



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, September 13, 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
September 13, 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. Appointment of Faisal Khan as Director of Public Health Seattle and King County.

Supporting Documents:

[Appointment Packet](#)

[Q&A for Director of Public Health](#)

Briefing and Discussion (30 minutes)

Presenter: Senior Deputy Mayor Monisha Harrell

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

Supporting Documents:

[Appointment Packet](#)

[Q&A for OPA Director](#)

Briefing, Discussion, and Possible Vote (30 minutes)

Presenter: Senior Deputy Mayor Monisha Harrell

3. Alternative 911 responses update

Supporting Documents: [Term Sheet Alternative 911 Response](#)

Briefing and Discussion (20 minutes)

Presenter: Esther Handy, Director, Council Central Staff

E. Adjournment



Legislation Text

File #: Inf 2119, **Version:** 1

Appointment of Faisal Khan as Director of Public Health Seattle and King County.

City of Seattle



Director

**Public Health –
Seattle & King County**

**Confirmation Packet
August 15, 2022**

Dr. Faisal Khan



August 15, 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 Dr. Faisal Khan as Director of Public Health — Seattle & King County (PHSKC). Dr. Khan's appointment is subject to confirmation by both the Seattle City Council and King County Council. The materials in this packet are divided into two sections:

A. **Faisal Khan**

This section contains Dr. Khan's 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. Khan's background check.

From navigating through this stage of the COVID-19 pandemic to addressing public health crises like the disparate impacts of gun violence, Dr. Faisal Khan's decades of public health leadership will enhance the good work our strong team at Seattle-King County Public Health is doing to support vulnerable communities. After several years of draining -- and critical -- emergency public health response, Dr. Khan has the experience and vision to lay a foundation as we refocus and rebuild for a healthy future of our region.

Dr. Khan brings extensive experience and innovation in improving community health, with interest in social and economic factors that contribute to disease. Most recently, he served as acting Public Health Director for St. Louis County Department of Health in Missouri, and earlier served as their Director (2015-18) and their Director of Communicable Disease Control (2010-2015). He has experience leading health care safety net systems, serving as CEO of the Samuel U. Rodgers Health Center from 2018-2021, providing primary care services to patients in the greater Kansas City area. Over his career, he has worked in Pakistan, Australia, Vietnam, South Africa, Botswana and the United States on a variety of communicable disease control issues, including TB/HIV co-infection, multi-drug resistant (MDR) TB, hepatitis B & C, polio and the WHO Expanded Program on Immunization. In the United States, Dr. Khan served as Director of the HIV/AIDS & STD program in the state of West Virginia and in a similar capacity in Massachusetts.

I've referred Dr. Khan for the Council's consideration following an extensive stakeholder committee-informed search process. Earlier this year, Seattle and King County established a PHSKC Director Search Committee consisting of distinguished local leaders and community partners. Committee members included:

- Teresa Mosqueda, Seattle City Councilmember & Board of Health Vice Chair
- Teresita Batayola, President and CEO, International Community Health Services
- Michael Byun, Executive Director, Asian Counseling and Referral Services
- Amy Curtis, Nurse Recruitment Specialist, Washington State Association of Nurses and PH-SKC employee
- Dr. Ben Danielson, UW Medicine
- Dr. Hilary Godwin, Dean of the University of Washington School of Public Health
- Youssef El Hamawi, Union Representative, PROTEC17
- Susan Honda, Federal Way City Councilmember and Board of Health Vice Chair
- Chrissie Juliano, Executive Director, Big Cities Health Coalition
- Paulina Lopez, Executive Director, Duwamish River Cleanup Coalition
- Esther Lucero, President and Chief Executive Officer, Seattle Indian Health Board
- Joe McDermott, King County Councilmember & Board of Health Chair
- Michelle Merriweather, President and CEO, Urban League of Metropolitan Seattle
- Rogelio Riojas, President and CEO of Sea Mar Community Health Centers, and
- Yordanos Teferi, Co-chair, Community Health Boards Coalition

The Search Committee supported the development of the job announcement and helped define expected qualifications of the candidates. An open and competitive national recruitment process was managed by King County, and the Search Committee helped narrow the applicants to a set of finalists. After I had the opportunity to meet with each of the top applicants, and in consultation with King County Executive Dow Constantine, we together agreed that Dr. Khan was the right choice to manage this critical department. I would like to express my sincere gratitude to the members of the Search Committee who offered both their time and valuable insight.

