms, his resume, his offer letter, and the press release announcing his selection.

B. Background Check

This section contains the report on Mr. Betts' background check.

We cannot have safety without accountability, and our Office of Police Accountability (OPA) is a core component of our efforts to ensure a trusted, effective, and accountable Seattle Police Department (SPD). After a robust national search, I believe we have found the right person to lead OPA, who will bring an independent, determined, and thoughtful approach to police accountability. Gino Betts recognizes the importance of generating public trust by upholding a culture of accountability within the SPD and conducting objective, thorough, and just investigations. He knows the importance of working with our accountability partners to ensure Seattle continues onward in the path toward full and effective compliance with the Consent Decree, and in alignment with our community's values.

Gino brings a wealth of experience as a career public servant. During his time at Chicago's police accountability agency, he participated in a number of high-profile cases, helping secure accountability and expose instances of corruption and misconduct. In one notable case at Chicago's Civilian Office of Police Accountability, the work of his team resulted in action against a corrupt group of officers who extorted residents and falsely arrested those who objected. Due to the work of Gino and his team, several officers were held accountable for misconduct, which ultimately led to conviction overruns for over 200 wrongfully incarcerated community members. Most recently, he served as an Assistant State's Attorney at the Cook County State's Attorney's Office in Chicago with a focus on violent and high-profile felony cases. There, Gino also led the Southside Community Justice Center where he collaborated with community leaders, law enforcement, and elected officials to problem solve local concerns and reduce area violence. Further, he teaches and serves the community through organizational boards and nonprofits, including those focused on safety, diversity in the legal field, and community engagement.

I nominated Gino Betts for the Council's consideration after extensive stakeholder engagement as outlined below. In April of this year, I established an OPA Director Selection Committee, which included two members from the Community Police Commission (CPC), as required by Ordinance 125315.

Selection Committee members included:

- Councilmember Lisa Herbold – Seattle City Councilmember
- Douglas Wagoner - Community Police Commission Co-Chair
- Reverend Patricia Hunter – Community Police Commission Commissioner
- Senator Manka Dhingra – Washington State Senator
- Brian Maxey - Chief Operating Officer for the Seattle Police Department
- Nina Martinez – Board Chair of Latino Civil Alliance
- DeVitta Briscoe - Gun Violence Prevention Liaison for the Mayor’s Office
- Miri Cypers – Regional Director for the Anti-Defamation League’s PNW Office

The Selection Committee met four times over April and May 2022, where they established evaluation criteria, reviewed applicant materials, and interviewed with their preferred candidates. In early June, the final four candidates flew to Seattle to meet in-person with multiple Seattle stakeholders including staff and Executive Director Brandy Grant of the Community Police Commission, staff and Interim Director Gráinne Perkins of the Office of Police Accountability, Ombud Dr. Amarah Khan, staff and Inspector General Lisa Judge of the Office of Inspector General of Public Safety, Chief of Police Adrian Diaz, Senior Deputy Mayor Monisha Harrell, and myself. The candidates also participated in a [livestreamed and recorded public forum](#), moderated by Brian Callanan who fielded questions submitted from over 150 interested community members.

The resounding conclusion from the involved stakeholders was that Gino Betts holds a commitment to fairness and justice, has a belief in continuous learning and improvement, and has proven experience driving real progress. Review of his impressive work history and the strong support shown by the involved stakeholders is the process that informed my decision to advance Mr. Betts for your consideration today.

I trust that after reviewing Gino’s application materials, meeting with him, and following Councilmember Herbold’s robust Public Safety and Human Services Committee review, you will find that he is the right choice to serve as Director of the Office of Police Accountability. This nomination packet is for Gino Betts’ appointment through the end of the current four-year term, which lapses December 31, 2022. Provided the City Council ultimately votes to confirm his appointment, I intend to refer a nomination packet for the subsequent four-year term, which begins January 1, 2023.

Lastly, I would like to express my profound gratitude to the members of the Search Committee who offered both their time and valuable insight. Their work helped lead to the nomination of the credentialed leader I’ve referred for your review today. If you have any questions about the attached materials or need additional information, Senior Deputy Mayor Monisha Harrell would welcome hearing from you. I appreciate your consideration.

Sincerely,



Bruce A. Harrell
Mayor of Seattle

SECTION

A



July 12, 2022

Gino Betts Jr.
Chicago, IL
Transmitted via e-mail

Dear Gino,

It gives me great pleasure to appoint you to the position of Director of the Office of Police Accountability at an annual salary of \$201,408.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term is until December 31, 2022. If reconfirmed by the City Council, your term will be until December 31, 2026.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Office will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell".

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Gino Betts Jr.</i>		
City Department Name: <i>Office of Police Accountability</i>		Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		Term of Office: <i>City Council Confirmation to December 31, 2022</i>
Legislated Authority: <i>Ordinance 125315 Section 14 (Uncodified SMC 3.29.115)</i>		
Background: Gino Betts brings a wealth of experience as a career public servant. During his time at Chicago’s police accountability agency, he participated in a number of high-profile cases, helping secure accountability and expose instances of corruption and misconduct. In one notable case at Chicago’s Civilian Office of Police Accountability, the work of his team resulted in action against a corrupt group of officers who extorted residents and falsely arrested those who objected. Due to the work of Gino and his team, several officers were held accountable for misconduct, which ultimately led to conviction overturns for over 200 wrongfully incarcerated community members. Most recently, he served as an Assistant State’s Attorney at the Cook County State’s Attorney’s Office in Chicago with a focus on violent and high-profile felony cases. There, Gino also led the Southside Community Justice Center where he collaborated with community leaders, law enforcement, and elected officials to problem solve local concerns and reduce area violence. Further, he teaches and serves the community through organizational boards and nonprofits, including those focused on safety, diversity in the legal field, and community engagement.		
Date of Appointment: <i>7/28/2022</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Gino Betts Jr., swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Director of the Office of Police Accountability; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Office of Police Accountability.

Gino Betts Jr.

Subscribed and sworn to before me

this ____ day of _____, 2022.

[Seal]

Elizabeth M. Adkisson, Interim City Clerk

Gino Betts Jr.

Chicago, Illinois
Linkedin.com/in/ginobetts

Governmental Manager/Legal Professional

Legal Counsel/Litigation

Effective and astute attorney, legal consultant and manager with broad legal expertise in research, writing, analysis, critical thinking and interpretation. Successful and experienced trial lawyer and executive level manager adept at executing efficient administrative, operational and personnel functions with powerful leadership, communication and problem-solving abilities.

- Legal Research & Interpretation
- Legal Writing
- Project Management
- Leadership & Staff Management
- Problem Solving
- Communication & Presentation Skills

Professional Experience

Cook County State's Attorney's Office, Chicago, Illinois

Assistant State Attorney, 2019–Present

Community Justice Center

Lead assistant state's attorney at Community Justice Center South. Effectively prosecute violent and high-profile felony cases. Strategically partner with local stakeholders to problem solve community concerns and reduce violent crimes.

- Represent the office at several contentious community panels, most recently the 43rd Ward's criminal justice forum (over 300 attendees) and the 8th Ward's townhall (over 200 attendees). Other panelists included CPD's directors, commanders and local elected officials.

Felony Review Unit

Critically and thoroughly inspect law enforcement investigations for viable felony charges, interview criminal victims, witnesses and defendants, present cases and subpoenas to grand juries and special grand juries and formidably litigate felony pretrial hearings. Skillfully argue adversarial probable cause hearings against private attorneys and public defenders, resulting in probable cause findings in 100% of cases presented.

- Strategically selected grand jurors for the presentation of indictments and subpoenas, resulting in true bills of indictment and subpoena issuances on 100% of matters presented.

Civilian Office of Police Accountability, Chicago, Illinois

Attorney, 2017–2019

Shaped complex police misconduct investigations with thorough legal analysis, counsel and interpretations for management and investigative staff related to Chicago Police Department orders and operations including evidence collection, use of force guidelines and search and seizure parameters. Co-chaired the committee tasked with drafting the office's vision statement.

Continued...

- Counseled management on legal issues related to investigations, including issues concerning local, state, and federal laws, statutes and contracts.
- Exercised timely and accurate response to subpoenas and Freedom of Information requests. Executed subpoenas for documents and persons critical to investigations, increasing departmental efficiency by weeding out frivolous requests.
- Coordinated with outside counsels and prosecutorial agencies regarding parallel litigation and investigations.

Cook County Department of Homeland Security, Chicago, Illinois

Chief Deputy Director (Interim), 2016

Led and actively coordinated all administrative, operational, communications and response activities, assets, programs and personnel matters to meet departmental objectives, directly reporting to the executive director.

- United community stakeholders and contributed valuable input to committees focused on confidential homeland security, public safety and emergency management matters. Assisted local municipalities with natural and manmade disaster preparedness.
- Established comprehensive policies, procedures and protocols for operation, maintenance and replacement of equipment, limiting county equipment usage liability and reducing maintenance and replacement costs.
- Conducted hiring and oversaw staff and personnel issues to ensure effective and efficient management of department goals.

Cook County Department of Homeland Security and Emergency Management, Chicago, Illinois

Special Assistant for Legal Affairs, 2015- 2016

Actively researched and interpreted laws and ordinances and provided legal advice on a range of issues related to the department's functions, duties, powers, and responsibilities governed by local ordinance, state, and federal law.

- Proficiently established procedural rules and policies that align with enforcement of ordinances, bills, memoranda of agreement, intergovernmental agreements, and contracts to ensure strict federal and state legal compliance.
- Ensured rigorous legal compliance by clearly and competently communicating the legal ramifications of proposals, policy directives and other activities undertaken by the department, bureau, or county board.
- Strengthened relationships with political and community leaders by offering valuable input and feedback on legislation presented to the Illinois General Assembly and proposals presented to the county board.

Cook County State's Attorney Office

Assistant State Attorney, 2009- 2015

Skillfully conducted approximately 100 felony adult criminal and juvenile delinquency cases Units as lead prosecutor for the largest juvenile court call in the Cook County court system. Also tried cases for the Appellate, Child Protection and Community Justice Units.

- Successfully obtained guilty verdicts for multiple jury trials, including a high-profile first-degree murder case.
- Formulated and presented several appellate briefs, including constitutional issues and cases of first impression, resulting in favorable decisions for the State's Attorney's Office.

DePaul University School of Law

Adjunct Law Professor, 2017 to Present

Skillfully lead a Criminal Drafting course for second- and third-year law students focusing on drafting and responding to common criminal court filings with discussion of legal arguments and strategies.

University of Illinois at Chicago School of Law

Adjunct Law Professor, 2022 to Present

Instruct second-and third-year law students on critical trial advocacy skills, ranging from case preparation to raising and responding to objections.

Education and Credentials

Juris Doctor (2009)

Southern Illinois University School of Law – Carbondale, Illinois
Howard University School of Law, Study Abroad Program

Bachelor of Arts in Communications, Minor in English

Northern Illinois University – Dekalb, Illinois

Licensure

Licensed to Practice Law in Illinois

Certifications

Project Management Professional Certification, 2016

Professional Associations

Black Male Lawyers Association, board member, 2020 to present
Bobby E. Wright Comprehensive Behavioral Health Center, board member, 2020 to present
Hyde Park-Kenwood Community Conference, board member, 2019 to present
Just the Beginning, associate board president, 2009-2016
Rising Leaders Council, 2014-2015
Civic Leadership Council, 2011-2015
National Black Prosecutors Associations, 2009-2015

Recognitions

Cook County State's Attorney's Office Letter of Special Recognition, 2014
Cook County State's Attorney's Office Letter of Special Recognition, 2013

Personal Interests

Peoria Whiskeydaddle Full Marathon (26.2 miles), 2021
Chicago Full Marathon (26.2 miles), 2015

Press Release

For Immediate Release

Contact Information

Jamie Housen

206-798-5002

jamie.housen@seattle.gov

Mayor Bruce Harrell to Appoint Accountability Leader Gino Betts as Next Office of Police Accountability Director

Betts, a champion for transparency and accountability, will bring experienced leadership to deliver objective, thorough and just misconduct investigations

Seattle – Mayor Bruce Harrell will appoint Gino Betts the next director of the Office of Police Accountability following a national search. Betts, an accountability leader, career public servant, and current Cook County Assistant State’s Attorney, will officially join the Office of Police Accountability on August 1st, beginning his tenure with a series of community meetings to introduce himself to the people of the city.

“We cannot have safety without accountability, and our Office of Police Accountability is a core component of our efforts to ensure a trusted, effective, and accountable Seattle Police Department,” **said Mayor Harrell**. “After a robust national search, Gino was a clear standout for his commitment to fairness and justice, belief in continuous learning and improvement, and proven experience driving real progress in this critical area. I’m excited to appoint him to this position and know Seattle will be well served by his independent, determined, and thoughtful approach to police accountability.”



“I’m honored to join the Office of Police Accountability and to advance efforts to build transparency and community trust in the Seattle Police Department,” **said Betts**. “This is a new opportunity to bring a fresh lens and deliberate approach to these challenging issues – moving forward by engaging community through thorough investigations driven by honesty, transparency, and a dedication to the truth. My pledge to Seattle and all its residents is to evaluate each case brought before me by striving to fully understand the details, facts, and nuances, while never losing sight of justice and the need for true, meaningful accountability.”

WATCH: Gino Betts Answers Community Questions at OPA Director Finalist Forum in June

Betts’ professional and lived experience provide an important perspective for ensuring effective oversight efforts. As an attorney with Chicago’s police accountability agency, he participated in a number of high-profile cases, helping secure accountability and expose instances of corruption and misconduct, including against former Chicago Police Department Chief Ron Watts. Betts also teaches and serves the community through organizational boards and nonprofits, including those focused on safety, diversity in the legal field, and community engagement. You can read his full biography below.

The Office of Police Accountability (OPA) investigates complaints and allegations of misconduct regarding SPD employees, using SPD policy and local, state, and federal laws to recommend findings to the Chief of Police. Accountability is a definitive tenet of Mayor Harrell’s vision for a restored and community-trusted Seattle Police Department.

Mayor Harrell is continuing to prioritize police accountability, building on his City Council record where he led the charge for body cameras, passed the City’s first bias-free policing law, and worked with community, stakeholders, and SPD to appoint a Community Police Commission, a new Director of the OPA and the Civilian Auditor of OPA.

WHAT PEOPLE ARE SAYING

Lisa Herbold, City Councilmember and Chair of Council Public Safety & Human Services Committee

“I thank Mayor Harrell for his nomination of Director to the Office of Police Accountability. I look forward to the Public Safety and Human Services Committee consideration of Mr. Betts for this position. Mr. Betts has worked in a police accountability system with more authority than the OPA; I believe this experience will make him an effective voice for additional accountability reforms in Seattle.”

Miri Cypers, Regional Director of Anti-Defamation League Pacific Northwest

“It has been an honor to serve on the Selection Committee for Seattle’s Director of Office of Police Accountability. As an organization that fights hate and ensures the civil rights of our communities, the inclusion of community voices has been integral to the selection of the new director, and we are grateful to the many voices who have been a part of the process. I can think of no better person for the role than Gino Betts whose service in Chicago’s Civilian Office of Police Accountability and career as a prosecutor give him the insight and tools needed for this critical role. Mr. Betts is passionate about public service and community, and I look forward to working with him to address police misconduct and reforming our policing system to improve public trust and the safety of all our communities.”

Rev. Dr. Patricia L. Hunter, Co-chair of the Community Police Commission

“I applaud Mayor Bruce Harrell for his selection of Mr. Gino Betts as the next Executive Director of the Office of Police Accountability. Mr. Betts is highly qualified for the position and brings a wealth of experience and commitment to police accountability. Mr. Betts will work with all the accountability partners and is committed to being seen in and transparent with the Seattle community. The search committee was unanimous in its decision to move Mr. Betts forward in the search process for the next executive director of the Office of Police Accountability.”

About Gino Betts

Gino Betts is a highly experienced and committed career public servant. He is a product of Chicago’s South and West Sides, areas most impacted by police misconduct. Gino currently serves as a Cook County Assistant State’s Attorney where he leads the Southside Community Justice Center. His current work includes collaborating with community leaders, law enforcement, and elected officials to problem solve local concerns and reduce area violence. Gino also represents the nation’s second largest prosecutorial office at several community events, panels, and webinars, while managing a full caseload of violent felony offenses.

Previously, following a national wave of police misconduct incidents, Gino was recruited to serve as an attorney at Chicago’s new police accountability agency. There, he worked on several high-profile cases, including allegations against former-Police Sergeant Ronald Watts. Watts ran a team of corrupt officers who extorted residents and falsely arrested those who objected. Gino’s work helped secure administrative findings and discipline against several involved officers and over 200 vacated convictions for wrongfully incarcerated community members.

He also worked as the Cook County's Department of Homeland Security and Emergency Management attorney, where he was quickly promoted to interim chief-of-staff. Gino studied International and Comparative Constitutional Law in Cape Town, South Africa. He also teaches legal writing at DePaul University and trial advocacy at University of Illinois at Chicago. Outside of work, Gino has served on several nonprofit boards, including those focused on community engagement, public safety, and diversifying the legal field.

Gino is a father of a two-year-old boy and husband to his college sweetheart Jessica, who will celebrate a 10-year anniversary later this year.

Overall, he is excited to bring fresh ideas, a commitment to community building, and thorough and transparent misconduct investigations to serve Seattle residents.

###

SECTION

B



City of Seattle

Seattle Department of Human Resources

Kimberly Loving, Interim Director

July 6, 2022

TO: Pam Inch, Senior Executive Recruiter - Seattle Department of Human Resources

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for Gino Betts

The Seattle Department of Human Resources has received a copy of **Gino Betts's** background check provided by Washington State Patrol. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: www.seattle.gov/jobs

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.