I trust that after reviewing Dr. Khan's application materials, meeting with him, and following Councilmember Herbold's thoughtful Public Safety & Human Services Committee review, you will find that he is eminently qualified to serve as Director of Public Health — Seattle & King County.

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



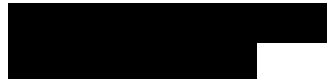
King County

Office of the Executive

Chinook Building
401 Fifth Avenue, Suite 810
Seattle, WA 98104

July 13, 2022

Dr. Faisal Khan



Dear Dr. Khan:

I am writing today to formally convey your appointment to the position of the Director of the Seattle-King County Department of Public Health, and to acknowledge receipt of your acceptance. This appointment is made with Seattle Mayor Bruce Harrell's full agreement and consent. Please be advised that this appointment is subject to a vote of confirmation by the Metropolitan King County Council, as defined in the King County Code, 2.16.110 and the Seattle City Council.

The effective date of your appointment is Tuesday, September 6, 2022.

Your annual salary will be \$240,086.08 which is Range 93, Step 10 of the 2022 King County 10 Step Annual/FLSA Exempt Squared Schedule. This position reports to me and is responsible for, but not limited to, the following responsibilities and priority outcomes:

- Lead Seattle-King County Public Health as the department director
- Operationalizing Racism as a Public Health Crisis
- Climate change and environmental health as drivers of public health
- COVID-19 response recovery for staff, and a trauma-informed approach to care
- Collaboration with county-wide providers and partners

King County values our diverse and vibrant community and ensuring the health of people in King County is our top priority. We strive to provide equity and opportunity for our employees through our Equity and Social Justice efforts and seek to be the best run government in the nation. Your position, Director, Seattle-King County Public Health, and the talents and skills you bring to it, will aid us in meeting those goals.

This is an exempt ("appointed") position, which is defined by the King County Personnel Guidelines as any position that is not a career service position. Exempt positions are positions to which appointments may be made directly. Exempt employees serve at the pleasure of the appointing authority.

In accordance with Executive Constantine's employee health and safety mandate, you must provide proof that you are fully vaccinated against COVID-19 as a condition of employment. People are considered fully vaccinated two weeks after their second dose in a two-dose series or two weeks after a single-dose vaccine. Employees may make requests for a reasonable accommodation based on a medical

disability or for sincerely held religious beliefs. If you are requesting a religious or medical exemption, please contact HR Manager Seth Watson for assistance.

Prior to your start date you will receive an email with access to our Onboard program from HR Associate Dan Grant (dan.grant@kingcounty.gov) where you will complete your vaccination verification. Please provide the information regarding your vaccination status in the Onboard program as soon as possible.

King County offers an excellent benefits package which represents a considerable investment in our employees. You will be entitled to a free transit pass immediately and a full range of health and welfare benefits beginning October 1, 2022. While the transit pass is for your use only, the health and welfare benefits may be extended to cover your eligible dependents, spouse, or state-registered domestic partner. You will also be eligible for enrollment in the Washington State Public Employees Retirement System (PERS). A benefits summary is available at: <http://www.kingcounty.gov/employees/benefits.aspx>. If you need to contact the Benefits Office, please call 206-684-1556 or email kc.benefits@kingcounty.gov.

Pursuant to Executive Policy PER 8-1-2, I am awarding you ten (10) days of executive leave for use in the calendar year 2022. Executive leave must be used in the calendar year in which it is granted and may not be carried over, cashed out, nor donated.

All newly hired employees must participate in our virtual New Employee Orientation (NEO). (Due to COVID-19 restrictions, in-person NEO meetings are not being held at this time.) You will receive a link to log-in to NeoGov Dashboard o view and complete our NEO program. This program includes policy review, informational and educational videos about King County, an orientation to your benefits and more.

I am delighted you have accepted this appointment. Guided by our “[True North](#)” King County values our diverse and vibrant community. We strive to provide equity and opportunity for our employees through our equity and social justice efforts and seek to be the best run government in the nation. Your employment and the talent and skills you bring to it will aid us in meeting these goals. We look forward to your leadership and partnership in approaching public health with a commitment to race and social equity.

Below you will find additional details regarding your employment with King County. If you have any questions, please contact Seth Daniel Watson at (206) 477-5330 or seth.watson@kingcounty.gov or me.

Sincerely,



Dwight Dively
Chief Operating Officer
Director, Office of Performance, Strategy, and Budget

cc: The Honorable Bruce Harrell, Mayor, City of Seattle
Whitney Abrams, Chief People Officer, King County
Jay Osborne, Director, Human Resources Department,
King County Payroll
Personnel File

Summary of Employment

Base Job Title: Director, Seattle-King County Public Health

Start Date: Tuesday, September 6, 2022

Salary/Wage: \$240,086.08

Range 93

Step 10

Date of first paycheck: September 15, 2022 (for your first week of work, with subsequent paychecks every other Thursday)

Reporting to: Dwight Dively, Chief Operating Officer & Director, Office of Performance, Strategy, and Budget

Primary work location: **Chinook Building**, 401 5th Avenue, Seattle, WA 98104

Normal business hours: 8:00 a.m. to 5:00 p.m., Monday through Friday. *The County values work-life balance, so we encourage you to discuss alternate work hours with your supervisor.*

FLSA Status: Exempt


Union Status: Not represented by a labor union

This appointment is subject to a vote of confirmation by the Metropolitan King County Council, as defined in the King County Code, 2.16.110, and confirmation by the Seattle City Council.

This offer is contingent upon you providing proof of eligibility to work in the United States (U.S.) as required by the Immigration Reform and Control Act. These documents must demonstrate both your identity and your authority to work in the U.S. Please bring them with you on your first and second days to complete your new hire paperwork. A list of acceptable documents can be found by visiting this website: <https://www.uscis.gov/i-9-central/acceptabledocuments>.



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Dr. Faisal Khan</i>		
City Department Name: <i>Public Health – Seattle & King County</i>		Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment <i>OR</i> <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 checked="" type="checkbox"/> Other: <i>Joint Mayoral/County Executive Appointment</i>		Term of Office: <i>City Council Confirmation to County Executive's discretion</i>
Legislated Authority: <i>SMC 3.30.010</i>		
Background: Dr. Khan brings extensive experience and innovation in improving community health, with interest in social and economic factors that contribute to disease. Most recently, he served as acting Public Health Director for St. Louis County Department of Health in Missouri, and earlier served as their Director (2015-18) and their Director of Communicable Disease Control (2010-2015). He has experience leading health care safety net systems, serving as CEO of the Samuel U. Rodgers Health Center from 2018-2021, providing primary care services to patients in the greater Kansas City area. Over his career, he has worked in Pakistan, Australia, Vietnam, South Africa, Botswana and the United States on a variety of communicable disease control issues, including TB/HIV co-infection, multi-drug resistant (MDR) TB, hepatitis B & C, polio and the WHO Expanded Program on Immunization. In the United States, Dr. Khan served as Director of the HIV/AIDS & STD program in the state of West Virginia and in a similar capacity in Massachusetts.		
Date of Appointment: <i>8/15/2022</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, Faisal Khan, 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 Public Health – Seattle & King County; 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 Public Health – Seattle & King County.

Faisal Khan

Subscribed and sworn to before me

this ____ day of _____, 2022.