Legislation Text

File #: Inf 2105, **Version:** 1

Human Services Department Financial Improvement Plan

Update to the Human Services Department Financial Improvement Plan

Tanya Kim, Acting Director, Human Services Department

Joseph Kasperski, COO/CFO, Human Services Department

Public Safety and Human Services Committee

August 9, 2022

Human Services Department



City of Seattle **81**

Overview

- Financial Improvement Plan Background
- Project Timeline
- Project Update
- Key Successes
- Remaining Actions
- Questions

The Need for a Financial Improvement Plan

HSD historically faced challenges with:

- Low cash balances
- Missed payments to agencies
- Inaccurate reporting
- Untimely recording of transactions
- Poor budget oversight
- Clarity in organizational roles

The underlying cause for these issues stem from:

- Staffing constraints: HSD's budget grew from \$142M in 2016 to its FY 22 level of \$403M without an increase in Financial Staffing until recently
- Lack of change management and full buy-in for implementation of the City's financial system (PeopleSoft 9.2) in FY 2018

Launching of the Financial Improvement Plan

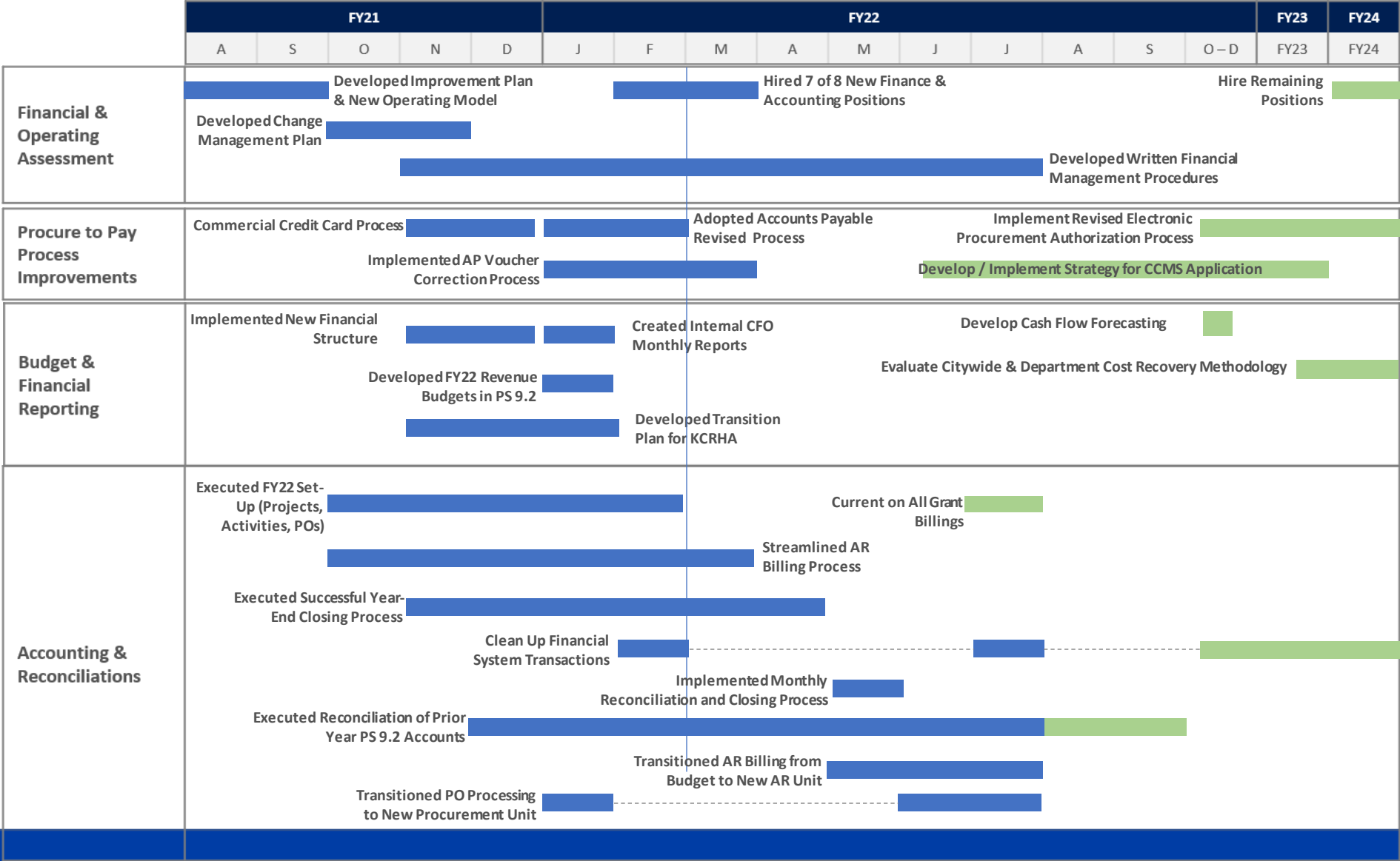
In August of 2021, The Human Services Department (HSD) partnered with City Budget Office (CBO), Finance and Administrative Services (FAS), and contracted with Almaraz & Marsal (A&M) to address these long-standing issues which impeded HSD's financial performance.

This effort focused on these areas:

1. Restoring and stabilizing cash balances
2. Becoming current on billing for Federal and State funding sources
3. Simplifying HSD's financial structure
4. Eliminating late and/or missed payments to our agencies
5. Optimize our budget (funds) management

HSD Improvement Plan Schedule Summary

■ Completed Activity
■ Planned Activity



Financial Improvement Plan Objectives Status

- Simplified HSD's Financial Structure beginning in FY22
 - ✓ Over 3,000 lines of accounting were removed
- Adopted streamlined processes for financial processes
 - ✓ Financial roles were defined, and standardized processes created
- Implemented dashboard metrics to provide HSD's current financial posture
 - ✓ Monthly reviews now include all standard financial measures
- Increased staffing capacity and training
 - ✓ 7 of 8 new positions filled, written and video training available for all billing processes
- Improved timeliness and accuracy of billing of Federal and State Funds
 - Billing packages will be current in Sept 2022
- Account Reconciliation will be completed in Oct 2022
 - 2017 to 2021 accounts still under review

Impacts and Results

- Streamlined processes to make payments within 30 days of agency invoice
- Billings to State and Federal granting agencies are now timely and auditable
- Workforce is sized appropriately with defined roles for all positions with a separation between funding acceptance and payment responsibilities

Remaining Actions

Evaluate a different methodology for budgeting of general overhead costs

- This proposal will allocate overhead costs to specific divisions
- Anticipated: March 2023

Finalize cash forecasting approach

- Anticipated: Oct 2022

Implement the new City Contracting Management System

- Aligns with a contract's "life cycle" and avoids managing contracts in the legacy system and new system concurrently
- Anticipated: Effort has launched for using the system for FY 2024 contracts

QUESTIONS?





Legislation Text

File #: Inf 2106, **Version:** 1

Seattle Police Department Staffing Update



SEATTLE CITY COUNCIL
CENTRAL STAFF

Seattle Police Department (SPD) 2022 Q2 Sworn Staffing, Finances and Performance Metrics Report

GREG DOSS, ANALYST

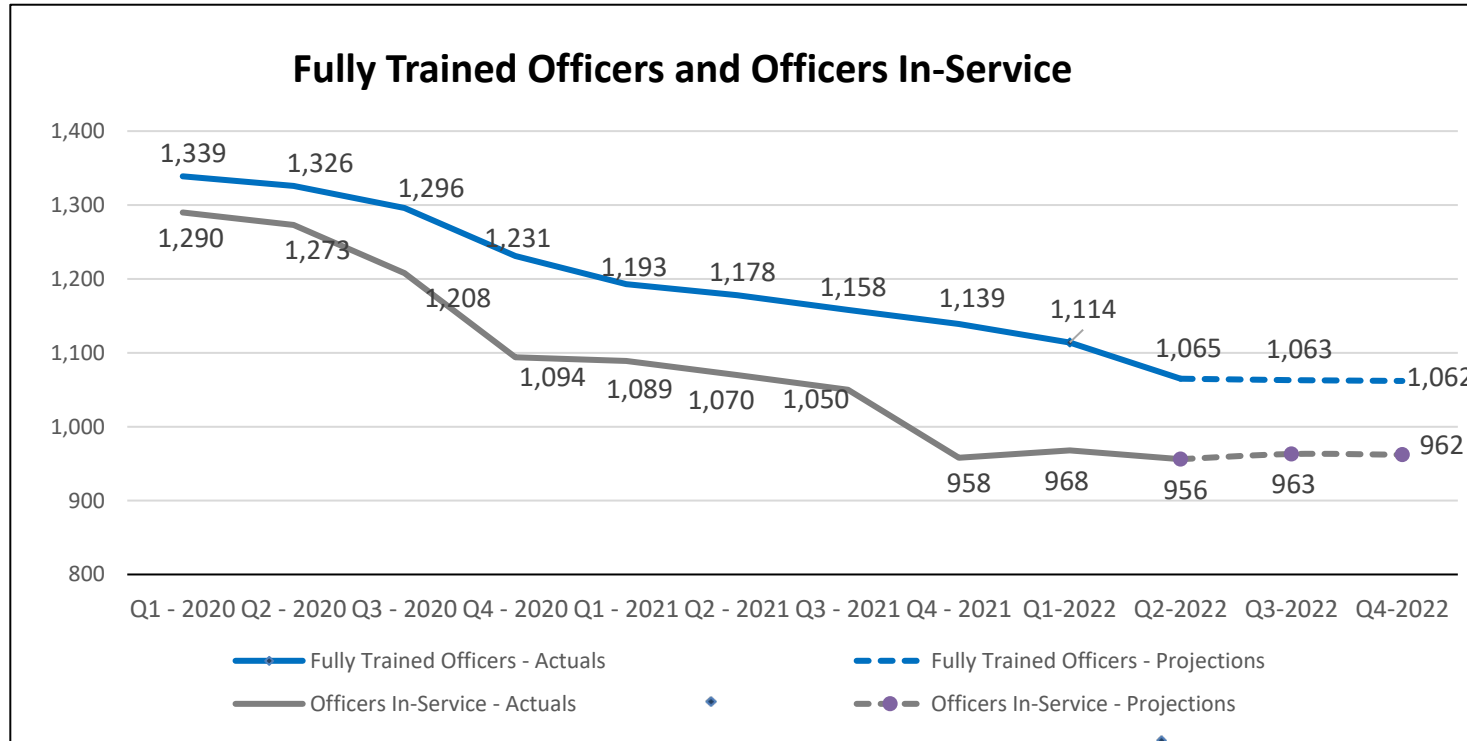
PUBLIC SAFETY AND HUMAN SERVICES COMMITTEE
AUGUST 9, 2022

1. SPD Staffing

Slides 3 - 6

Sworn Staffing

Including SPD hiring and Council separation projections through the end of 2022



2022 Q2 SPD Actuals

January - June Actuals:

- Actual Hires: 30
- Actual Separations: 109

2022 Annual Projections

SPD Original Hiring Projection: 125

SPD Revised Hiring Projection: 84

SPD Original Separation Projection: 94

SPD Revised Separation Projection: 148

- **Council/Central Staff Projected Separations in Adopted Budget: 125***

*Council projection in Council Budget Action SPD-008-A-001 made in the 2022 Adopted Budget

Sworn Staffing

Analysis of staffing and salary impacts

	2022 Adopted Budget	New Estimates for 2022	Difference
Average annual FTE	1,200	1,139	(61)
Fully Trained Officers at Year-End (YE) 2022	1,145	1,062	(83)
Officers-in-Service at YE 2022	1,047	962	(85)
New Hires Projected in 2022	125	84	(41)
Assumed Separations in 2022	125	125	0

- SPD's revised projections assume 148 separations and 84 hires. This would produce \$8.6 million in salary savings in 2022. SPD assumes an average of 7 separations per month from July until year-end.
- SPD's 2023 Staffing plan assumes 125 hires and 94 separations: the same assumptions as the 2022 staffing plan. The plan assumes 20 laterals and 105 new recruits.
- SPD's staffing plan assumes implementation of hiring bonuses that would cost \$289,000 in 2022 and \$990,000 in 2023. The estimates were provided by the SPD Budget Office.

SPD Precinct Staffing (1/2)

As of June 30, 2022

Job Category	PRECINCT												Total
	Citywide		East		North		South		Southwest		West		
	Sgt	Ofc	Sgt	Ofc	Sgt	Ofc	Sgt	Ofc	Sgt	Ofc	Sgt	Ofc	
911	5	25	12	71	18	118	13	80	9	56	12	113	532
Beats	-	-	-	-	-	-	-	-	-	-	-	4	4
Seattle Center	-	-	-	-	-	-	-	-	-	-	1	2	3
Totals	5	25	12	71	18	118	13	80	9	56	13	119	539

SPD Precinct Staffing (2/2)

Recent History of 911 Response and Patrol Officer Staffing

Date	Patrol (Officers and Sergeants)	911 Response	
		Officers	Sergeants
August 2020	677	495*	68*
September 2020	694	591	77
December 2020	605	511	77
March 2021	594	501	77
June 2021	592	505	72
December 2021	541	463	71
March 2022	545	469	69
June 2022	539	463	69

*Chief Diaz moved 100 officers from Investigative and Specialty Units into 911 Response

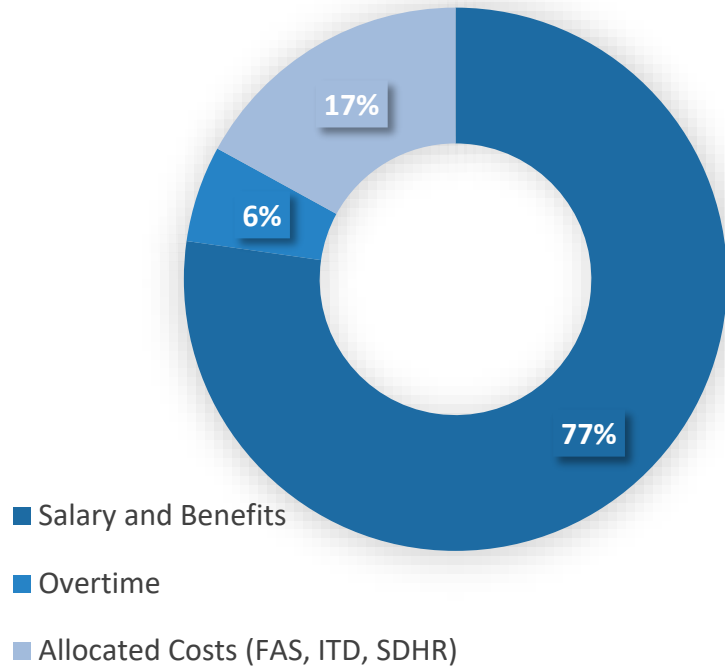
2. SPD Account Monitoring

Slides 8 - 11

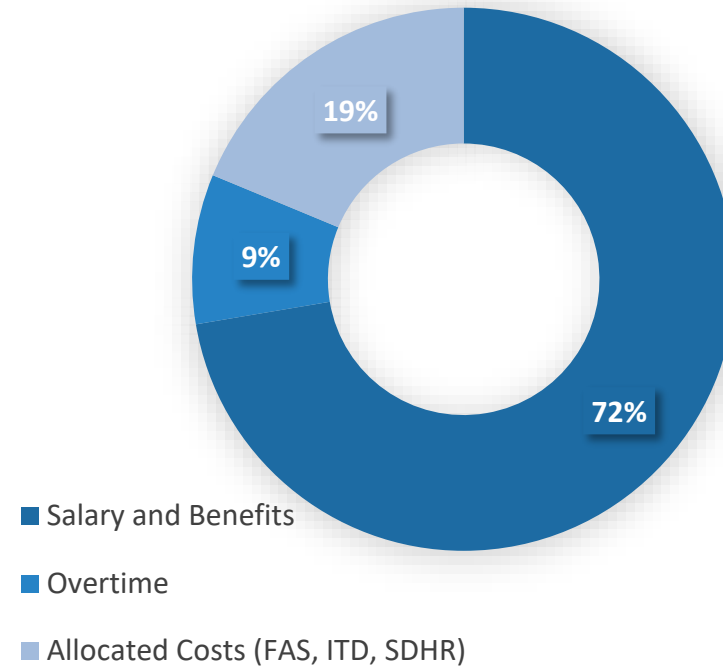
SPD Financing Monitoring

Largest expenditures by category

Jan-June 2022
95% of Expenditures \$167.8 million



Jan-June 2022
95% of Expenditures \$159.7 million



SPD Finance Monitoring

Largest Expenditures Against Budget

Expense Category	Jan-June: 2021 Adopted Budget		Jan-June: 2022 Adopted Budget	
	Expenditures	% Spent of budget	Expenditures	% Spent of Budget
Salary and Benefits	\$129,626,946	48%	\$115,506,702	46%
Overtime	\$9,634,384	44%	\$14,229,250	53%
Allocated Costs (FAS, ITD, SDHR)	\$28,545,329	50%	\$29,924,271	51%
Subtotal:	\$167,806,660		\$159,660,223	

- **Salary and benefit spending is under budget:**

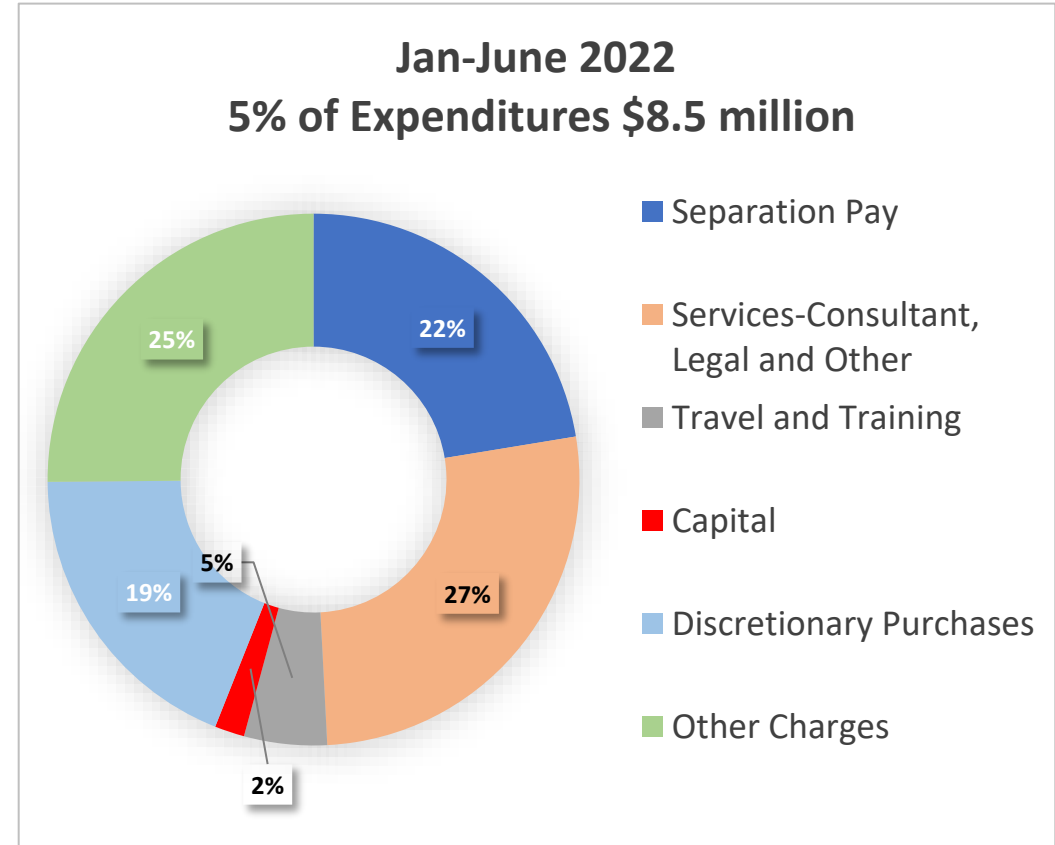
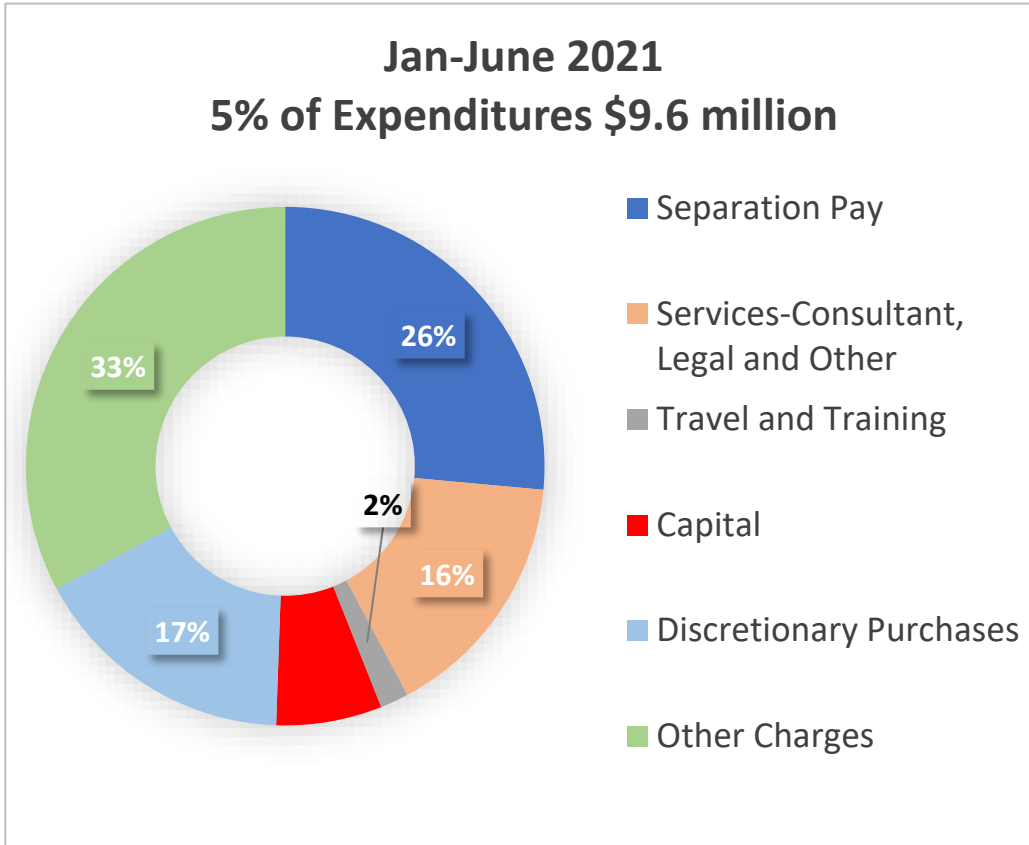
Based on City pay cycles, we would expect approximately 48% of SPD's budget for salary and benefits expended by 6/21/2022 (data reflected above). Per the June Staffing forecast, SPD is projected to have \$8.6 million in salary savings this year. Part of that savings will accrue over the next six months.