[Seal]

Elizabeth M. Adkisson, Interim City Clerk

Faisal Khan, MBBS, MPH

[REDACTED]
[REDACTED]
[REDACTED]
Email: [REDACTED]

SUMMARY OF QUALIFICATIONS & EXPERIENCE

- Chief Executive Officer of a Federally Qualified Health Center serving 30,000 patients across four sites in the Greater Kansas City Area with an annual budget of \$17 million/year
- Director of a local health department with 600 employees serving a population of 1.0 million people with an annual budget of \$80 million.
- Medical Epidemiologist with 25 years of experience in public health program management inclusive of surveillance, prevention and treatment/care.
- Lead Epidemiologist for the External Peer Review Program for the Veterans Health Administration (under contract with West Virginia Medical Institute) 2006-2010.
- 6 years of experience as Director of State HIV/AIDS & STD Programs in West Virginia & Massachusetts. Experience as CDC Global AIDS Program Technical Advisor.
- 15 years of experience in the design and implementation of research studies focused on clinical quality improvement, disease surveillance, disease prevention and program evaluation. Grant writing, Grant Management, Contract Monitoring.
- Member of the Board of Directors – Greater Kansas City Chamber of Commerce 2019-2021.
- Fluent in Urdu, English, Punjabi and Indonesian.

PROFESSIONAL EXPERIENCE

St. Louis County Department of Public Health, Missouri (2021-Present)

Director

- Direct and manage a 600 employee Department of Public Health with an \$80 million annual budget.
- Provide scientific leadership and coordination for the St. Louis Region's Covid-19 Public Health Emergency Response

- Ensure engagement with and accountability to the county council and the county executive. Navigate the political landscape locally to ensure implementation of department priorities.
- Develop strong partnerships and professional rapport with key community leaders and agencies to strengthen the service delivery role of the department to improve the health status indicators of the residents of St. Louis County.

Samuel U. Rodgers Health Center, Kansas City, Missouri (2018-2021)

Chief Executive Officer

- As the Chief Executive officer of a Federally Qualified Health Center, direct, manage and supervise the work of 300 staff in the delivery of high quality primary medical and dental care services to 30,000 patients across four sites in the greater Kansas City area.
- Establish strong professional linkages and partnerships with hospital systems, academic institutions, school districts and community based organizations to strengthen the primary care safety net for the greater Kansas City area
- Raise funds to support the health center's capital and operational expenses by establishing strong rapport and partnerships with area foundations, businesses, corporate entities and faith based organizations.
- Recruit and train a senior leadership team to fulfill the mission of the agency.
- Develop a comprehensive five-year strategic plan for the agency aligning resources with priorities.
- Negotiate business arrangements with the Federal Government (CMS and HRSA) as well as with the State of Missouri and Medicaid Managed Care Organizations to ensure delivery of services per expectations.
- Develop and embed a strong data driven quality focused decision-making culture within the agency.

St. Louis County Department of Public Health, Missouri (2014-2018)

Director

- Direct and manage a 600 employee Department of Public Health.
- Direct and manage a \$62 million annual budget.
- Provide scientific leadership and strategic direction to six major service oriented Division within the department: Clinical Services, Communicable Disease Control, Health Promotion, Environmental Health, Quality Assurance, Policy Development & Planning.
- Ensure engagement with and accountability to the county council and the county executive. Navigate the political landscape locally to ensure implementation of department priorities.

St. Louis County Department of Health, Missouri (2010 – 2014)

Director of Communicable Disease Control Services

- Supervision & scientific support for surveillance, prevention, treatment and control of communicable diseases including HIV/AIDS & STDs.
- Disease outbreak investigations, Emergency preparedness/pandemic preparedness.
- Vector control & Zoonotic disease prevention and control.
- Strategic planning, fiscal management, policy analysis & development.
- Research on public health issues relevant to communicable disease control, development of collaborations with academic/research institutions.
- Teaching public health practice to graduate/post-graduate students. Adjunct Associate Professor at St. Louis University School of Public Health

West Virginia Medical Institute, Charleston, West Virginia (2006 – 2010)

Director of Health Services Research & Quality

- Lead Epidemiologist for Veterans Health Administration - External Peer Review Program.
- Developed Performance Measurement Metrics for VHA and CMS on various health care quality improvement studies.
- Provided scientific support for clinical study design and implementation.
- Designed evaluation studies for disease surveillance registries (Tuberculosis, Cancer).
- Produced and presented detailed reports on health care quality improvement to VHA as well as CMS.

HIV/AIDS Bureau, Massachusetts Department of Public Health (2004 – 2006)

Director of Program Development, Policy & Planning

- Conducted policy analysis and program evaluation studies for the HIV/AIDS Bureau.
- Scientific support to medical care providers on disease surveillance and treatment guidelines for HIV/AIDS & STDs.
- Liaison with department leadership and legislature on policy development.