- **Overtime spending is cyclical and should be lower at this point in the year:**

Event and special emphasis spending usually peak in the summer months (July-Sept). The 2021 Adopted Budget for overtime was \$21.8M, it was revised to \$25.4 to allow for more special events spending. The 2022 OT budget is \$26.4 million. This may not be enough funding to cover the current level of spending on events, patrol augmentation and special emphasis patrols.

SPD Finance Monitoring

Other Expenditures



SPD Finance Monitoring

Other expenditures against budget

Expense Category	Jan-June: 2021 Adopted Budget		Jan-June: 2022 Adopted Budget	
	Expenditures	% Spent of Budget	Expenditures	% Spent of Budget
Separation Pay	\$2,528,554	281%	\$1,898,389	66%
Services-Consultant, Legal and Other	\$1,505,077	45%	\$2,267,719	29%
Travel and Training	\$169,279	19%	\$426,809	45%
Capital	\$629,850	2686%	\$153,513	655%
Discretionary Purchases	\$1,587,512	37%	\$1,595,801	36%
Other Charges	\$3,138,645	72%	\$2,129,552	32%
Subtotal:	\$9,558,917		\$8,471,784	

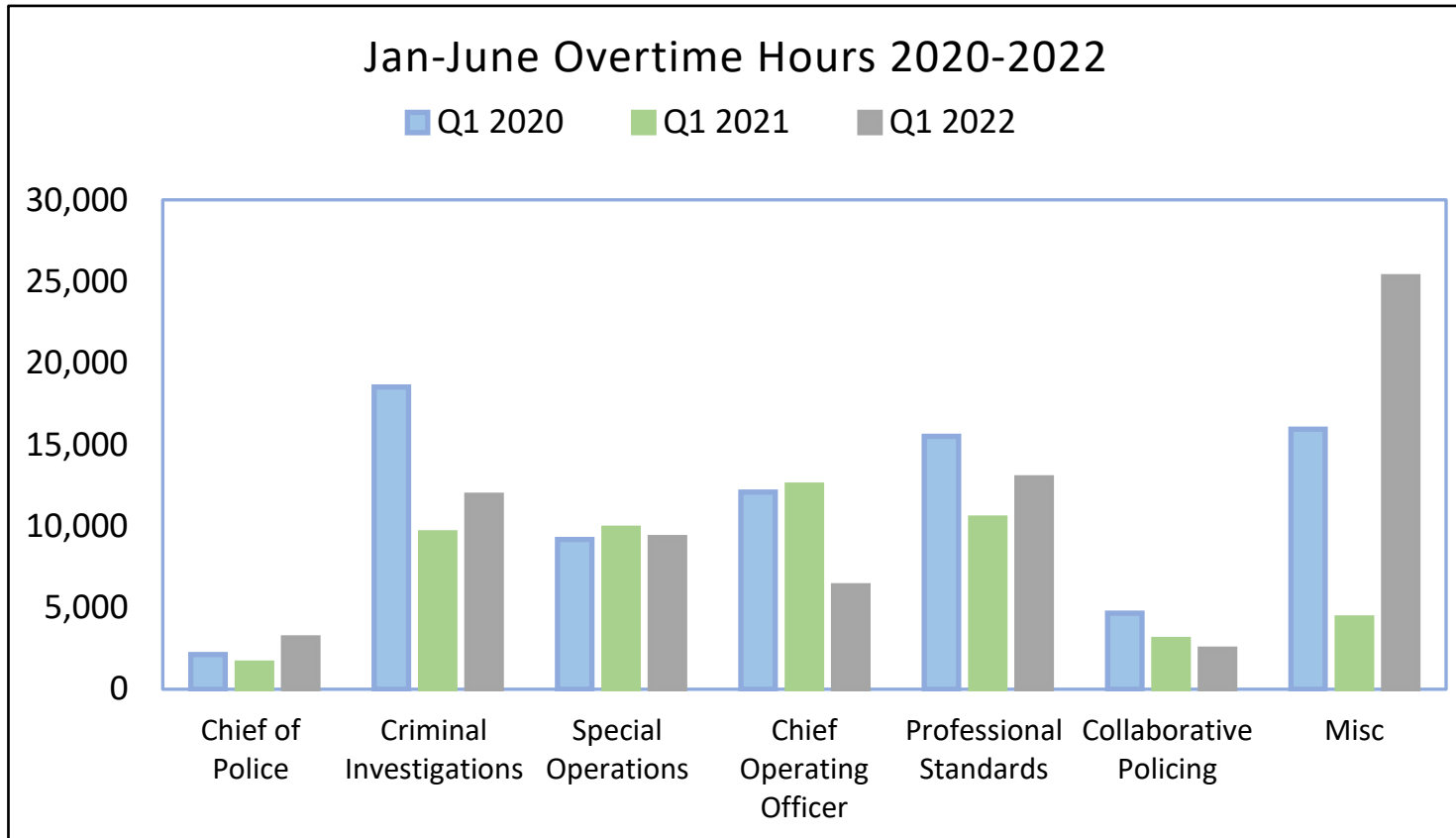
- **Separation Pay higher than expected:** Separation pay is 66 percent expended through June. The Q2 Staffing Report shows 28 separations in June. These costs are not yet captured in the data above.
- **\$8.5 million in encumbrances are pending in several accounts and are not in the numbers above:** The two largest encumbrances are in Services-Consultants (\$6.2 million) and Discretionary Purchases (\$2.3 million). The encumbrances would bring these accounts to 110 percent expended and 86 percent expended, respectively.

3. SPD Overtime Monitoring

Slides 13 - 14

SPD Overtime Monitoring

Overtime Hours by Category

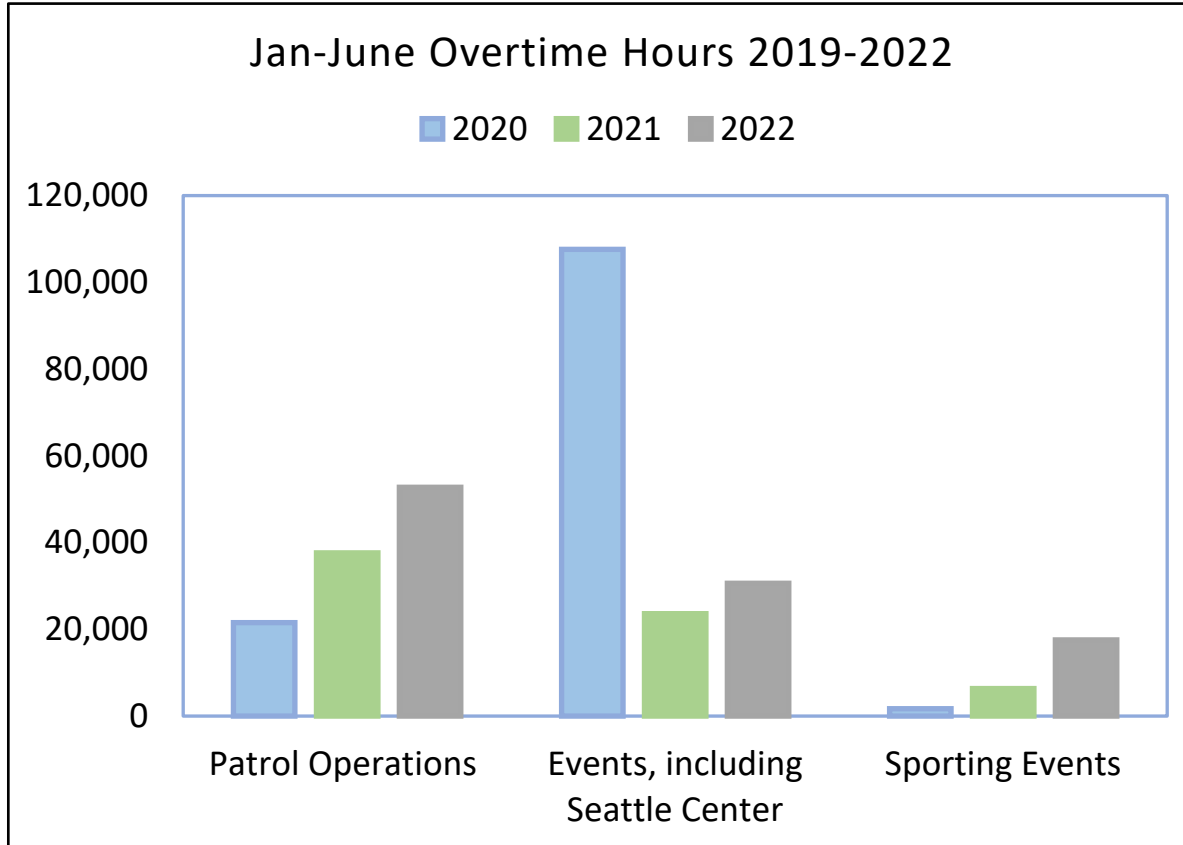


- 78% of Miscellaneous Category Spending is for Emphasis Patrols Incl:

Pike/Pine, Shots Fired, Nightlife and 12th & Jackson
- Criminal Investigations higher than 2021 due to increase in Violent Crimes investigations and Evidence spending.

SPD Overtime Monitoring

Overtime hours by category



- Most precinct overtime is for patrol augmentation and sick leave backfill, up by 49% compared to the same time last year and 320% from the same time in 2020.
- Events, including Seattle Center events and concerts are all up (more of them) when compared to 2021. Climate Pledge Arena (CPA) Concerts and other events are 100% reimbursable to the City, but no additional authority is provided to SPD.
- Sporting events are up (more of them). This category was impacted by the new Seattle Kraken games, which are 100% reimbursable under CPA agreement.

4. Response Times and Z-Disposition Calls

Slides 16 - 17

Citywide Response Times and Z-Disposition Calls

Table 1 – Citywide Response Times

PRIORITY	Avg. RT (minutes)	Median RT (minutes)
1	10.3	7.2
2	54.1	23.6
3	100.2	53.1

Table 2 – Z Disposition Calls

DISP_DESC (Z code)	CALL VOLUME	%
Priority Call Handling	755	0.5%
Other	152,981	99.5%

- SPD’s Response time goal is a 7-minute median time, although the department notes that there is value in reporting both the average and the median.
- SPD also reports on the number of calls that receive a response within 7 minutes. For Jan-June 2022, that was 48% of all calls.
- SPD indicates that not every call necessitates contact between the police and caller/complainant. Some callers report issues and then go about their day. If noted in a call log, such circumstances are considered when calls are being cleared with a ‘Z’ code.

Response Time by Precinct (2019-2022)

Jan-June¹ Response Time (in minutes) by PCT (2019-2022)

PCT	Year	Priority 1		Priority 2		Priority 3	
		Avg	Median	Avg	Median	Avg	Median
EAST	2019	7.25	5.04	30.35	12.96	67.50	36.43
	2020	8.65	5.18	33.65	12.82	62.92	33.26
	2021	7.94	6.05	35.54	16.27	72.95	41.18
	2022	9.17	6.05	47.28	20.59	87.81	48.67
NORTH	2019	10.77	7.63	44.44	21.17	93.70	53.71
	2020	9.71	7.20	40.70	17.86	89.23	48.38
	2021	12.00	8.64	54.63	26.06	101.65	53.89
	2022	11.76	8.64	60.63	27.22	118.77	63.94
SOUTH	2019	9.13	6.34	40.31	16.99	88.06	47.66
	2020	9.00	6.34	34.11	14.11	67.19	32.83
	2021	10.20	7.63	37.08	16.56	64.93	31.68
	2022	10.70	7.49	47.66	21.17	82.09	45.07
SW	2019	8.43	6.34	29.42	13.54	58.51	32.98
	2020	8.86	6.77	28.84	13.39	54.50	29.23
	2021	10.37	8.06	40.27	17.57	72.29	38.02
	2022	10.99	8.35	44.24	19.73	74.61	41.33
WEST	2019	7.32	5.04	36.13	15.55	84.42	46.08
	2020	7.54	4.75	36.17	13.82	81.49	42.05
	2021	8.50	5.76	39.26	16.27	84.10	42.77
	2022	8.71	5.62	58.09	26.06	107.29	57.17

- Priority 1 response averages have increased across all precincts except for the North Precinct, where there was a small decline from 2021. Median values are the same or better everywhere except the SW Precinct.
- Priority 2 and 3 response averages and medians have increased across all precincts in the first two quarters of 2022, compared to the same period in 2021.

5. SPD Salary Savings

Slide 19

SPD plan for 2022 Salary Savings

SPD Spending Plan for Salary Savings Provided 8-2-2022	
SPMA Contract - Retro	(\$3,386,924)
CB 120389 Recruitment & Retention	(\$1,800,000)
Benefit Costs (Separation Pay and Worker's Comp)	(\$2,025,000)
<i>Overtime</i>	<i>TBD</i>
Subtotal	\$(7,211,924)
Projected Budget Savings – est.	\$8,662,000
<i>Remaining Balance (excl. OT) – est.</i>	<i>\$1,450,076</i>

* SPD's 8-2 Memo establishes a range for benefit costs with a high-end reaching \$3.0 million.

- The Department estimates that it will need to use salary savings to address shortfalls in two areas:
 - Separation Pay and Worker's Compensation: \$2.0 million*
 - Overtime: \$2-3 million
- Current SPD projections in this table show that the department may not finish the year within current appropriations.

However, the department notes that these projections are conservative and do not account for additional likely savings from the staffing plan or CB 120389 spending plan.

6. Summary

Slide 21

Key Takeaways

1. Police staffing continues to be a challenge: the unprecedented separation numbers have continued into 2022 and are, once again, creating significant salary savings.
2. Agency spending is at 47% through Q2 (specifically 6-21). However, there are indicators that the department will overspend its separation pay and overtime budgets, largely due to expenses that are driven by sworn separations and staffing issues.
3. At this point in time, it is difficult to determine if SPD can complete the year within its existing appropriation levels. SPD budget officials are predicting a close finish, and the answer may turn on future hires / separations and CB 120389 spending.

Questions?



Legislation Text

File #: CB 120389, Version: 1

CITY OF SEATTLE

ORDINANCE _____

COUNCIL BILL _____

AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; modifying a proviso in the 2022 Budget by amending Ordinance 126589; creating positions in the Seattle Department of Human Resources to assist with recruitment to the Seattle Police Department; modifying appropriations in the 2022 Budget by amending Ordinance 126490; authorizing a hiring incentives program in the Seattle Police Department; and ratifying and confirming certain prior acts.

WHEREAS, the most serious violent crimes (homicide, rape, robbery, and aggravated assault) reported to the Seattle Police Department (SPD) increased by 20.1 percent to 2,303 incidents in the first five months of 2022 compared to the same period in 2021, the highest level in the previous ten years in the same five-month period; and

WHEREAS, in the calendar year 2021, Seattle’s violent crime rate was 7.21 per 1,000 population; and

WHEREAS, the most significant property crimes (arson, burglary, larceny-theft, and motor vehicle theft) increased 20.7 percent to 19,279 incidents in the first five months of 2022 compared to the same period in 2021, the highest level in the previous ten years in the same five-month period; and

WHEREAS, in the calendar year 2021, Seattle’s property crime rate was 56.9 per 1,000 population; and

WHEREAS, Seattle police response times to 9-1-1 Priority 1 dispatches have a median measure of 7.5 minutes, in the first quarter of 2022, longer than the desired seven minutes; 48% of Priority 1 calls were responded to in under 7 minutes in 2022 so far, down from 52% in 2021; Priority 1 calls for service include life-threatening emergencies and serious crimes in progress; and

WHEREAS, the number of Seattle police officers fully trained and available for deployment was 954 at the end of May 2022, the lowest number since at least 1991, the first year the number of “in-service” officers

was reported; and

WHEREAS, in May 2022, Seattle’s police officer to population ratio was 1.25 per 1,000 residents, a ratio significantly below the typical ratio prior of 1.70 to 2.0 between 2012 and 2020; and

WHEREAS, the declining number of police officers fully trained and available for deployment puts at risk the public health and safety of the city; and

WHEREAS, while SPD has one of the highest starting salaries in the state and region, recruitment of new police officers has become increasingly difficult in Seattle and across the United States, and police agencies now offer hiring incentives to attract applicants; in the Seattle region the cities of Auburn, Bellevue, Everett, Federal Way, Issaquah, Kent, Kirkland, Renton, and Tacoma, and the King County Sheriff’s Office, offer incentives ranging from \$1,000 to \$30,000; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Section 1 of Ordinance 126589 is amended as follows:

Section 1. Council Budget Action SPD-003-B-001, approved in the 2022 Adopted Budget per Ordinance 126490, restricts the appropriations in the Seattle Police Department’s (SPD) budget for sworn salary and benefits to only be used to pay SPD’s recruits and sworn officers, unless authorized by future ordinance. This ordinance provides authorization to use up to ~~(((\$1,150,000))~~ \$1,571,309 of the funds restricted by SPD-003-B-001 as follows: (1) ~~((up to \$650,000))~~ for moving expenses for new police officer hires in 2022, ~~((provided that the Seattle Department of Human Resources (SDHR) amends the City’s Personnel Rules))~~ as authorized in Council Bill 120351 to allow greater flexibility for appointing authorities to offer moving assistance to a broader range of positions and circumstances and to pay for the salary and benefits for an additional recruiter in SPD; (2) ~~((up to \$350,000))~~ for a national ad campaign to market police officer positions to potential candidates; (3) for costs related to recruitment and retention of officers in SPD; all reimbursable expenses authorized by Ordinance 126615; contracting with outside agencies to help SPD develop a brand, materials, and advertising

campaign to bolster recruitment; Improvements that can speed up the process of hiring new police officers, including technology costs and subscriptions; and hiring incentives in 2022 authorized by Section 5 of Council Bill 120389; and ~~((3))~~ (4) ~~((up to \$150,000))~~ to pay for a national search to hire a permanent Chief of Police.

Section 2. Positions for a total of four new employees in the Seattle Department of Human Resources (SDHR), three of whom will be dedicated to recruiting new employees for the Seattle Police Department (SPD), and one of whom will be dedicated to increasing the capacity of the Public Safety Civil Service Examinations Unit, are added in Section 3 of this ordinance. Salary and benefits for these positions are cut from SPD salary savings and transferred to SDHR in Section 4 of this ordinance.