- Lead a team of epidemiologists, data analysts and planners to translate surveillance data into actionable prevention, treatment and long term care plans for populations at risk for HIV/AIDS & STDs.

West Virginia Bureau for Public Health Division of Surveillance & Disease Control, (2001 – 2004)

Director of HIV/AIDS & STD Program

- Develop a seamlessly integrated surveillance and prevention program for HIV/AIDS & STDs in a rural resource constrained state.
- Supervise and manage a statewide surveillance, prevention, treatment and long term care program for HIV/AIDS & STDs.
- Train staff on use of HARS and e-HARS. Scientific support for surveillance system design, prevention program design and implementation and program evaluation for HIV/AIDS & STDs.
- Actively seek ways to improve efficiency and yield for HIV/AIDS & STD testing in a rural state.

West Virginia Medical Institute, Charleston, West Virginia (2001)

Medical Epidemiologist

- Scientific support for CMS related health care quality improvement projects

Women & Children’s Hospital, Charleston, West Virginia (2000)

Research Associate for the Dept. of Obstetrics & Gynecology

- Scientific support for faculty, fellows and residents on research studies
- Site Manager for multi-site study on Surgical Treatments Outcomes Project for Dysfunctional Uterine Bleeding.

Polio Eradication Program, Islamabad, Pakistan (1999)

Research Officer

- Conduct program evaluation studies for the countrywide polio eradication project
- Collaborate with medical providers to improve immunization rates.

National Tuberculosis Control Program of Vietnam (1998)

Research Associate/Program Management Trainee

- Work as part of a team to develop surveillance systems for TB-HIV co-infection.
- Train staff on laboratory techniques for AFB staining and test competence of staff at rural labs.
- Perform cohort analyses on TB registers maintained at rural clinics. Evaluate compliance with treatment guidelines.

Center for Health Promotion Research, Curtin University, Perth, Western Australia (1997 - 1998)

Research Assistant

- Assist faculty on various research studies and teach applied epidemiology skills.

Combined Military Hospital, Multan, Pakistan (1996 – 1997)

Medical Intern

- Trained as a physician in medicine and surgery rotations at a 500 bed military hospital.

INTERNATIONAL TECHNICAL ASSISTANCE EXPERIENCE

Republic of South Africa (June 2002)

- Provided Onsite technical assistance to the HIV/AIDS program of the Republic of South Africa in Pretoria and Johannesburg during a two week visit as part of a six-member team from the CDC and USAID.

Peoples Republic of China (February 2002 & May 2003)

- Provided technical assistance in Washington, DC & West Virginia to senior officials from the HIV/AIDS program at the Centers for Disease Control and Prevention of the Peoples Republic of China.

EDUCATION

Master of Public Health, Curtin University of Technology, Perth, Western Australia

Bachelor of Medicine and Bachelor of Surgery, The Army Medical College, Rawalpindi, Pakistan

RESEARCH PROPOSAL/GRANT WRITING EXPERIENCE

- “Depot Medroxyprogesterone Acetate as a contraceptive and bone loss in young women: is concomitant low dose transdermal estrogen beneficial?” – Submitted in December 2000 for the “ACOG/Organon Inc. award for contraception research”.
- West Virginia 2001-2004 HIV Prevention Grants - Division of HIV/AIDS Prevention, Centers for Disease Control & Prevention, Atlanta, Georgia.
- West Virginia 2001- 2004 Ryan White CARE Act Title-II Grants –HIV/AIDS Bureau, Health Resources & Services Administration, Rockville, Maryland.
- West Virginia 2001-2004 AIDS Drugs Assistance Program Supplemental Grants, HIV/AIDS Bureau, Health Resources & Services Administration, Rockville, Maryland.
- West Virginia STD Prevention Grants 2001-2004 – Division of STD Prevention, Centers for Disease Control & Prevention, Atlanta, Georgia.
- West Virginia 2001-2004 AIDS Surveillance Grants – Division of HIV/AIDS Prevention, Centers for Disease Control & Prevention, Atlanta, Georgia.
- Massachusetts HIV Prevention, AIDS Surveillance & Ryan White Care & Treatment Grants for 2004-2006
- Successful competitive proposal writing for CMS, Veterans Health Administration, Dept of Defense RFPs 2006-2010