Section 3. The following new positions are created in the Seattle Department of Human Resources:

Department	Position Title	Position Status	Number
Seattle Department of Human Resources	Manager 2, General Government	Full Time	1
Seattle Department of Human Resources	Personnel Analyst Sr.	Full Time	2
Seattle Department of Human Resources	Personnel Analyst	Full Time	1

The Director of the Seattle Department of Human Resources is authorized to fill this position subject to Seattle Municipal Code Title 4, the City’s Personnel Rules, and applicable employment laws.

Section 4. The appropriations for the following items in the 2022 Budget are modified as follows:

Item	Department	Fund	Budget Summary Level	Amount
4.1	Seattle Police Department	General Fund (00100)	Leadership and Administration (00100-BO-SP-P1600)	(\$228,691)
	Seattle Human Resources Department	General Fund (00100)	HR Services (00100-BO-HR-N6000)	\$228,691
Total				\$0

Section 5. Beginning on July 13, 2022, the Seattle Police Department may offer police officer candidates a

hiring incentive to be paid after beginning employment with The City of Seattle.

A. Incentives provided to lateral police officer hires shall be paid one incentive per employee, and be based on market demand, which shall not exceed \$30,000 per hire. Incentives paid to new recruit hires shall be one-time per employee and be based on market demand not to exceed \$7,500 per hire. If an employee who has received this incentive leaves the department, that person may not receive an incentive to return.

B. Half of the hiring incentive will be paid in the first paycheck and the second half upon completion of any probationary period established by the Public Safety Civil Service Rules.

C. Hiring incentives paid to new recruits and lateral transfers who leave Seattle Police Department employment before five years of completed service must be paid back to the City.

D. Current City employees, with the exception of recruiters in the Seattle Department of Human Resources, recruiters in the Seattle Police Department, and employees of the Public Safety Civil Service Commission, who make a referral of a lateral hire or new recruit hire are eligible to receive a referral incentive of up to \$1,000, payable when the applicant graduates from the state police academy and begins police officer field training with SPD.

E. Beginning October 1, 2022, and occurring every three months thereafter for the duration of this program, the Seattle Police Department will provide a quarterly report to the Mayor and City Council on the use of hiring incentives. The report shall include the number and amount of new and lateral incentives paid as well as the number and amount of new and lateral incentives pending completion of the requirements of subsection B of this Section 5.

Section 6. Any action taken consistent with this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

Section 7. The provisions of this ordinance are declared to be separate and severable. The invalidity of any clause, sentence, paragraph, subdivision, section, subsection, or portion of this ordinance, or the invalidity of its application to any person or circumstance, does not affect the validity of the remainder of this ordinance

or the validity of its application to other persons or circumstances.

Section 8. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the _____ day of _____, 2022, and signed by me in open session in authentication of its passage this ____ day of _____, 2022.

President _____ of the City Council

Approved / returned unsigned / vetoed this ____ day of _____, 2022.

Bruce A. Harrell, Mayor

Filed by me this _____ day of _____, 2022.

_____, City Clerk

(Seal)

Attachments:

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Mayor's Office	Andrew Myerberg/684-8729	Sarah Burtner/233-5044 Kailani DeVille

** Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.*

*****Note that this version of the Fiscal Note (D2) includes revisions by Central Staff.***

1. BILL SUMMARY

Legislation Title: AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; modifying a proviso in the 2022 Budget by amending Ordinance 126589; creating positions in the Seattle Department of Human Resources to assist with recruitment to the Seattle Police Department; modifying appropriations in the 2022 Budget by amending Ordinance 126490; authorizing a hiring incentives program in the Seattle Police Department; and ratifying and confirming certain prior acts.

Summary and Background of the Legislation: This legislation is needed to implement some aspects of the Mayor's plan to assist the Seattle Police Department in recruiting and retaining police officers.

Section 1 of the bill amends language in Ordinance 126589 that restricts the usage of salary savings in the Seattle Police Department to certain activities. This bill expands the use to include:

- salary and benefits for four new employees in the Seattle Department of Human Resources who will be dedicated to recruiting new employees for SPD;
- moving and other reimbursable expenses authorized by Council Bill 120351;
- contracting with outside agencies to help SPD develop a brand, materials, and advertising campaign to assist in recruitment; and
- improvements that can speed up the process of hiring new police officers, including technology costs and subscriptions.

This allows these new efforts to use existing appropriations to the Seattle Police Department.

Section 2 creates four new positions in the Seattle Department of Human Resources to support the recruitment of police officers:

- A recruitment manager
- Two recruiters
- An additional staff person to assist with the administration of police and fire exams, which can speed up the hiring process.

Section 3 transfers appropriations from the Seattle Police Department to the Seattle Department of Human Resources to support the salary and benefits of those four positions in 2022.

Section 4 authorizes a hiring incentive program for lateral and new recruits to the Seattle Police Department effective July 13, 2022. Lateral recruits may receive up to \$30,000 and new recruits may receive up to \$7500, depending on market conditions. This range is consistent with bonuses currently offered by peer cities in the Puget Sound region. This section also allows City employees a \$1000 referral bonus for identifying and referring potential officers, once the recruit has been hired by the City or entered the state academy. This section also requires SPD to report to the Mayor and Council on a quarterly basis on the use and commitment of these incentives.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project? Yes No

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? Yes No

Appropriation change (\$):	General Fund \$		Other \$	
	2022	2023	2022	2023
	\$0		\$0	
Estimated revenue change (\$):	Revenue to General Fund		Revenue to Other Funds	
	2022	2023	2022	2023
Positions affected:	No. of Positions		Total FTE Change	
	2022	2023	2022	2023
	4.0		4.0	

Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?
 Ensuring public safety is a Charter obligation of the City. Having an appropriately staffed police department will reduce overtime costs in the Seattle Police Department.

CENTRAL STAFF ANALYSIS:

SPD and the Mayor’s Office indicated that the hiring incentive will assist with the City’s efforts to meet its staffing plan goals. As transmitted last month, the SPD Staffing Plan identifies 125 officer hires (105 recruits and 20 laterals) in 2023. The department estimates that offering officer hiring incentives for three years (2022-2024) will cost approximately \$3.8 million:

Table 1: Estimated Cost of Hiring Incentives (2022-2024)

Year	Cost
2022	\$288,750
2023	\$990,000
2024	\$1,612,500
2025	\$806,205
2026	\$105,000
Total	\$3,802,500

The fiscal impacts extend beyond the third year of implementation (2024) because the hiring incentive is dispersed in two separate payments: the first dispersed upon hire and the second dispersed approximately one year later. This method is reflected in the proposed legislation as follows “upon completion of any probationary period established by the Public Safety Civil Service Rules.” Recruits that receive a first payment late in 2024 will not receive a second payment until completing field training early in 2026. This dispersal method creates the five-year distribution in costs as shown in Table 1.

The estimated cost in 2022 of the hiring incentive is \$289,000; as noted above, this assumes offering hiring incentives to 125 new hires (20 laterals and 105 new recruits). In addition to the hiring incentives, 2022 estimated costs for CB 120389 will include:

1. \$229,000 for the additional recruiter positions;
2. \$831,000 for the enhanced recruitment and backgrounding services and new retention initiatives;
3. \$150,000 for the Chief of Police Search.

The total estimated 2022 cost to implement CB 120389 is approximately \$1.5 million.

Implementing CB 120389, that authorizes funds for recruitment and retention activities, impacts SPD’s 2022 Adopted Budget in two ways: (1) it transfers \$229,000 in officer salary savings from SPD’s budget to SDHR’s budget to provide funding for four new positions; and (2) modifies the proviso that restricts use of any SPD officer salary savings for anything other than paying salary and benefits, to allow \$1.57 million within SPD’s budget to allow the department to spend salary savings on recruitment and retention activities. Table 2 below shows the total estimated fiscal impact of CB 120389 if SPD uses all \$1.57 million available via the modification to the proviso.

Table 2. CB 120389 Estimated Fiscal Impacts in 2022

2022 Costs Only	Dollars	
SDHR recruiter positions (cut and add from SPD budget)	\$229,000	
SPD hiring incentive	\$289,000	Modify Proviso Use \$1.57 million in SPD Salary Savings to cover 2022 costs
SPD-only costs for marketing, testing, backgrounding, and new retention initiatives	\$831,000	
Chief of Police search Costs	\$150,000	
SPD unprogrammed salary savings available for use under CB 120389	\$301,000	
Total	\$1,800,000	

As illustrated in Table 2, modifying the proviso will would authorize SPD spending specific amounts for hiring a recruiter, hiring incentives, and for marketing, testing, backgrounding, and new retention initiatives, and to spend up to \$301,000 in salary savings to fund any other recruitment or retention expenditure described by the bill. One example is the cost of providing reimbursement for moving expenses; note that Ordinance 126589 (passed by the Council on May 24, 2022) authorized up to \$650,000 for this purpose. While the cost of reimbursing for moving expenses would still be an authorized use under this new proposed legislation, the materials transmitted by the Mayor’s Office do not specifically assume spending any funds on moving expenses. Put another way, this would significantly reduce resources available for reimbursement of moving expenses authorized ORD 126589.

Budget Context

SPD has incurred 109 officer separations through June of 2022, approximately 60 more separations than what was forecasted during the writing of the 2022 Adopted Budget. The unneeded salary and benefit funding resulting from those separations, as well as slower than anticipated hiring, is currently projected to accumulate to \$8.6 million by year end. At the same time, the unprecedented officer separations of the last two years are creating additional costs related to overtime and separation pay for SPD. Each of these cost drivers could result in a need for a \$2.0-\$3.0 million in additional, unbudgeted expenditures in 2022. Table 3 below illustrates how SPD is intending to use its salary savings to address known and projected costs in 2022.

Table 3. SPD Spending Plan for Salary Savings

SPD Spending Plan for Salary Savings Provided 8-2-2022	
SPMA Contract – Retro wage adj.	(\$3,386,924)
CB 120389 Recruitment & Retention	(\$1,800,000)
Benefit Costs (Separation Pay and Worker’s Comp)	(\$2,025,000)
<i>Overtime</i>	<i>TBD</i>
Subtotal	(\$7,211,924)
Projected Budget Savings – est.	\$8,662,000
Remaining Balance (excl. OT) – est.	\$1,450,076

Table 3 does not account for the potential increase in overtime costs, currently estimated to be as much as \$2.0 to \$3.0 million in 2022. If that does in fact become reality, and \$1.8 million of the estimated 2022 office salary savings is used for retention and recruitment activities, that would result in SPD needing additional appropriation authority in 2022 or SPD will have a budget exception that will need to be addressed in 2023. However, the department notes that these projections are conservative and do not account for additional savings from the staffing plan that may be achieved if the pace of separations and hiring seen in the first seven months of the year persists. For instance, there were 109 separations in the first half of 2022 and the department is only projecting 39 in the second half of the year. Additional separations would create additional salary savings and allow SPD to finish the year without exceeding the current budget authority

Are there financial costs or other impacts of *not* implementing the legislation?

No.

3.a. Appropriations

X This legislation adds, changes, or deletes appropriations.

Department	Fund	Budget Summary Level	Amount
Seattle Police Department	General Fund (00100)	Leadership and Administration (00100-BO-SP-P1600)	(\$228,691)
Seattle Human Resources Department	General Fund (00100)	HR Services (00100-BO-HR-N6000)	\$228,691
Total			\$0

3.b. Revenues/Reimbursements

This legislation adds, changes, or deletes revenues or reimbursements.

3.c. Positions

This legislation adds, changes, or deletes positions.

Total Regular Positions Created, Modified, or Abrogated through This Legislation, Including FTE Impact:

Position # for Existing Positions	Position Title & Department*	Fund Name & #	Program & BCL	PT/FT	2022 Positions	2022 FTE	Does it sunset? (If yes, explain below in Position Notes)
	Manager 2, General Government/SDHR	General Fund / 00100		FT	1	1.0	No.
	Personnel Spec / SDHR	General Fund / 00100		FT	2	2.0	No.
	Personnel Analyst / SDHR	General Fund /00100		FT	1	1.0	No.
TOTAL					4	4.0	

* List each position separately.

Position Notes:

4. OTHER IMPLICATIONS

- a. Does this legislation affect any departments besides the originating department?
 This legislation impacts the Seattle Police Department and the Seattle Department of Human Resources.
- b. Is a public hearing required for this legislation?
 No.
- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?
 No.
- d. Does this legislation affect a piece of property?
 No.

- e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?**
Public Safety is a core, charter obligation of the City of Seattle. All residents deserve public safety, and all communities and neighborhoods benefit from a safe city. This legislation is designed to increase the number of officers who can respond to calls for help from residents in a timely manner.

CENTRAL STAFF ANALYSIS:

It is possible that the hiring incentives could help attract more people of color as well as reduce barriers for those that have been hired, including those that are disproportionately affected by Seattle's increasing housing costs and commute times.

SPD has focused on making direct connections with communities historically underrepresented in policing with the explicit aim of recruiting officers who reflect the diversity of Seattle. This effort is consistent with a new Public Safety Civil Service Commission (PSCSC) rule that will allocate additional test points for multi-lingual candidates that sit for the police exam. It is also the focus of a 2017 report on recruiting made by the Community Police Commission, which contained nine recommendations that emphasized more connection with the community.

SPD has indicated that it has recently increased its hiring of people of color, which historically have belonged to vulnerable and disadvantaged communities. Racial diversity of SPD hires has increased to approximately 40 percent in the last several years. If this trend continues as the department grows its officer numbers, then SPD will further increase its racial diversity in absolute numbers and as a percentage of the sworn force.

It is also possible that any increase in the size of the police force may result in over policing of non-white neighborhoods. The Center for Policing Equity, in a study completed in 2021, found that Black and native American pedestrians at a greater likelihood to be stopped by SPD than white pedestrians. Additionally, pedestrians of color are more likely to be searched than their white counterparts, despite being statistically less likely to carry weapons. The Department continues to provide anti bias training and report on bias indicators as part of its compliance with the 2012 Federal Consent Decree.

f. Climate Change Implications

- 1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?**

No.

- 2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so,**

explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

No.

- g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?**

The goal of these efforts is to increase the number of active sworn Seattle Police officers who are available to provide public safety services to the City. The Seattle Police Department annually publishes a staffing model and reports quarterly on progress towards that staffing model.

Summary Attachments:

August 9, 2022

MEMORANDUM

To: Public Safety and Human Services Committee
From: Greg Doss, Analyst
Subject: Council Bill 120389 – Seattle Police Department Recruitment and Retention

On August 9, 2022, the Public Safety and Human Services Committee (PSHS) will discuss and potentially vote on [Council Bill \(CB\) 120389](#), sponsored by Councilmember Herbold. The bill would allow the Seattle Police Department (SPD) to use sworn salary savings to fund: (1) hiring bonuses for uniformed police officers; (2) expanded recruitment, testing, backgrounding, and marketing services; and (3) non-monetary officer retention programs.

To effectuate the expanded recruitment and testing services, the bill would create four positions in the Seattle Department of Human Resources (SDHR) and transfer \$228,000 from SPD to SDHR to fund the positions.

This memorandum provides background, describes the bill, lays out issues for consideration, and outlines next steps.

Background

SPD's Unprecedented Staff Separations

Since 2020, SPD has incurred a net loss of 304 police hires.¹ More information on officer separations can be found in the Central Staff 2022 Q2 Sworn Staffing, Finances and Performance Metrics Report and Attachment 1. SPD indicates that the department is struggling to attract qualified police candidates. This issue is not unique to SPD. Police departments across the nation are raising concerns about current and future staffing levels. Chief Diaz has indicated that recent separations have negatively affected the department's ability to respond to and investigate crime, as well as provide specialty services like Harbor Patrol, Traffic Enforcement, or special events support.

Prior Hiring Bonus Programs

On October 29, 2021, former Mayor Durkan issued an Emergency Order pursuant to her authority under the proclamation of civil emergency due to the COVID-19 pandemic. The Emergency Order authorized through January 2022 one-time cash bonuses (hiring bonuses) for SPD recruits and lateral hires, at \$10,000 and \$25,000 respectively. A similar one-time hiring bonus was authorized by the Council in 2019 (see [Ordinance 125784](#)) and in place for approximately one year before sunseting on June 30, 2020.

¹ Jan 2020 - June 2022, Hires = 162, Separations = 466, Net of 304. Approximately 271 were fully trained officers.

The City evaluations of the bonus programs were limited due to the brevity of the 2021 Executive Order and the City's inability to complete a full evaluation of the 2019 program. The 2021 evaluation indicated that "that benefits from hiring bonuses in Seattle were incredibly difficult to conclude because the incentives have been offered and removed several times." Additionally, the evaluation stated that the "incentives have been offered at a time when police departments around the region and state have been offering hiring incentives." National experts in policing have indicated that many agencies are now using cash incentives, but that there is not yet a body of research to support the practice (see Attachment 1). SPD leaders and the Executive make the argument that hiring bonuses are necessary to compete in a market where neighboring jurisdictions are offering cash hiring bonuses.

Council Bill 120389

Section one would amend language in [Ordinance 126589](#), which restricted the use of salary savings that accrue when officers separate from the Department. CB 120389 would authorize the use of \$1.57 million of salary savings for:

- Moving expenses for new police hires in 2022; as authorized in [Ordinance 126615](#);
- Costs related to recruitment and retention of officers in SPD;
- All reimbursable expenses authorized by Ordinance 126615;
- Contracting with outside agencies to help SPD develop a brand, materials, and an advertising campaign to assist in recruitment; and
- Improvements that can speed up the process of hiring new police officers, including technology costs and subscriptions.

The modification of the proviso in Ordinance 126589 would allow SPD to spend salary savings that were already appropriated to the department in the 2022 Adopted Budget. No other budget modifications are necessary.

Sections two and three would create four new positions in SDHR to support the recruitment of police officers:

- A recruitment manager (Manager 2, General Government);
- Two recruiters (Personal Analyst Sr.); and
- An additional staff person to assist with the administration of police and fire exams, which can speed up the hiring process (Personnel Analyst).

Section four would transfer \$228,691 in General Fund authority from SPD to SDHR to support the salary and benefits of the four positions for the remaining months in 2022.

Section five would authorize a hiring incentive (cash bonus) program for lateral and new recruits to SPD effective July 13, 2022. Lateral recruits may receive up to \$30,000 and new recruits may receive up to \$7,500, depending on market conditions. Hiring incentives paid to new recruits and lateral transfers must be paid back to the City if they leave SPD employment before five years of completed service.

This section would also allow City employees a \$1,000 referral bonus for identifying and referring potential officers once the applicant graduates from the state police academy and begins police officer field training with SPD. Finally, this section also requires SPD to report to the Mayor and Council on a quarterly basis on the use and commitment of the incentives.

The bill contains standard ratify and confirm, severability, and effective date clauses (30 days after approval by the Mayor).

Retention Initiatives Spending Plan

The Mayor transmitted a spending plan that identifies two retention initiatives CB 120389 would fund. These initiatives are identified in the [2019 Recruitment and Retention Report](#):

1. Develop Our People Leadership Academy – The Mayor would allocate \$150,000 in 2022 to add new modules to SPD’s sergeant training to promote engagement-based leadership principles, including topics such as growth mindset, leading change, developing others, and communicating effectively.
2. Wellness First Schedules – The Mayor would allocate \$10,000 to facilitate a compressed shift schedule of four 10-hours shifts to provide Patrol Officers with at least three consecutive days for enhanced rest and recuperation. The new schedule would better accommodate officers’ desire to see their families during waking hours, align with preferred sleep/wake times, and align with operationally heavy call times.

The Mayor’s plan would also fund from the 2019 Recruitment and Retention Report an initiative known as “Leave No Candidate Behind,” which would regularly communicate status updates to candidates to keep them engaged with SPD’s process and clarify next steps and action needed on the candidate’s part. This initiative would leverage a variety of communication tools including email, text, and the SPD website to disseminate key information and to foster connections with applicants. While listed as a retention initiative in Attachment 2, this \$10,000 investment is more consistent with a recruitment initiative.

Issues for Consideration

Costs for CB 120389

SPD and the Mayor’s Office indicate that the hiring incentive will assist with the City’s efforts to meet its staffing plan goals. As transmitted last month, the SPD Staffing Plan identifies 125 officer hires (105 recruits and 20 laterals) in 2023. The department estimates that offering officer hiring incentives for three years (2022-2024) will cost approximately \$3.8 million.

Table 1: Estimated Cost of Hiring Incentives (2022-2024)

Year	Cost
2022	\$288,750
2023	\$990,000
2024	\$1,612,500
2025	\$806,205
2026	\$105,000
Total	\$3,802,500

The fiscal impacts extend beyond the third year of implementation (2024) because the hiring incentive is separated into two payments: the first disbursed upon hire and the second approximately one year later. A provision in the proposed legislation reflects this separate timing for payments, conditioning the second payment “upon completion of any probationary period established by the Public Safety Civil Service Rules.” Recruits that receive a first payment late in 2024 will not receive a second payment until completing field training early in 2026. This disbursement method creates the five-year distribution in costs as shown in Table 1.

The estimated cost in 2022 of the hiring incentive is \$289,000; as noted above, this assumes offering hiring incentives to 125 new hires (20 laterals and 105 new recruits). In addition to the hiring incentives, 2022 estimated costs for CB 120389 will include:

1. \$229,000 for the additional recruiter positions;
2. \$831,000 for the enhanced recruitment and backgrounding services and new retention initiatives;
3. \$150,000 for the Chief of Police Search.

These latter three items are identified in the bill and a line-item budget that can be found in Attachment 2. The total estimated 2022 cost to implement CB 120389 is approximately \$1.5 million.

Authorizing funds for recruitment and retention activities would impact SPD’s 2022 Adopted Budget by: (1) transferring \$229,000 in officer salary savings from SPD’s budget to SDHR’s budget to provide funding for four new positions; and (2) modifying the proviso that restricts use of any SPD officer salary savings for anything other than paying salary and benefits to allow the department to spend \$1.57 million in salary savings within its budget on recruitment and retention activities. Table 2 below shows the total estimated fiscal impact of CB 120389 if SPD uses all \$1.57 million available via the modification to the proviso.

Table 2. CB 120389 Estimated Fiscal Impacts in 2022

2022 Costs Only	Dollars	
SDHR recruiter positions (cut and add from SPD budget)	\$229,000	Modify Proviso Use \$1.57 million in SPD Salary Savings to cover 2022 costs
SPD hiring incentive	\$289,000	
SPD-only costs for marketing, testing, backgrounding, and new retention initiatives	\$831,000	
Chief of Police search costs	\$150,000	
SPD unprogrammed salary savings available for use under CB 120389	\$301,000	
Total	\$1,800,000	

As illustrated in Table 2, modifying the proviso would authorize SPD to spend specific amounts for hiring a recruiter, hiring incentives, and for marketing, testing, backgrounding, and new retention initiatives, and to spend up to \$301,000 in salary savings to fund any other recruitment or retention expenditure described by the bill. One example is the cost of providing

reimbursement for moving expenses; note that Ordinance 126589 (passed by the Council on May 24, 2022) authorized up to \$650,000 for this purpose. While the cost of reimbursing for moving expenses would still be an authorized use under this new proposed legislation, the materials transmitted by the Mayor’s Office do not specifically assume spending any funds on moving expenses. Put another way, this would significantly reduce resources available for reimbursement of moving expenses authorized ORD 126589.

Budget Context

SPD has incurred 109 officer separations through June of 2022, approximately 60 more separations than were forecasted during the development of the 2022 Adopted Budget. The unneeded salary and benefit funding resulting from those separations, as well as slower than anticipated hiring, is currently projected to accumulate to \$8.6 million by year end. At the same time, the unprecedented officer separations of the last two years are creating additional costs related to overtime and separation pay for SPD. Each of these cost drivers could result in a need for a \$2.0-\$3.0 million in additional, unbudgeted expenditures in 2022.

A detailed analysis of the department’s current financial state can be found in Attachment 3 and in Central Staff’s [Q2 Staffing and Finance Presentation](#). Table 3 below illustrates how SPD is intending to use its salary savings to address known and projected costs in 2022.

Table 3. SPD Spending Plan for Salary Savings

SPD Spending Plan for Salary Savings Provided 8-2-2022	
SPMA Contract – Retro wage adj.	(\$3,386,924)
CB 120389 Recruitment & Retention	(\$1,800,000)
Benefit Costs (Separation Pay and Worker’s Comp)	(\$2,025,000)
<i>Overtime</i>	<i>TBD</i>
Subtotal	(\$7,211,924)
Projected Budget Savings – est.	\$8,662,000
Remaining Balance (excl. OT) – est.	\$1,450,076

Table 3 does not account for the currently estimated \$2.0 - \$3.0 million potential increase in overtime costs in 2022. If that estimate does in fact become reality, and \$1.8 million of the estimated 2022 salary savings is used for retention and recruitment activities, that would result in SPD needing additional appropriation authority in 2022. Without the additional appropriation, SPD will have a budget exception that will need to be addressed in 2023. However, the department notes that these projections are conservative and do not account for additional savings from the staffing plan that may be achieved if the pace of separations and hiring seen in the first seven months of the year persists. For instance, there were 109 separations in the first half of 2022 and the department is only projecting 39 in the second half of the year. Additional separations would create additional salary savings and allow SPD to finish the year without exceeding the current budget authority.

Moving Expense Reimbursements

As noted above, Ordinance 126589 would authorize SPD to use \$650,000 for moving expense reimbursements for new police officer hires in 2022. CB 120389 retains the authorization to fund moving expense reimbursements and other recruitment and retention activities but eliminates the dedication of any specific funding for such activities. As noted above, the materials transmitted by the Mayor's Office do not specify any funds to pay for moving expense reimbursements.

SDHR rule 4.2.9.C allows for the reimbursement of moving expenses when an individual's new job with the City is at least 50 miles farther from their place of residence than their former job. This criterion is not expected to be amended as part of the changes requested in Ordinance 126589. SDHR provided information that indicates that approximately 17-19 percent of SPD hires between January 2021 and June 2022 were from outside of the 50-mile radius specified in rule 4.2.9.C.

Assuming SPD reaches its hiring goals of 125 officers in 2023, and that 19 percent receive moving reimbursements of \$6,333 (average paid in moving reimbursement expenses last year²), then the department could expect to pay approximately \$150,000. This amount is roughly half the unprogrammed funds associated with CB 120389.

Reporting Requirements and Program Evaluation

CB 120389 requires that SPD, beginning on October 1, 2022, and occurring every three months thereafter, provide a quarterly report to the Mayor and City Council on the hiring incentives. The report must include the "number and amount of new and lateral incentives paid as well as the number and amount of new and lateral incentives pending completion of their probationary period."

While the reporting requirements of CB 120389 do not prohibit SPD or the Executive from designing and executing a thorough, effective evaluation of the hiring incentive program, the bill's reporting requirements are of no use for evaluative purposes. As mentioned above, prior City evaluations have been limited in their ability to determine the effectiveness of hiring incentives. Therefore, the Council may want to consider adding requirements that are more conducive to a thorough evaluation.

² SDHR indicates that it fulfills approximately ten requests annually for moving expense reimbursement. The department further indicated that it had six last year and that the average cost was \$6,333.

In 2019 the Council passed Ordinance 125784, which established specific requirements for evaluating the hiring incentives authorized in that ordinance:

“The Seattle Police Department and the City Budget Office Innovation and Performance Team shall conduct a review of the City’s use of hiring incentives authorized in Section 1 of this ordinance.... and an interim status report that shall include, but not be limited to, the following information:

1. *How the incentive compares with similar incentives offered by other local and state law enforcement agencies; and*
2. *Survey questions will focus on Seattle police applicants and will specifically identify:*
 - a) *Whether the hiring incentive contributed to a new recruit’s decision to work in policing versus another profession;*
 - b) *Whether the incentive resulted in a new recruit’s or lateral officer’s decision to work for the Seattle Police Department versus another local or state law enforcement agency;*
 - c) *How the recruit or lateral officer learned about the hiring incentive; and*
 - d) *Whether the incentive was more or less effective than other recruitment tactics, such as being contacted by a member of the Seattle Police Department or meeting Department representatives at a career fair or other event.*
3. *A demographic and race and social justice analysis of the information collected pursuant to this subsection, and*
4. *An analysis of costs and benefits of the City’s use of hiring incentives and a recommendation about whether the City should continue the use of incentives as an ongoing recruitment strategy.*

The Seattle Police Department shall begin collecting the information at the same time that it begins providing the hiring incentives authorized in Section 1 of this ordinance.”

If the Council wishes to have a more effective evaluation of the hiring incentives, it may consider expanding the requirements to include some or all of the requirements from Ordinance 125784.

Incentive Period

Ordinance 125784 sunsets one year after the implementation of the incentive program. CB 120389 has no such sunset date, and the provisions of the Ordinance may provide the authority for the department to offer the hiring incentives in perpetuity.

Through materials sent to Central Staff, the Executive has indicated that the hiring incentives will be offered for at least three years. If the Council wishes to set legal temporal parameters on the use of the incentive, then it may consider amending the bill to establish a specific period for the program.

Labor Issues

City Labor Relations staff have indicated that there may be labor impacts created by CB 120389. Specifically, the recruitment positions may require bargaining depending on their duties because SPOG officers currently perform a similar body of work, although more review is required as the nature/ function of the recruiter positions in SDHR is not expected to have much overlap with the duties performed by the SPOG recruiters. Additionally, the City is in the process of bargaining a 10-hour patrol schedule with SPOG.

Next Steps

CB 120389 is scheduled for a potential vote in the PSHS Committee on August 9, 2022. Central Staff are available to answer Councilmember questions on today's presentations and to prepare amendments to the bill for full Council consideration.

Attachments:

1. Central Staff Memo - [Resolution 32050](#) – SPD Staffing Incentives 4/26/2022
2. New SPD Officer Recruitment & Retention Plan Costs
3. SPD Budget Update – August 4, 2022

cc: Esther Handy, Director
Aly Pennucci, Deputy Director



April 26, 2022

M E M O R A N D U M

To: Public Safety and Human Services Committee
From: Greg Doss, Analyst
Subject: Resolution 32050 - SPD Staffing Incentives

On April 26, 2022, the Public Safety and Human Services Committee (PSHS) will discuss [Resolution 32050](#), sponsored by Councilmember Nelson. The resolution would establish the Council’s intent to pass legislation that would allow the Seattle Police Department (SPD) to use sworn salary savings to fund staffing incentives for the hiring of uniformed police officers.

This memorandum provides background, describes the resolution, lays out issues for consideration, and outlines next steps.

Background

SPD Staffing Reductions

Since 2020, SPD incurred a net loss of 255 police hires.¹ During that time, SPD transferred more than 100 officers from specialty, investigative and other units into 911 response to address SPD’s goals for response times and patrol coverage. These transfers required that they (1) disband Problem-solving Community Police Teams and precinct-based Anti-Crime Teams; (2) reduce the number of officers on bike and foot beats from 55 to four; and (3) reduce investigation and specialty units below prior staffing levels. Table 1 shows reductions to non-patrol units in SPD.

Table 1: SPD Non-Patrol Unit Reductions

Non-Patrol Trained Sworn:	2020 ²	2020 ³	2022 ⁴	2022 ⁵
	Count of Sworn	% of Sworn	Count of Sworn	% of Sworn
Investigative Units	214	16%	161	14%
Specialty Units	119	9%	33	3%
Operations Support	201	15%	218	20%
Leadership	89	7%	86	8%
Administrative	54	4%	39	4%
Total Trained Sworn	677	51%	537	48%

¹ Jan 2020 - March 2022, Hires = 145, Separations = 400, Net of 255. Approximately 225 were fully trained officers.

² Fully Trained Officers 8/2020 SPD Staffing Report

³ SPD DAP Data 8/31/2020

⁴ Fully Trained Officers 2/2022 SPD Staffing Report

⁵ SPD DAP Data 2/28/2022

In 2020, SPD’s 911 responder force had 563 Patrol Officers and Sergeants that were deployed across three shifts and throughout the city’s five precincts. In 2022, SPD has a 911 responder force of 538 Officers and Sergeants, some of whom are senior officers who volunteered for a transfer and now are assigned to a citywide Community Response Unit that responds to calls during the daytime, peak-volume call times. More detail on SPD sworn staffing and the distribution of 911 responders can be found in Central Staff’s SPD 2022 Q1 Sworn Staffing report.

Despite the transfers into 911 response, SPD indicated that it needs to augment per-watch staffing with overtime-funded officers 90 percent of the time to meet its established minimum staffing standards. The department’s median response time for Priority 1 calls has increased from 6.48 minutes in 2020⁶ to 7.5 minutes today. The median response for Priority 2 calls is now 23.8 minutes. SPD has indicated that it no longer responds to Priority 3 and Priority 4 calls.

Prior Use of Cash Bonuses for Hiring

On October 29, 2021, former Mayor Durkan issued an Emergency Order under her authority provide the proclamation of civil emergency due to the COVID-19 pandemic, that authorized one-time cash bonuses (hiring bonuses) for new Dispatcher hires in the Community Safety and Communications Center and for SPD recruits and lateral hires, at \$10,000 and \$25,000 respectively. The hiring bonuses were offered through January 2022 in both departments.

In its response to Statement of Legislative Intent (SLI) CBO-013-A-002: Citywide hiring incentive impact analysis, the Executive indicated that SPD had not experienced an increase in hiring since implementing the hiring bonus in October 2021. The Executive also indicated the following:

“The issue of whether SPD has seen benefits from incentives is incredibly difficult to conclude because the incentives have been offered and removed several times. In addition, these incentives have been offered at a time when police departments around the region and state have been offering hiring incentives. This limits our conclusion of the effectiveness of hiring incentives. The hiring incentive was implemented over a limited time period and based on feedback from departments. The City has seen mixed results with its implementation.”

Finally, the SLI response indicated that employees promoted internally or already working in the job can feel undervalued and unappreciated when their financial package does not match what new police hires receive. The full Executive response and data on the number of applications made to SPD over the hiring bonus period can be found in Attachment 1.

⁶ 2020 through 9/17. Reported in 2021 Budget Issue Paper.

In 2019, the Council passed [Ordinance 125784](#), which authorized a similar one-time hiring bonus program that existed for approximately one year before sunseting on June 30, 2020. On September 16, 2019, SPD issued a preliminary evaluation on the hiring bonus program (see Attachment 2). The preliminary evaluation noted the following:

“Since the inception of hiring incentives in April 2019, SPD has conducted one entry-level test and one lateral test. Due to the resulting small sample size, a complete analysis of the incentives is premature. However, initial indications are positive. Approximately 18% of SPD applicants (20% among applicants of color and 19% among female-identifying applicants) cited the incentive as an “important factor” in their decision to apply with those who more recently started exploring a career in policing showing a more pronounced effect.”

The final evaluation would have been due in April 2020 but was never submitted due to the declaration of the COVID emergency.

Between 2013 and 2018, SPD on average hired 72 recruits per year and 17 laterals per year, with the smallest numbers occurring in 2018 (59 recruits and nine laterals). This trend had already started to reverse itself in early 2019 before the hiring bonus was implemented. In the first five months of 2019, SPD had already made 32 recruit hires and four lateral hires. In the year that the hiring bonus was in place (June 2019-May 2020), SPD recruited 107 recruits and 12 laterals. This level of hires was disproportionately high when compared to historical averages.

SPD Recruitment and Retention Report

In 2019, The Mayor’s Office convened a Recruitment and Retention Workgroup comprised of staff from the SPD, Seattle Department of Human Resources (SDHR), City Budget Office (CBO) budget analysts, CBO’s Innovation & Performance team, City Council Central Staff and Legislative Staff, and others to: (1) better understand why new hires and overall sworn officer counts are declining; and (2) identify short- and long-term strategies to improve recruitment and retention outcomes. Recommendations from that report can be found here: [Recruitment and Retention Report](#)

The September 2019 report noted that “while it is too early to assess the impact of the new signing bonuses on SPD’s recruitment results, our research suggests that SPD would benefit from additional initiatives aimed at increasing application rates.” The report noted that, at the time, local police agencies had made “appeals to prospective candidates by offering competitive wages, incentives, and hiring bonuses.”

Resolution 32050

The resolution would establish the Council’s intent to:

1. Support SPD’s development of a staffing incentives program to enhance its provision of an adequate number of fully trained, deployable officers to prevent, respond to, and investigate crime in Seattle;
2. Lift by ordinance the proviso imposed by Council Budget Action (CBA) SPD-003-B-001 to authorize use of salary savings to fund staffing incentives at SPD, at a level not to exceed anticipated 2022 salary and benefits savings and any additional funding available for this purpose; and
3. Pass an ordinance that would allow the implementation of a staffing incentives program at SPD.

The resolution’s sponsor indicated that the term “Staffing Incentive” should be construed to mean any pre-hire incentive that could increase sworn applications at SPD. Such incentives may include, but not be limited to, either hiring bonuses to laterals or recruits or a reimbursement for moving expenses such as that outlined in the City’s personnel rules ([Personnel Manual Rule 4.2.9](#)).

The sponsor also clarified that the resolution would show intent for a modification, rather than a full lift, of the proviso in [SPD-003-B-001](#). Such a modification might allow the department to spend sworn salary savings on any kind of staffing incentive, but continue to restrict all other sworn salary saving expenditures unless further appropriation is received from the Council.

The resolution makes several references to a reduction in “Officers in Service,” a metric that is also referred to as “deployable officers.” This metric is a net calculation of the department’s total number of Fully Trained Officers less the number of officers that are absent on some form of long-term leave. Following is a categorical breakout of the officers that are out on long-term leave in March of 2022:

- Workers Comp: 26
- Sick Leave/Accrued Benefits: 75
- Family Medical Leave: 19
- Parental Leave: 7
- Medical Leave of Absence: 3
- Administrative Leave: 16

Over the last two years SPD had fewer officers available for deployment. This trend began in the summer of 2020 as the number of officers on the long-term leave list began to increase. The trend has yet to reverse itself or stabilize. To illustrate, in 2019, there were an average of 49 officers on long-term leave. In the last six months, there have been an average of 166 officers on long-term leave.

While long-term leave usage negatively affects the department's ability to deploy officers, it is difficult to determine if Officers in Service is a good metric for police staff planning. On one hand, it is possible that officers that are using long-term leave may return to service. On the other hand, it is not uncommon for officers to use accrued benefits, one form of long-term leave, before retiring or separating from SPD. In the last eighteen months, there has been a high correlation between the increase in use of long-term leave and the increase of officer separations.

Issues for Consideration

Some hiring incentives may be authorized without an ordinance and may not have direct labor implications.

The resolution states the Council's intent to pass legislation to authorize a hiring program. Legislation like Ordinance 125784 would be required to authorize on a temporary or permanent bases hiring bonuses for lateral or recruit hires. However, legislation may not be needed for other kinds of hiring incentive programs.

SPD has indicated that it does not currently reimburse new officer hires for moving expenses, which is another pre-hire tool that would be available for lateral transfer officers under the City's existing personnel rules. However, the current personnel rules would limit SPD's ability to reimburse for moving expenses in some circumstances:

- Some City positions do not qualify for reimbursement, including recruit positions at SPD;
- An individual's new job with the City must be at least 50 miles farther from their place of residence than their former job to qualify for moving expenses; and
- Moving expenses cannot exceed \$25,000 and are limited to the cost of transportation to Seattle to find housing; food and lodging expenses for up to five days while engaged in the search for housing; and the cost of transporting the employee and their family and household goods and personal effects to Seattle.