PRESENTATIONS AT CONFERENCES/SEMINARS/WORSHOPS

- CDC conference on “HIV/AIDS in Appalachia” February 27th-28th, 2001, Morgantown, WV
- “West Virginia 2001 Newborn Day Conference” - 2001
- CDC expert consultation meeting on “HIV Prevention Planning Evaluation Taxonomy”- 2002
- “National AIDS Drugs Assistance Program Forum”-June 2001 & May 2002, Washington D.C.

- “The Links between Global & Domestic HIV/AIDS Programs” - March 2003, Washington DC
- “Screening for STDs in rural environments” – Poster Presentation at the 2004 National conference on STDs in Philadelphia, March 2004.
- “HIV PCRS for men who have sex with men” – Presentation to physicians and nurses at the Bay state Medical Center, Springfield, Massachusetts, October 2005.
- “PCRS; critical link to prevention and care” - Presentation at the annual HIV/AIDS conference in Massachusetts, October 2005.
- “How many cases does it take to identify a pattern of medical errors” – poster presentation at the American Health Quality Association annual meeting – 2007
- Slayton RB, Turabelidze G, Bennett SD, Schwensohn CA, Yaffee AQ, Khan F et al. (2013) Outbreak of Shiga Toxin-Producing Escherichia coli (STEC) O157:H7 Associated with Romaine Lettuce Consumption, 2011. PLoS ONE 8(2): e55300. doi:10.1371/journal.pone.0055300

PROFESSIONAL AFFILIATIONS

- Member – National Association of City & County Health Officials (NACCHO) – 2010-present
- Vice chair - National Alliance of State & Territorial AIDS Directors (NASTAD)-2004
- Member - Steering Committee - NASTAD Global AIDS Program -2002-2004
- Executive Committee of the National Council of STD Program Directors (NCSD) - 2004
- Member - American Public Health Association – 2001 - present
- Member - West Virginia Public Health Association - 2001-2010
- Member-International Union Against Tuberculosis & Lung Disease, Paris, France. 1997-2010
- Registered Medical Practitioner in Pakistan - 1995

LINGUISTIC ABILITY

Fluent in English, Urdu, Punjabi, Hindi and Indonesian.



News

King County Executive
Dow Constantine

Executive Constantine, Mayor Harrell appoint experienced leader as Director of Public Health

June 29, 2022

Summary

Executive Constantine and Mayor Harrell appointed Dr. Faisal Khan – a 25-year veteran in the public health field – to serve as the next Director of Public Health – Seattle & King County.

Story

King County Executive Dow Constantine and Seattle Mayor Bruce Harrell today appointed Dr. Faisal Khan, a 25-year leader in public health at global, state and local levels - as the Director of Public Health - Seattle & King County.

"Dr. Khan has the experience and expertise to lead Public Health into the next phase, and he brings a fresh perspective to serving the people of King County," said Executive Constantine. "We look forward to his leadership as our dedicated employees continue our national reputation for excellence in public health and health equity - making King County a community where every person can thrive."

"We are thrilled to welcome Dr. Faisal Khan as our new director of public health," said Mayor Bruce Harrell. "From navigating through this stage of the pandemic to addressing public health crises like the disparate impacts of gun violence, Dr. Khan's decades of public health



leadership will enhance the good work our strong team at Seattle-King County Public Health is doing to support vulnerable communities. After several years of draining -- and critical -- emergency public health response, Dr. Khan has the experience and vision to lay a foundation as we refocus and rebuild for a healthy future of our region."

Dr. Faisal Khan

"Public health is not just a career – it's a calling in life. It's a distinct honor and privilege to earn the trust of Executive Constantine and Mayor Harrell, and I look forward to earning the trust of the people of King County," said Dr. Faisal Khan. "Having worked across the country, I know the esteem and respect that Public Health – Seattle & King County have from their peers, and I look forward to continuing that reputation. We have so much work ahead to continue our recovery through the pandemic, and I can't wait to get started."