Section 4.04.050 of the Seattle Municipal Code (SMC) provides rule-making authority to Seattle Department of Human Resources (SDHR) for the administration of the personnel system. Council cannot directly amend the rules but take actions to influence them. One option is to adopt a resolution or include a statement in a council bill requesting that SDHR complete a process to update the City's personnel rules to provide appointing authorities greater flexibility to pay for moving expenses for new police hires and for a broader range of positions. As an alternative, the Council could amend Chapter 4.04 to legislate criteria under which appointing authorities can offer to pay for moving expenses.

Labor Relations has advised that hiring incentives that are extended pre-hire would not have direct labor implications. Although as pointed out above, there may be a demoralizing impact to existing officers/ union members who do not receive similar compensation (e.g., retention incentives). Additionally, the City may want to give notice to the unions of any pre-hire benefit

when any cash payment falls within the employment period. This might occur if the second installment of a hiring incentive is paid after a probationary period.

Legislation is necessary to authorize SPD use of sworn salary savings to pay for hiring incentives.

The proviso in [SPD-003-B-001](#) restricts the department's ability to expend its sworn salary savings without future appropriation from the Council. As noted in Central Staff's SPD 2022 Q1 Sworn Staffing Report posted to the April 26 PSHS agenda, staff estimates that, based on hiring to date, between \$4.1 and \$4.5 million in SPD salary savings is available and could be used for a hiring bonus or other recruitment incentive program. Legislation authorizing SPD's use of this salary savings for staffing incentives could either lift the proviso and allow full expenditure of all salary savings or more narrowly define how SPD may use the savings.

SPD's budget is primarily supported by GF resources. As has been discussed in the Council's Finance and Housing Committee, the City is currently facing a long-term structural budget issue, where general fund (GF) expenditures are outpacing GF revenues. One of the potential strategies identified to address this structural budget issue in 2023 and 2024 is to use 2022 underspend, such as savings achieved through delayed hirings, for future year spending. If the proviso on SPD's salary saving remains in place and no other actions are taken to lift or modify the proviso, those GF resources are restricted, meaning the money cannot be spent and at the end of 2022 will lapse and revert to the GF – those funds would be assumed in the starting balance going into 2023. If a staffing incentive program is a priority for the Council that decision should be made in the context of knowing that it may mean reductions in spending in 2023 and 2024.

Staffing Incentive Proposal

CM Herbold asked Central Staff to prepare a draft bill that would modify the proviso imposed in CBA SPD-003-B-001 to authorize use of SPD's salary savings to (1) pay for moving expenses for new officer hires; and (2) pay for the salary and benefits for an additional SPD recruiter. In addition, the bill would request that SDHR amend the City's Personnel Rules to provide greater flexibility to pay for moving expenses for new police hires and to extend those benefits to a broader range of positions if the appointing authority determines they are unable to recruit persons in the immediate employment area who possess the unique skills, expertise, and/or educational qualifications. (See Attachment 3 to review the draft council bill).

As noted above, this may impact future budget decisions before the council. In addition, the salary savings are considered a one-time resource. Hiring an SPD recruiter, unless intended to be term limited, is an ongoing expense; this would assume that in 2023 either: (1) the number of funded police officer positions would be reduced to offset the cost of paying for the recruiter; or (2) additional GF funding would be needed to maintain the number of funded police officer positions. In the latter case, the impact would worsen the existing structural deficit of the City's general fund.

National Research on the Efficacy of Hiring Incentives

Staff contacted the Research Director of the Police Executive Research Foundation (PERF) and the Executive Director of the International Association of Police Chiefs (IAPC) to determine if there are any scientific evaluations or research on the effectiveness of hiring (cash) incentives in policing. Both organizations confirmed that many agencies are now using cash incentives, but that there is not yet a body of research to support the practice.

In the April 12, 2022, PSHS Committee meeting, Councilmember Lewis asked staff for an answer to the question of “what are agencies around the country doing that works?” One comprehensive study of police recruiting, [a 2019 PERF report](#) examined the “workforce crisis” in policing and identified many of the incentives used by law enforcement agencies around the county. The following information is an extract from the report:

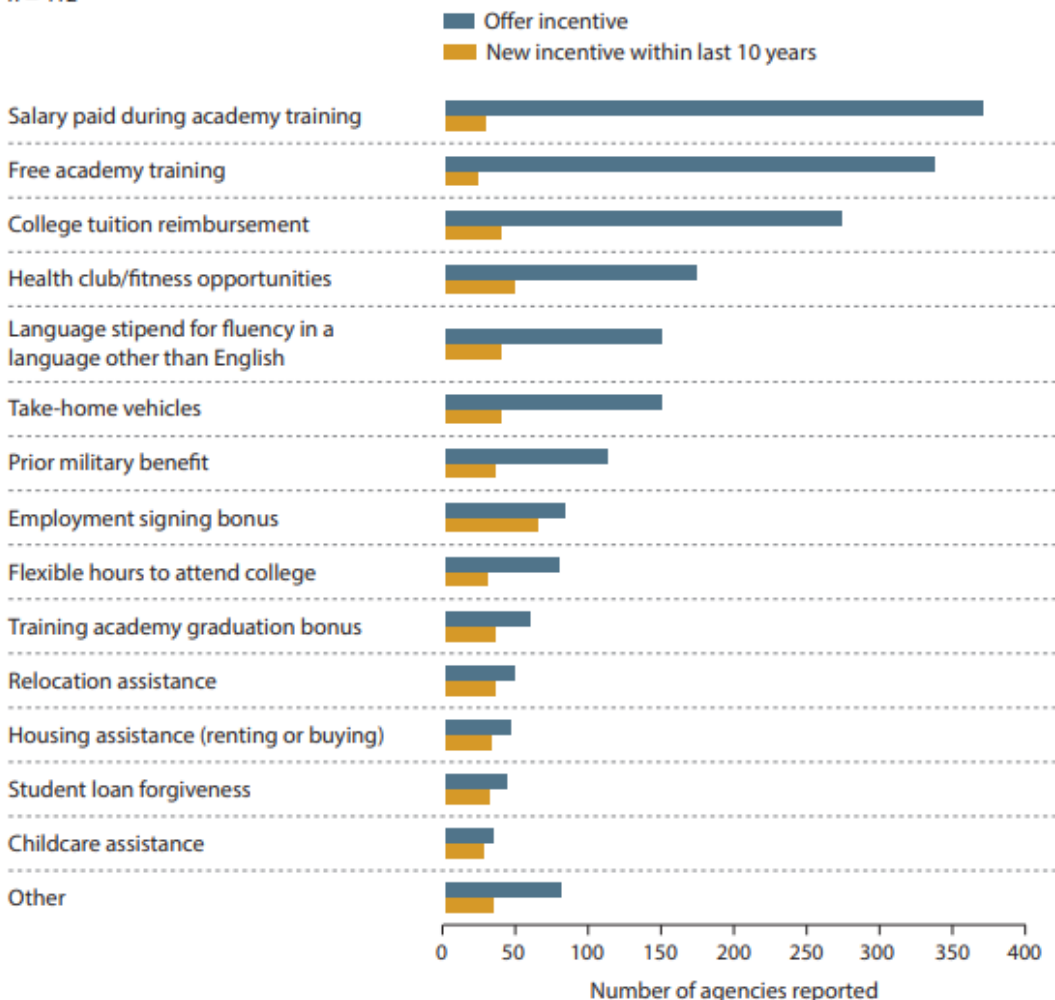
“To understand current efforts to improve recruitment, PERF asked survey respondents to indicate which types of recruitment offers their agency makes, and whether each incentive is a relatively new development (within the past 10 years) or is a longstanding, traditional benefit of joining a police department. As seen in Figure 10, the most common recruitment incentive among the survey respondents was paying recruits salaries while they are in the academy, closely followed by free academy training, and college tuition reimbursement. In each case, large majorities of agencies said they have offered these benefits for more than 10 years.

Offering new recruits assistance with childcare is a more recent development. Only 33 of 412 responding agencies offer childcare assistance, and 27 of the 33 departments implemented that incentive within the last 10 years. Other popular recent incentives include relocation assistance, housing assistance, and student loan forgiveness.

These newer incentives reflect the changes that some agencies are making to attract more recruits. Offering childcare assistance, for example, is a way to draw individuals with families into a career that can often be perceived as incompatible with raising a family. Student loan forgiveness could attract candidates who otherwise would feel a need to enter a higher-paying career to pay off student loans.”

Figure 10: Recruitment Incentives

n = 412



Source: PERF Survey

Per staff’s exchange with PERF and IAPC, it is likely that hiring bonuses are used more in 2022 than in 2019. Chief Diaz has indicated that SPD should be utilizing a variety of these methods to attract new candidates. SPD currently pays its recruits to attend the Washington State Training Academy and covers all Academy costs. However, the department makes limited or no use of the other incentives. Many of these incentives may require some form of bargaining if they are provided post-hire.

Regional Hiring Bonuses, Incentives and Wage Data

SPD human resources staff have indicated that the efficacy of hiring bonuses should be considered in the context of the overall economic package offered by a policing agency, including the starting salary, vacation and total earning potential. Table 2: Hiring Bonuses and Financial Compensation at Regional Police Agencies, reflects hiring bonuses as well as financial compensation and vacation available to new police hires. Table 3: Other Incentives at Regional

Policing Agencies, reflects recruitment incentives similar to those found in the PERC survey on page 8.

Table 2: Hiring Bonuses and Financial Compensation at Regional Police Agencies

Agency	Incentives Entry/Lateral	Starting Salary	Salary Top Step	Months to Top Step	Longevity Pay	Lateral Vacation Hours
Auburn	20K Lateral	\$87,530	\$106,415	54 months	Yes	80 hours
Seattle	No	\$83,640	\$109,512	54 months	Yes	No
Kennewick	No	\$83,472	\$115,361	48 months		80 hours
Kent	10K/25K	\$83,000	\$117,000	56 months	Yes	400 Hours
Everett	15K/30K	\$81,408	\$106,692	36 months	Yes	160 Hours
Pasco	No	\$81,161	\$110,400	36 months		No
Tacoma	25K Lateral	\$78,998	\$109,200	48 months	Yes	No
Bellevue	\$16K Lateral	\$78,263	\$100,231	48 months	Yes	No
Puyallup		\$76,740	\$102,312	36 months		No
Vancouver	\$10K/\$25K	\$75,612	\$101,328	84 months		No
Renton	\$1K/\$20K	\$74,699	\$97,932	48 months	Yes	40 hours
King County	7.5K/15K	\$73,401	\$102,777	36 months	Yes	No
Federal Way	3K/20K	\$73,044	\$97,980	48 months		No
Spokane	No	\$55,645	\$101,226	54 months		No

* Most of the departments listed will receive an additional 3.5% - 6.5% based on cola at the beginning of 2023.

Table 3: Other Incentives at Regional Policing Agencies

Agency	Language Incentive	Education Incentive	Uniform	Dry Clean	Take Home Car	On-Duty Workout Program	Tuition Assistance	Shift Differential
Auburn	No	4%/6%	Yes	No	No	No	No	No
Seattle	No	No	*No	No	No	No	No	No
Kennewick	Yes		Yes	No	No	No	No	No
Kent	Yes	Yes	Yes	No	Yes	No	Yes	No
Everett	No	2%/11%	Yes	No	Yes	No	Yes	No
Pasco	Yes	3%/6%	Yes	Yes	Yes	Yes	Yes	Yes
Tacoma	Yes	2%	Yes	No	Yes	No	Yes	Yes
Bellevue		Yes	Yes		No	Yes	Yes	No
Puyallup	No	2%/4%	Yes	No	Yes	No	No	No
Vancouver		2.5%/5%	Yes	No	No		Yes	Yes
Renton	Yes	4%/6%	Yes	Yes	Yes	No	Yes	No
King County	No	Up to 6%	Yes	No	Yes	No	No	No
Federal Way	No	2%/4%	Yes	No	Yes	No	No	No
Spokane	No	Yes	Yes		No	No	Yes	Yes

*For uniforms, the City of Seattle pays for new recruit uniforms then provides an annual stipend of \$550.

Potential Structure and Cost of a New Hiring Bonus Program

Councilmember Nelson requested that SPD provide costs estimates for a new hiring bonus program. SPD estimates that a two-year hiring bonus program would cost about \$538,000 in 2022 and \$1.3 million in 2023. Such a program would mirror the last hiring bonus program and provide \$25,000 to lateral police hires and \$10,000 to recruit police hires. SPD’s projections are based on its most recent hiring projections. Table 4 shows the costs of the program over 2022 and 2023.

SPD recommends that the bonus payments be paid in two equal installments. The first would be payable on the first regularly scheduled pay date after the hiring agreement is signed and the second after successful completion of the probationary period. SPD also recommended that bonus payments be subject to a retention term of three years following the hire date. Such a program would likely require notice to the Seattle Police Officer’s Guild of the City’s intent to initiate a payment after the probationary period.

Table 4: Recruitment Incentive Program Costs

	2022 (est.)		2023 (est.)			
	Count	1st Payment	Count	2nd Payment	Count	1st Payment
RECRUITS <i>\$10k; split payments</i>	70	\$350,000	70	\$350,000	105	\$525,000
LATERALS <i>\$25k; split payments</i>	15	\$187,500	15	\$187,500	20	\$250,000
TOTAL	85	\$537,500	85	\$537,500	125	\$775,000
ANNUAL TOTAL		\$537,500				\$1,312,500

Next Steps

Resolution 32050 is scheduled for another discussion and potential vote in the PSHS Committee on May 10, 2022. Central Staff are available to answer Councilmember questions on today’s presentations or to prepare amendments to the resolution. Please submit any amendment request to Central Staff by May 3.

Attachments:

1. Hiring Incentive Responses to Council Members Questions
2. SPD Initial Evaluation of the Recruitment Bonus Program
3. Draft Council Bill to modify the SPD salary saving proviso and request modifications to the City’s personnel rules.

cc: Aly Pennucci, Acting Director

Attachment 1. Hiring Incentive Responses to Council Members Questions

Hiring Incentive Responses to Council Members Questions

1. I’d like to know numbers of SPD candidates applying (applicants, not “recruits entering academy data”) each October, November, December, and January as compared to monthly averages when there has been no incentive offered.

Please note the two spreadsheets below includes data around applicants applying for the SPD exams and not recruits entering the academy. The PO exam spreadsheet breaks down how many applicants applied when the hiring incentive was advertised. You will notice on the spreadsheet highlighted in green when the hiring incentive was advertised. The other processes were without an incentive advertised.

ENTRY EXAMS				
EXAM CYCLE	PERIOD APPLICATIONS WERE ACCEPTED	APPLICATIONS RECEIVED/SCHEDULED	APPLICANTS WHO SAT FOR THE TEST	APPLICANTS WHO PASSED EXAM
2020				
P2020-011120	October 23, 2019 - December 27, 2019	698	210	168
2021				
P2021-021921	January 5, 2021 - February 10, 2021	512	266	188
P2021-041621	February 12, 2021 - April 7, 2021	468	253	156
P2021-070921	April 16, 2021 - June 23, 2021	478	212	142
P2021-100821	July 9, 2021 - September 28, 2021	519	219	139
P2022-010722	October 6, 2021 - December 15, 2021	524	230	156
2022				
P2022-032522	December 22, 2021 - March 16, 2021	480	213	145
LATERAL EXAMS				
EXAM CYCLE	PERIOD APPLICATIONS WERE ACCEPTED	APPLICATIONS RECEIVED/SCHEDULED	APPLICANTS WHO SAT FOR THE TEST	APPLICANTS WHO PASSED EXAM
2020				
P2020-022120	November 20, 2019 - February 7, 2020	21	18	15
P2020-061220	March 24, 2020 - May 29, 2020	33	6	4
2021				
P2021-022521	January 5, 2021 - January 27, 2021	13	4	2
P2021-042321	February 3, 2021 - March 17, 2021	16	5	3
P2021-071621	March 23, 2021 - June 16, 2021	12	5	2
P2021-091021	June 23, 2021 - September 8, 2021	7	2	2
2022				
P2022-010522	September 15, 2021 - December 15, 2021	17	6	4
P2022-022522	December 22, 2021 - February 6, 2022	6	2	1

Attachment 1. Hiring Incentive Responses to Council Members Questions

We have also included a copy of all entry level Police Officer exam processes that have been offered since 2012. You will notice somewhat of a down trend in our applicant pool when the COVID-19 pandemic hit us back in 2020.

Year	Total Applicants	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	Notes
2012	2349	1446	61.56%	755	52.21%	
2013	4049	2031	50.16%	1021	50.27%	
2014	4096	1454	35.50%	784	53.90%	
2015	3526	1163	32.98%	805	69.21%	
2016	3486	1204	34.53%	754	62.62%	
2017	3472	1036	29.84%	667	64.38%	
2018	2856	837	29.31%	681	81.36%	
2019	3172	908	28.63%	713	78.52%	
2020	698	210	30.09%	168	80.00%	As of 4/1/2020 (One exam in 2020)
2021	2518	1036	41.14%	669	64.58%	Cycles 1-5
	Applicants (POC)	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	
2012	797	472	59.22%	190	40.25%	
2013	1416	707	49.93%	276	39.04%	
2014	1577	512	32.47%	209	40.82%	
2015	1422	459	32.28%	261	56.86%	
2016	1600	481	30.06%	254	52.81%	
2017	1595	449	28.15%	239	53.23%	
2018	1295	346	26.72%	249	71.97%	
2019	1535	422	27.49%	296	70.14%	
2020	332	91	27.41%	67	73.63%	As of 4/1/2020
2021	1457	556	38.16%	324	58.27%	Cycles 1-5
	Applicants (Female)	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	
2012	341	178	52.20%	91	51.12%	
2013	552	248	44.93%	134	54.03%	
2014	614	203	33.06%	109	53.69%	
2015	550	163	29.64%	96	58.90%	
2016	579	147	25.39%	91	61.90%	
2017	565	160	28.32%	99	61.88%	
2018	519	118	22.74%	98	83.05%	
2019	534	110	20.60%	90	81.81%	
2020	184	82	44.57%	43	52.44%	As of 4/1/2020
2021	331	126	38.07%	89	70.63%	Cycles 1-5

It was a challenge to break applications down by month, but we were able to do a deeper dive and show how many applications we received each day pre hiring incentive announcement and post hiring incentive announcement. As you will see below there is not much of a change in applicant pool. The holiday season could have played a factor during this time.

Attachment 1. Hiring Incentive Responses to Council Members Questions

Entry Level

We have received slightly fewer entry level applications per day since the hiring incentive announcement (on 10/29/2021) compared to the number of applications we received in 2021 before the announcement. This may be tied to the holiday season or other factors.

Pre-Announcement Average Applicants per Day	9
Post Announcement Average Applicants per Day	7

Lateral

We have received about the same number of lateral applications since the hiring announcement as we did in 2021 before the announcement, which is about one application every two days.

Pre-Announcement Average Applicants per Day	0.5
Post Announcement Average Applicants per Day	0.4

2. I’m not seeing any numerical analysis in terms of which departments are hurting more for recruits. It would be illuminating, for example, to see the number of vacancies compared to the budgeted or original amount of FTEs for each corresponding classification. The report lists “Public Safety Auditor” in the same list of “Police Officers,” but are we seeking 1 Public Safety Auditor compared to seeking 125 to 360 police officers? Albeit there might be just 1 Public Safety Auditor position in the City, but there should be in total 1,200 to 1,400 police officers.

Please be sure to click on the link below and make sure you are logged into the network to access the report. This report will provide a closer look at the front facing positions/vacancies broken down by department. It will also give a snapshot of how many budgeted FTEs are in each department broken down by the actual position. This report is specifically for the positions that came back as being hard to fill. Below is the CSCC 911 vacancy list which has about 24 vacant positions as of 3/31.