Public Health – Seattle & King County protects and improves the health and well-being of over two million residents and many more visitors of Seattle and King County through disease protection, health promotion, and assurance of quality healthcare services, with a dedication to health equity. Its 2,000 employees have worked with community to be a national leader in COVID-19 response, having among the highest vaccination and lowest COVID death rates in the nation.

In addition, Public Health delivers a wide range of services every day that make King County a better place to live, including environmental health; emergency medical services; parent-child health; reproductive health; injury, violence, and chronic disease prevention; healthcare for the homeless and incarcerated; disease investigation and response; and other services for all communities.

Dr. Khan brings extensive experience and innovation in improving community health, with interest in social and economic factors that contribute to disease. Most recently, he served as acting Public Health Director for St. Louis County Department of Health in Missouri, and earlier served as their Director (2015-18) and their Director of Communicable Disease Control (2010-2015). He has experience leading health care safety net systems, serving as CEO of the Samuel U. Rodgers Health Center from 2018-2021, providing primary care services to patients in the greater Kansas City area.

Over his career, he has worked in Pakistan, Australia, Vietnam, South Africa, Botswana and the United States on a variety of communicable disease control issues, including TB/HIV co-infection, multi-drug resistant (MDR) TB, hepatitis B & C, polio and the WHO Expanded Program on Immunization. In the United States, Dr. Khan served as Director of the HIV/AIDS & STD program in the state of West Virginia and in a similar capacity in Massachusetts.

For over the past year, Dennis Worsham stepped forward from his role as Prevention Division Director to serve as Public Health's Interim Director, working with community partners through the second year of the COVID pandemic in response to several infection surges, increasing vaccination rates to save lives, and setting the department's future path in addressing COVID. In addition, the department responded to other priority public health challenges such as homelessness, opioid deaths and gun violence, and advanced anti-racism as a public health priority.

"It's been a profound honor to serve the community in this historically challenging time. I am so proud of our staff, who have shown themselves to be the most adaptable, compassionate,

innovative and collaborative team that anyone could hope to lead,” said Worsham. “Their work in partnership with our community has saved so many lives and demonstrated a new path forward in working together to address our most difficult public health challenges.”

“Dennis’ steady leadership during the storm of the pandemic has been critical to our region’s successful response, and I want to thank him for his outstanding and ongoing service as Interim Director. I look forward to his continued contributions in Public Health leadership,” said Executive Constantine.

Dr. Khan’s appointment as Public Health Director is subject to confirmation by the Metropolitan King County Council and the Seattle City Council. Worsham will continue to serve as Interim Director until Dr. Khan begins with the department September 6.

Relevant links

- [Public Health — Seattle & King County](#)

Quotes

“ Dr. Khan has the experience and expertise to lead Public Health into the next phase, and he brings a fresh perspective to serving the people of King County. We look forward to his leadership as our dedicated employees continue our national reputation for excellence in public health and health equity - making King County a community where every person can thrive.

Dow Constantine, King County Executive

“ We are thrilled to welcome Dr. Faisal Khan as our new director of public health. From navigating through this stage of the pandemic to addressing public health crises like the disparate impacts of gun violence, Dr. Khan's decades of public health leadership will enhance the good work our strong team at Seattle-King County Public Health is doing to support vulnerable communities. After several years of draining -- and critical -- emergency public health response, Dr. Khan has the experience and vision to lay a foundation as we refocus and rebuild for a healthy future of our region.

Mayor Bruce Harrell, City of Seattle

SECTION

B



King County


Department of Human Resources

King County Administration Building
500 Fourth Avenue, Room 553
Seattle, WA 98104
206-296-7340 TTY Relay: 711
www.kingcounty.gov

MEMORANDUM

DATE: July 26, 2022

TO: The Honorable Dow Constantine, King County Executive

FR: Jay Osborne, Director 
Department of Human Resources

RE: Faisal Khan – Background Check

I have received the law enforcement background check conducted on Faisal Khan, Director of Public Health - Seattle & King County, by the King County Sheriff's Office.