****Vacancy Report by Department:** <https://reporting.seattle.gov/#/site/SDHR/workbooks/5068/views..>

Attachment 2. SPD Initial Evaluation of the Recruitment Bonus Program

September 16, 2019

Hiring Incentives Report to Council

The Seattle Police Department (“SPD”) is providing this report on the department’s entry-level and lateral hiring incentive in response to Council s. In general, police officer hiring remains very competitive in Washington State and nationally, driven by low unemployment, a demographic bubble driving officer retirements, and jurisdictions aggressively adding staff. Eighty percent of Washington’s 25 largest police forces have budgeted for growth in their sworn ranks in the last five years, outpacing population growth by 17 percent. In response to these challenges, regional police agencies are offering or increasing hiring incentives.

The Seattle City Council authorized hiring incentives of \$7,500 for entry-level applicants and \$15,000 for lateral applicants in March 2019. Other jurisdictions continue to provide incentives with some jurisdictions, such as Everett, increasing their incentive to \$20,000 for lateral applicants.

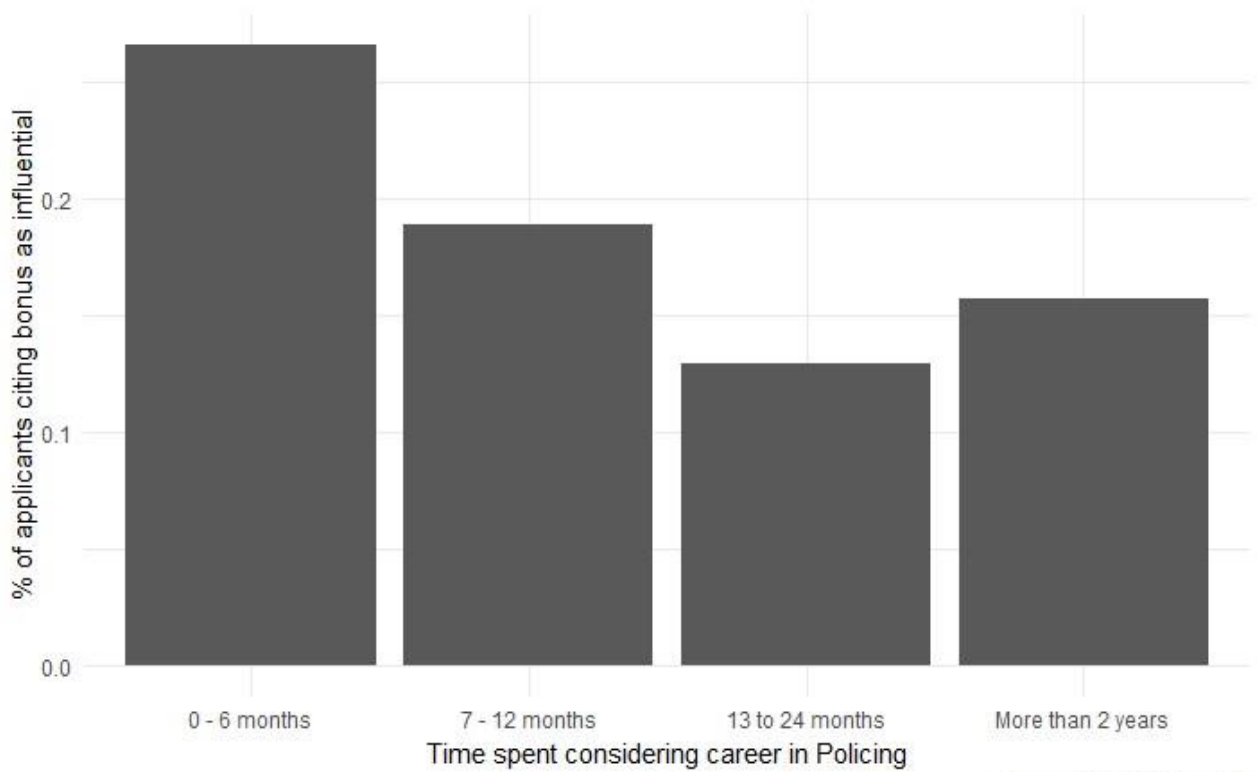
Table 1. Hiring Incentives of Other Forces

Jurisdiction	Salary (Annual)	Hiring Incentive
Seattle	Entry Level: \$81,444 - \$106,632 Lateral: Starting \$91,308	Entry: Up to \$7,500 Laterals: \$15,000
Bellevue	Entry Level: \$74,868 - \$95,883	Entry: Up to \$2,000 Laterals: \$16,000
Everett	Entry Level: \$72,192 - \$94,620 Lateral: \$94,620	Laterals: \$15,000 - \$20,000
Kent	Lateral: \$68,520 - \$89,208	Laterals: \$10,000
Renton	Entry Level: \$67,976 - \$96,672	Laterals: \$10,000, 40-hour sick leave and 40-hour personal leave banks
King County Sheriff’s Office	Entry level: \$62,462 - \$87,464	

Since the inception of hiring incentives in April 2019, SPD has conducted one entry-level test and one lateral test. Due to the resulting small sample size, a complete analysis of the incentives is premature. However, initial indications are positive. Approximately 18 percent of SPD applicants (20 percent among applicants of color and 19 percent among female-identifying applicants) cited the incentive as an “important factor” in their decision to apply with those who more recently started exploring a career in policing showing a more pronounced effect.

Attachment 2. SPD Initial Evaluation of the Recruitment Bonus Program

Chart 1. Applicants Citing Bonus as Influential



Source: SDHR hiring data

Surveying also indicated that SPD draws applicants from across the state, resulting in competition with other agencies. For example, only 14 percent of recent applicants have a Seattle home address. Similarly, 52 percent of entry level applicants (51 percent applicants of color and 52 percent female-identifying applicants) reported applying to other law enforcement agencies when they applied to SPD.

Applicants learned of the hiring incentives from a variety of sources, as shown in Chart 2.

Attachment 2. SPD Initial Evaluation of the Recruitment Bonus Program

Chart 2. How Applicants Find Out about the Incentive.



Source: SDHR hiring data

To date SPD has paid a total of 36 entry-level and six lateral incentives. Of those receiving the incentive, 40.5 percent were people of color (16.7 percent Asian, 9.5 percent Black or African American, 7.1 percent Hispanic or Latino, 7.1 percent identifying as two or more races, and 59.5 percent White) and 21.4 percent identified as female (with 78.6 percent identifying as male).

Due to nearly one-fifth of recent applicants citing the incentive as an “important factor” in their decision to apply with SPD, the department recommends the continuation of the incentive program at this time. Additional testing cycles will provide more applicant data and allow for better insight into the impact of the incentives.

Attachment 2 – New SPD Officer Recruitment and Retention Plan Costs

New SPD Officer Recruitment & Retention Plan Costs			
Project	2022 Costs	2023 Costs	2024 Costs
To Increase Recruiting Capabilities & Capacity			
1 Hire New Recruitment Manager (SDHR)	\$ 92,081	\$ 176,188	\$ 177,268
2 Hire New Recruitment Specialist (SDHR)	\$ 35,769	\$ 124,896	\$ 126,100
3 Hire New Recruitment Specialist (SDHR)	\$ 35,769	\$ 124,896	\$ 126,100
4 Police/Fire Testing Specialist (SDHR)	\$ 65,000	\$ 130,000	\$ 130,000
5 Use Outside Physical Ability Testing Service	\$ 9,000	\$ 21,000	\$ 21,000
6 Conduct Oral Boards Virtually (city managed)	\$ -	\$ -	\$ -
7 Automate Recruiting Case Management	\$ 95,000	\$ 50,000	\$ 50,000
8 Use Outside Background Screening Service	\$ 127,500	\$ 363,800	\$ 363,800
9 College/University ROTC-type Cadet Pipeline	\$ -	\$ -	\$ -
To Increase the Number of Recruits Attending the WSCJTC Academy			
10 Assign SPD Tactical Officer to Academy	SPD Recruitment Plan Cost Estimates		
11 Assign SPD Tactical Officer to Academy	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
To Develop New Branding/Message Platform			
12 New Branding/Message Platform			
13 New Creative to Modify Existing Recruitment Materials	\$ 110,000	\$ -	\$ -
	\$ 150,000	\$ -	\$ -
To Execute the New Recruitment Plan			
14 Literature Printing/Web implementation/Production			
15 Media Plan Execution	\$ 170,000	\$ -	\$ -
	\$ -	\$ 1,500,000	\$ 1,500,000
To Increase Officer Retention			
16 Leave No Candidate Behind			
17 Formalized Ride-a-Long	\$ 10,000	\$ -	\$ -
18 Bureau Advisory Councils	\$ -	\$ -	\$ -
19 Step Into Our Shoes	\$ -	\$ 50,000	\$ -
20 Develop Our People Leadership Academy	\$ -	\$ -	\$ -
21 Wellness-First Schedules (4/10)	\$ 150,000	\$ 800,000	\$ 800,000
22 Enterprise Risk Management & Wellness Program	\$ 10,000	\$ -	\$ -
	\$ -	\$ -	\$ -
Total Costs	\$ 1,060,119	\$ 3,340,780	\$ 3,294,268



City of Seattle

Seattle Police Department

August 4, 2022

MEMORANDUM

To: Greg Doss and Aly Pennucci
Council Central Staff

From: Angela Socci, Executive Director of Budget/Finance
Seattle Police Department

Subject: SPD Budget Update

I. Executive Summary

In the coming weeks, the Public Safety and Human Services Committee will review and consider CB 120389, which authorizes the Executive's Police Recruitment and Retention plan, and the Seattle Police Department's (SPD) Q2 Financial Update, transmitted on July 28, 2022. This memorandum offers additional context to aid in Council's review.

To summarize:

- Sworn salary underspend is accumulating due to late separations in 2021 and continued high attrition in 2022. In the 2022 budget process, City Council imposed a proviso that restricts salary and benefit funding so that it may only be used to pay SPD's recruits and sworn officers unless Council passes a future ordinance.
- SPD is still experiencing an extreme staffing shortage. Police separations continue to outpace police hires, necessitating a comprehensive plan for police hiring and retention. CB 120389 builds on a prior Council action (ORD 126589), which allows use of sworn vacancy savings for specific hiring initiatives, including a relocation benefit for select police hires and additional funding for recruitment advertising and the Police Chief search.
- A portion of the estimated salary savings is needed to offset costs related to the Seattle Police Management Association (SPMA) retroactive payments and increased benefit costs related to separation pay and worker's compensation.
- SPD is becoming increasingly dependent on overtime staffing to try and meet the current demand for public safety and violence prevention services in 2022. SPD is monitoring overtime expenditures and may use vacancy savings to offset overtime costs, including costs for patrol augmentation, special events, violence prevention emphasis, and investigative follow up, in lieu of requesting an appropriation increase to cover these costs.

II. Staffing Update

Since January 2020, SPD lost a total of 466 officers to attrition. Although recruitment and hiring efforts fully resumed in 2021, the department is struggling to attract qualified police candidates. This issue is not unique to SPD. Police departments across the nation are raising concerns about current and future staffing levels.

Through June 30, 2022, SPD hired 30 new officers and separated 109 for a net loss of 79 officers. For budget planning, the department is currently assuming 80-90 new hires and 150 total separations in 2022.

Table 1: Draft SPD Police Officers Hired, Funded, and Available

Year ¹	Funded FTE	New Hires	Separations	Net New Officers	All Sworn Officers ²	Fully Trained ³	Sworn in Service	% Funded in Service
2020	1,497	51	(186)	(135)	1,276	1,231	1,094	73.08%
2021	1,343	81	(171)	(90)	1,172	1,139	958	71.33%
2022 - Forecast	1,200	84	(148)	(64)	1,092	1,063	983	81.91%
2022 - Actuals YTD	1,200	30	(109)	(79)	1,102	1,065	956	79.67%

¹Based on Q4 figures for 2020-2021.

²All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commission

³ Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training

Source: SPD Draft Sworn Hiring Projections with Actuals through June 2022, 7/13/22

█ = Budget Estimates as of 7/13/22

The SPD staffing model is used for budgeting and planning purposes only. The calculated fields used to estimate staffing levels in current and future months are based on a series of assumptions that may result in slight deviations from actual staff counts.

III. Budget Implications

Based on the staffing plan, SPD estimates approximately \$8.6M in sworn vacancy savings will be available for reinvestment or reallocation to unanticipated or unbudgeted department needs in 2022. Council Budget Action SPD-003-B-001 imposed a proviso on this funding, restricting its use to recruit and police salary and benefit costs.

Seattle Police Management Association (SPMA) Contract

The Seattle Police Management Association (SPMA) labor contract was passed by City Council on June 14, 2022. The legislation did not provide funding for retroactive contract costs. SPD was directed by the City Budget Office to use sworn vacancy savings to cover the associated costs in 2022 (est. \$3.4M).

Recruitment and Retention Plan

To address the sworn staffing shortage, Mayor Harrell unveiled a new, comprehensive recruitment and retention plan to dramatically increase the number of police officers to nearly 1,500 by 2027.¹ CB 120389 proposes the use of sworn vacancy savings to offset the planned costs in 2022, including the addition of four positions in the Seattle Department of Human Resources, hiring incentives, and a new marketing strategy. This plan builds on City Council's prior action, which lifted the proviso on a portion of SPD's vacancy savings to cover the cost of moving expenses for new hires, a national advertising campaign, and the Police Chief search. The Executive's proposed legislation authorizes use of \$1.8M for police recruitment and retention efforts in 2022.

Employee Benefits

Due to the high number of separations in 2022, SPD continues to see increased costs associated with separation pay, or cash-outs of accrued leave. These are contract benefits issued at the time of resignation or retirement. The current proviso does not restrict the use of salary savings for benefit costs; however, these costs will reduce the department's estimated vacancy savings total. Similarly, costs associated with worker's compensation claims have increased in 2022 and will need to be offset with salary savings. The estimated budget shortfall for separation pay and worker's compensation is \$2-3M in 2022.

Overtime

The department's overtime budget for 2022 is down \$3.3M, or 11%, from pre-pandemic levels at a time when SPD is becoming increasingly dependent on overtime to meet staffing targets and service demands. Through June 30, SPD has expended 57% of its total overtime budget, which suggests the department will exceed its 2022 overtime budget.

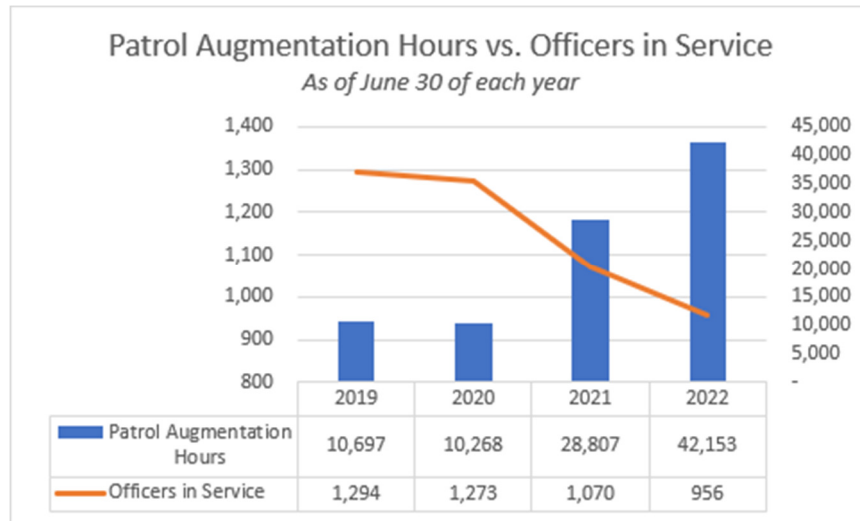
All overtime is being closely tracked and reported to Council on a recurring basis. Preliminary estimates indicate \$2-3M may need to be redirected to cover increased augmentation overtime tied to the police staffing shortage, unbudgeted event activities, including new costs associated with the Seattle Kraken games, and overtime emphasis patrols used to supplement on-duty violence prevention efforts. These cost overruns could be offset by sworn vacancy savings.

Patrol Augmentation

As of June 30, 2022, SPD has seen overtime costs associated with patrol augmentation increase by 49% compared to the same time last year and 320% from the same time in 2020. Officer hours dedicated to patrol augmentation has necessarily increased as the number of officers in service has declined.

¹ <https://harrell.seattle.gov/wp-content/uploads/sites/23/2022/07/SPD-Recruitment-and-Retention-Plan.pdf>

Table 2. Patrol Augmentation and Officers in Service, 2019-2022 (YTD)

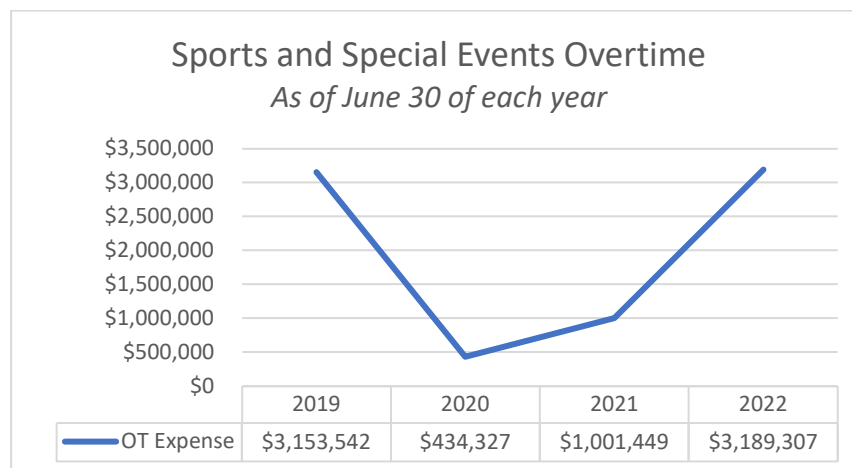


Of the \$3,490,140 spent on patrol augmentation YTD, 66% has been dedicated to patrol augmentation specifically for minimum staffing, with patrol augmentation for the Community Response Group representing an additional 22%. Note that, despite its name, patrol augmentation is an activity code used department-wide, including investigative or specialty units.

Sports and Special Events

As of June 30, 2022, SPD has seen overtime costs associated with sports and special events increase by 218% compared to the same time last year.² After a sharp drop off in this category of OT in 2020 – at the height of the pandemic – special events overtime has steadily increased. In 2022, officer hours dedicated to sports and special events reached 90% of the hours dedicated during the same period in 2019. Thanks to wage increases for some personnel, the cost reached 101% of the 2019 cost.

Table 3. Sports and Special Events Overtime, 2019-2022 (YTD)



² Excluding Dignitary Protection, Other Escorts, Planned Demonstrations, and Unusual Occurrences

The most significant increase within that category comes from the addition of the revenue-backed Seattle Kraken games. Although the City is fully reimbursed for police services provided at the Kraken games, SPD did not request an increase in spending authority to cover the department's overtime costs in 2021 or 2022. Instead, the Mayor's 2022 Proposed Budget fully restored the one-time, COVID-related \$6.4M cut made to SPD's overtime budget in 2021. This funding was meant to cover, in part, the increasing costs associated with the return of sporting events and special events to pre-pandemic levels, including Kraken games. However, Council revised the Mayor's 2022 Proposed Budget under CBA SPD-006-A-001, which cut the overtime budget by \$3.2M and created a sizeable budget shortfall in 2022.

As of June 30, 2022, SPD has dedicated 6,612 officer hours – at a cost of \$615,002 – to ensuring the safety of the public at Kraken games. The average overtime cost is nearly \$11,000 per game. This was done without any corresponding appropriation increase.

Emphasis Patrols

As of June 30, 2022, SPD has seen overtime costs associated with emphasis patrols increase by 1,064% compared to the same time last year. In the first six months of 2021, only 1,781 officer hours were dedicated to 11 separate emphasis patrols, at a total cost of \$142,944. The Alki Summer Emphasis represented the greatest expenditure, at \$53,355. In the first six months of 2022, the city faced a worsening crime situation with a notable increase in shots fired. In response to the need and calls from elected officials and the public to address the uptick in violent crime, SPD initiated targeted violence prevention efforts through overtime emphasis patrols and augmentation shifts. To date, SPD has dedicated significant officer time to more than 20 separate emphasis patrols, with the greatest expenditure in the Pike/Pike and 3rd Avenue area.

Table 4. Top Four Emphasis Patrols, 2022 YTD (as of June 30)

Emphasis Patrol	Dollars 2022 YTD	Hours 2022 YTD
Pike/Pine and 3rd Emphasis	\$891,506	10,455
Shots Fired Emphasis - North Pct	\$284,142	3,245
Nightlife emphasis - West Pct	\$162,077	2,000
12th AveS/SJackson St Emphasis	\$160,346	1,965

The total expenditure in the first six months of 2022 was \$1,664,166, or 19,655 officer hours. For context, in the first six months of 2019 - the most recent pre-pandemic year - SPD expended \$1,026,021 or 12,793 officer hours. The use of overtime is necessary given the limited number of officers in service.

IV. Conclusion

SPD's spending plan for the salary underspend is summarized in Table 5.

Table 5. Spending Plan *(Items listed in same order as above)*

SPD Spending Plan	
SPMA Contract - Retro	\$(3,386,924.00)
Recruitment/Retention	\$(1,800,000.00)
Benefit Costs	\$(2,025,000.00)
<i>Overtime</i>	<i>TBD</i>
Subtotal	\$(7,211,924.00)
Projected Budget Savings – est.	\$8,662,000.00
<i>Remaining Balance (excl. OT) – est.</i>	<i>\$1,450,076.00</i>

The above underspend is an estimate based on the staffing model provided with the Q2 Financial Update on July 28, 2022. This amount is subject to change as actual hires and separations are realized over the course of the entire year. Additionally, the spending estimates are also subject to change. Please refer to the sections above for further information regarding anticipated costs.

Seattle Police Recruitment and Retention Plan



City of Seattle
Mayor Bruce Harrell





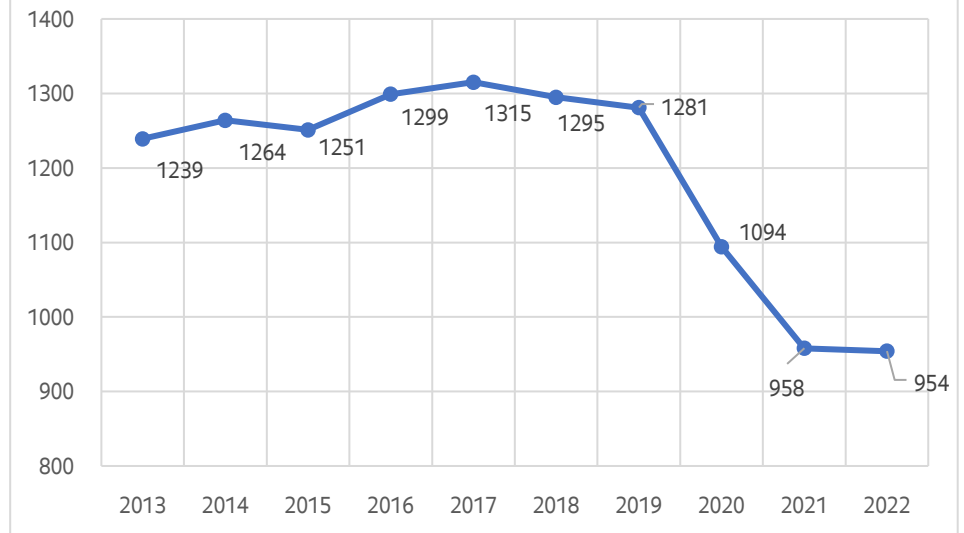
Address Seattle's Staffing and Response Challenges

Over the past two-and-a-half years, the loss of more than 400 police officers has depleted the Seattle Police Department (SPD) to the point where essential services cannot be delivered promptly and effectively. As of May 2022, the number of trained and deployable officers — just 954 — is the lowest in over 30 years.¹

In addition, SPD has been unable to meet its annual recruiting goals in recent years. Nationally and across the state, police departments have faced similar hiring challenges, creating an extremely competitive environment where SPD tries to attract the highly effective, culturally competent, and strongly committed officers needed to meet its public safety obligations.

To provide a minimum level of service, SPD must make up for this severe staffing shortage by relying on overtime-paid officers almost daily, a significant expense to the city.

Figure 1: Number of SPD Officers In Service 2013-2022



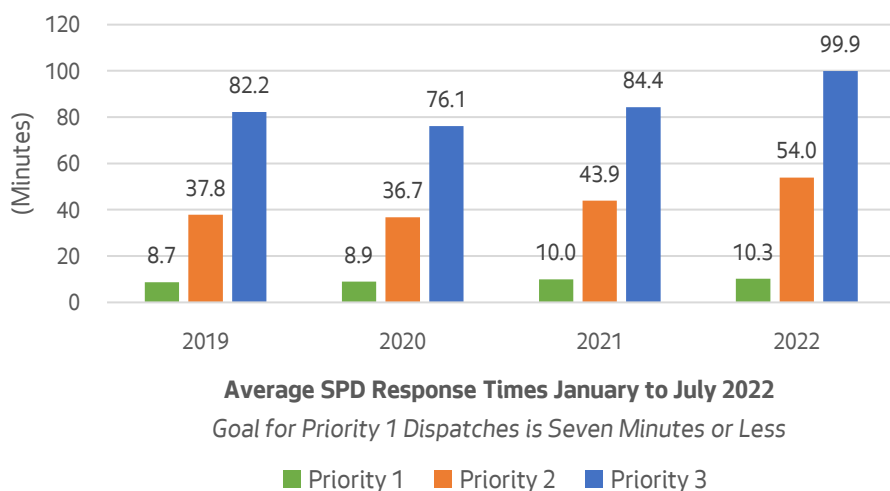
This reality is contributing to exhaustion and low morale among officers, as the police department's staffing crisis harms public safety.

Because of the shortage of officers, SPD often limits patrol dispatches only to Priority 1 calls — life-threatening emergencies, serious crimes in progress, and other circumstances where police are immediately needed with a target response time of seven minutes — as well as Priority 2 calls.²

SPD has historically dispatched officers to other lower priority calls (Priority 3 and 4), however, officers are now rarely dispatched to these calls for service due to the current staffing crisis.³

This inability to respond frustrates the people of Seattle, who expect to see police officers addressing their needs and providing a full array of police services.

Figure 2: Citywide Average Response Times By Type





Increase Number of Officers to Prevent and Solve Crime

Police follow-up investigations of serious crimes are essential for holding people accountable and improving long-term public safety. These investigations have been negatively impacted because of the need to transfer detectives back to first-response patrol units.

During pre-pandemic years, SPD's follow-up investigative units have had 230 or more detectives assigned. This detective work often requires specialized training and skills, especially for complex and traumatic crimes. After acceleration of the essential re-assignment strategy in 2020, fewer than 140 detectives are performing this necessary work today.

The lack of resources for vital investigative work, the loss of more than 400 "in-service" police officers since 2019, and the continued challenge of recruiting new officers creates an unacceptable situation which constrains the ability of the City to provide public safety services.

“In One Seattle, every person has an absolute right to safety. But we cannot deliver without a well-staffed and well-trained police department. This strategy is our opportunity to restore and rebuild a Seattle Police Department with the right number and right kind of officers so that it lives up to our highest values and priorities.”

– Mayor Bruce Harrell



This plan is designed to improve the recruitment of new officers and serve as a basis to retain those officers who remain committed to SPD and the welfare of the people of Seattle. Mayor Bruce Harrell's goal is to increase the number of Seattle police officers who are authorized, funded, fully trained, and deployable to 1,450, a ratio of 1.9 officers per 1,000 residents.⁴

To achieve this goal, SPD will launch innovative and comprehensive short- and long-term strategies, including taking full advantage of state academy slots available to Seattle.

This plan will continue to be iterated and improved as we evaluate success and challenges based on historical data and real-time results.

Some of the elements of this plan may need to be collectively bargained, and the City is committed to doing so expeditiously and in good faith with the police unions and their members.



Make Hiring Easier, Faster, and More Efficient

1. Increase the capacity, efficiency, and effectiveness of the recruitment process without compromising the quality of applicants, their fit within the department, or the community's expectations.

a. Strengthen SPD's existing recruiting team, which includes a lead recruiting officer and volunteer support officers, by partnering with the Seattle Department of Human Resources (SDHR). SDHR and the assigned officers will perform critical recruiting functions, including community engagement, event attendance, and other outreach efforts.

(Target implementation: Aug. 2022)

b. Create and hire a civilian recruitment manager in SDHR. This position would oversee recruiting, implement new systems and processes to streamline recruiting, and implement the new brand and message platform, and a media plan to increase staffing levels. *(Aug. 2022)*

c. Create and hire a civilian position assigned to the police officer and firefighter testing team in SDHR. This position would be responsible for increasing police testing results reporting frequencies and the implementation of preference points. *(Sept. 2022)*

d. Create and hire two civilian recruiting specialists in SDHR. These positions would be responsible for day-to-day recruiting activities, establishing relationships with applicants, and achieving the new officer hiring goals. *(Oct. 2022)*

“The police profession is a service profession, and our mission is to help people. We will hire only the most compassionate, dedicated, and qualified employees.”

– Interim Chief Adrian Diaz



2. Redesign systems to accelerate the recruitment and application process to increase the number of successful applicants without sacrificing quality.

a. Improve the physical agility test by eliminating travel requirement, increasing rate of retesting, and using a proven outside service to speed up processing. Currently, applicants must travel to Seattle for testing, and those who do not pass must wait six months before attempting a retest. *(Oct. 2022)*

b. Leverage technology to conduct virtual oral board interviews instead of in-person meetings to attract more candidates and improve the application timeline. *(Oct. 2022)*

c. Accelerate candidate background review with automated document exchange and verification of employment, education, and credit history before SPD detective investigation. *(Oct. 2022)*



Attract Top Recruits with Competitive Compensation

3. Create a competitive compensation package through hiring bonuses, moving reimbursements, and other incentives to attract recruits and lateral transfers with values and experiences aligned with Seattle.

a. Institute a competitive hiring bonus in line with neighboring jurisdictions based on market demand up to a maximum of \$7,500 for recruits and \$30,000 for lateral transfers.⁵ (Aug. 2022)

b. All City employees who make a referral of a lateral hire or a new recruit are eligible to receive a referral incentive of up to \$1,000, payable when the applicant is hired or enters the state police academy.

c. Support candidates by reimbursing applicant fees, travel expenses, and approved moving costs, as well as housing and job finding assistance for partners or spouses, upon employment by SPD. (Aug. 2022)

d. Prioritize the recruitment of applicants with bilingual/multilingual skills, college degrees, and experience providing social services.⁶ (Jan. 2023)

e. Create new initiatives to inspire and maintain candidate interest, including "ride-along," "leave no candidate behind," and recruitment "ambassador" programs based on the City's [2019 Innovation and Performance Team recommendations](#). (Aug. 2022)





Recruit Candidates Committed to Our Community

4. Develop a new and innovative values-based recruitment brand and message platform to attract applicants with shared values.

- a. Create and implement a new branding and marketing campaign with a Seattle-experienced agency to identify target audiences, reach them through social media and other online channels, and encourage them to apply for a public service career with SPD. *(Nov. 2022)*
- b. Modify all recruitment-related public-facing websites, literature, and application materials to be consistent with the new brand and message platform. *(Nov. 2022)*
- c. Develop ideal candidate profiles prioritizing people who reflect our community and who are committed to caring for and improving the quality of life for all of the people of Seattle. Expand the pool of law enforcement recruits to include people with diverse racial and immigration backgrounds, people with college educations and language skills beyond English, and people who value living in Seattle.



5. Develop innovative methods of communicating with potential recruits to boost applications.

- a. Create a recruiting speakers bureau of respected individuals in the community who can inspire interest in a law enforcement career and a position with SPD. *(Nov. 2022)*
- b. Partner with businesses, private organizations, educational institutions, and community-based organizations to promote public service careers in law enforcement, expand the potential field of applicants, share application resources and information, and publicize job opportunities. *(Oct. 2022)*

6. Explore the creation of a pipeline of potential recruits through a college/university-based program centered on public safety careers.

- a. Evaluate the feasibility of a program covering tuition for individuals seeking an undergraduate degree or higher in a defined course of study who commit to a minimum of five years of employment with SPD following graduation. *(Jan. 2023)*
- b. Design a cadet program for individuals 18-24 years of age to connect them with SPD jobs in non-law enforcement positions and create a pathway to career opportunities. This will allow young people to see law enforcement careers firsthand, and SPD to gain insight from a younger generation. *(Jan. 2023)*





Retain Officers through Opportunities and Appreciation

7. Ensure a comprehensive and competitive economic package to retain officers.

- a. Engage officers and labor partners to implement this package through collective bargaining.

8. Create more career advancement opportunities.

- a. Institute an assignment rotation policy, so officers can develop skills across various responsibilities, enhancing their ability to work in multiple positions and advance their careers.
- b. Establish a leadership academy to prepare officers, detectives, and sergeants for promotion by fostering management and leadership skills.
- c. Explore a new special designation to recognize and incentivize officers who engage in innovative efforts that enhance the delivery of police services and demonstrate leadership and mentoring skills.
- d. Establish bureau advisory councils within SPD to create an additional outlet for officers to elevate their perspectives, experiences, and opinions to command staff and City leadership. (Sept. 2022)

- e. Explore the inclusion of existing officers in a new tuition assistance program designed to cover education costs for officers seeking a bachelor's or higher degree in a defined course of study who commit to a minimum of five years of employment with SPD following graduation.

9. Demonstrate commitment to officers' wellness and morale.

- a. Implement regular roll-call visits by senior SPD command staff, elected officials, and senior staff from the mayor's office. (Aug. 2022)
- b. Implement "office hours" in the precincts by senior command staff, so they can meet with officers, answer questions, and discuss issues of importance to officers. (Aug. 2022)
- c. Implement patrol officer shifts and schedules that prioritize employee wellness and help ensure long term stability and sustainability, e.g. 4 days/10 hours.
- d. Implement a comprehensive wellness program for all employees of SPD, including a staff clinical psychologist and trauma-informed care services.

Endnotes

1. In-service officers are in authorized and funded positions, fully trained, and available to be deployed. Prior to 1991, only the total number of officers — regardless of in-service status — was documented.

2. Priority 2 calls include threats of violence, major property damage, incidents where officer presence is required to avoid escalation, disturbances involving weapons, serious injury vehicle collisions.

3. Priority 3 calls include follow-up investigations or minor incidents where response time is not crucial. Priority 4 calls include nuisance events where an officer's presence is not immediately necessary.

4. From 2012 to 2019, the ratio of Seattle officers per 1,000 residents was 1.7 to 2.0; in 2020 it dropped to 1.48 and has continued to decline. At the end of May 2022, the ratio in Seattle was 1.25. In 2021, the

average police officer to population ratio in U.S. cities over 250,000 residents was 2.3; in the Pacific states, it was 1.7.

5. A recruit hiring bonus of \$7,500 matches what is currently offered by the King County Sheriff. Auburn, Bellevue, Federal Way, and Renton offer recruit hiring bonuses ranging from \$1,000 to \$5,000. Lateral transfer bonuses are also common. Auburn, Bellevue, Everett, Federal Way, Issaquah, Kent, the King County Sheriff, Kirkland, Renton, and Tacoma all offer between \$15,000 and \$30,000 for lateral transfers. In this plan, all hiring and lateral transfer bonuses would need to be paid back if the employee voluntarily leaves city employment before five years of service have been completed.

6. Preference Points are applied to a public safety candidate's application and passing exam grade for a specific skill, experience, or veteran's status.



Amendment 1 to CB 120389 – SPD Recruitment and Retention

Sponsor: Councilmember Herbold

Retention expenditures

Effect: This amendment would acknowledge existing limitations on the use of funds proposed for activities to support officer retention at the Seattle Police Department.

On page 3, amend Section 1 of CB 120389 as shown below:

Section 1. Council Budget Action SPD-003-B-001, approved in the 2022 Adopted Budget per Ordinance 126490, restricts the appropriations in the Seattle Police Department's (SPD) budget for sworn salary and benefits to only be used to pay SPD's recruits and sworn officers, unless authorized by future ordinance. This ordinance provides authorization to use up to ~~(((\$1,150,000))~~ \$1,571,309 of the funds restricted by SPD-003-B-001 as follows: (1) ~~((up to \$650,000))~~ for moving expenses for new police officer hires in 2022, ~~((provided that the Seattle Department of Human Resources (SDHR) amends the City's Personnel Rules))~~ as authorized in Council Bill 120351 to allow greater flexibility for appointing authorities to offer moving assistance to a broader range of positions and circumstances and to pay for the salary and benefits for an additional recruiter in SPD; (2) ~~((up to \$350,000))~~ for a national ad campaign to market police officer positions to potential candidates; (3) for costs related to recruitment and retention of officers in SPD; all reimbursable expenses authorized by Ordinance 126615; contracting with outside agencies to help SPD develop a brand, materials, and advertising campaign to bolster recruitment; Improvements that can speed up the process of hiring

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new police officers, including technology costs and subscriptions; and hiring incentives in 2022 authorized by Section 5 of Council Bill 00000; and ~~((3))~~ (4) ~~((up to \$150,000))~~
to pay for a national search to hire a permanent Chief of Police. For the purpose of this ordinance, costs related to retention of officers in SPD mean expenditures that do not need to be bargained and that are associated with the Leave No Candidate behind program, the creation and support of Bureau Advisory Councils, the creation and support of the Develop Our People Leadership Academy, and the implementation of voluntary Wellness First (4/10) schedules. The implementation of Wellness First schedules does not need to be bargained because it is a voluntary program, with participation at individual officers' discretion.

Amendment 2 Version 1 to CB 120389 – SPD Recruitment and Retention

Sponsor: Councilmember Herbold

Technical Changes and PSCSC Rule Request

Effect: Makes Technical / legal changes recommended by the City Attorney’s Office and requests that the Executive sponsor a Public Safety Civil Service Commission (PSCSC) Rule that allows Seattle Police and Fire Department personnel to receive moving expense reimbursements similar to the reimbursements authorized through the Personnel rule change authorized in Ordinance 126589 and Ordinance 120351.

1. Amend Section 1 as follows:
On page 2, paragraph 1, strike “Council Bill 12035” and replace with “Ordinance 126615.”
2. Transpose Section 2 of the Bill with Section 3 and renumber all internal references accordingly.
3. Amend Section 5 as follows:
On page 6, paragraph 1, strike “subsection B of this Section 5” and replace with “subsection 5.B of this ordinance”.
4. Amend Section 6 as follows:
Strike “taken consistent with this ordinance taken after its passage and” and replace with “consistent with the authority of this ordinance taken”
5. Add a new Section to CB 120389 as follows:
New Section, Section 2. To further effectuate the intent of Section 1, the Council requests that the Executive present, if legally necessary, to the Public Safety Civil Service Commission at its September 21, 2022 meeting, or as soon as possible thereafter, a draft rule that allows for moving expense reimbursement for all police and fire public safety positions, consistent with SMC 4.14.140 and 4.14.150 as modified by Ordinance 126615 and any relevant administrative rule changes made after the effective date of Ordinance 126615.
Renumber all internal references accordingly.