The report contains no adverse information nor revealed any prior criminal record that disqualifies Mr. Khan for this position.

Thank you.

Dr. Faisal Khan
Nominee for Director of Public Health Seattle King County
Questions from Seattle City Council

Questions for Dr. Faisal Khan:

- 1. As a public health leader, what lessons have you learned over the past two and a half years that will influence how you lead at Seattle – King County Public Health (SKCPH)?**

My career in public health has spanned over 28 years in a multitude of settings across four continents, which has prepared me well for a leadership role in a multi-cultural, multi-ethnic environment. The last two and a half years have taught me about the importance of clarity in communication pertaining to health issues as well as the vital importance of speaking truth to power, politely but firmly. Fidelity to scientific evidence and integrity as a team leader are two of the most important attributes for any public health leader in the Covid-19 era and beyond. I intend to lead with demonstrable integrity using emotional intelligence.

- 2. In June of 2020, King County declared Racism is a Public Health Crisis. How will you ensure that SKCPH continues to center anti-racism in its investments, policies and programs?**

Racism has been a public health crisis in the United States since before the country's inception. I note with absolute horror that, in 2022, the zip code of a child's birth determines their trajectory through life as well as their health status indicators and longevity. Today, more than ever before, public health must be the catalyst to drive community conversations and joint action against the cross-generational trauma of racism. This will not be a sprint. It is very much a seemingly endless marathon but one that we must engage in across the board. I see our department pro-actively engaging with communities, popular opinion leaders, legislators, businesses, faith-based leaders, and civic organizations to have data informed conversations about the real issues exacerbated by racism and to actively develop an anti-racist culture. All funding opportunities Federal, state, local or private must be pursued to support specific interventions and initiatives. This issue is a personal mission in life for me. In fact, I cringe every time I recall the very moment I realized that I, as a Pakistani migrant, had enjoyed "model minority" privilege by default in these United States.

- 3. What do you believe is the role of Public Health in communicating to the general public, and to specific communities, about public health issues and challenges?**

Public Health works best when it helps individuals and communities accomplish their wishes in a healthy and safe manner. Clarity and simplicity of communication are key in this regard. The failure of the federal government to do just that during the initial phase of the pandemic and through the vaccine rollout is plain for all to see and has forced a critical review of the CDC. I see the development of scientific reports, data sets and materials with narratives and infographics in plain language as the most critical aspect of our work. This must be done in a multi-lingual, culturally appropriate and sensitive manner to reach everyone. Any effort that falls short of this benchmark is not likely to succeed. The credibility of public health (despite all our hard work) has been dented during the pandemic response because of botched efforts at the federal level. We must learn from those mistakes and not make our own.

- 4. In 2021, King County set a new record for drug and alcohol overdoses, including 388 fentanyl-involved deaths. King County Council has declared Fentanyl to be a public health emergency. What can SKCPH do to better meet the health needs of drug users and save lives?**

The dual epidemics of alcohol abuse and substance use disorder and the rising toll of Fentanyl related deaths continues to worsen throughout the country. Public health alone will not be able to address this issue. This requires a broad effort across community-based organizations, law enforcement, hospital systems, municipalities, and local health agencies. Educating and informing the public about the risks posed by contaminated drugs, treatment and recovery options and long-term support are the baseline. Harm reduction efforts like needle exchange sites are also critical in the effort to save lives. Any harm reduction approaches will need to be developed with meticulous detail to build enough community and local legislative support to ensure that such efforts do not backfire because of misperceptions around public safety concerns, etc.

5. Elected leaders in Seattle and King County are looking to SKCPH to innovate and lead in protecting individuals' rights to reproductive healthcare and expect our community to take a leading role nationally. What role do you envision for SKCPH to ensure residents of King County and beyond are able to access abortion care?

I believe public health's role in protecting and ensuring access to reproductive health care, inclusive of access to abortion services, is part of our commitment to fundamental human rights. In my view, public health should educate, inform and reassure the public about the services available across the Seattle King County region and that these services are accessible to all. We must also continue to be advocates for reproductive health rights at every opportunity. The direct provision of clinical services by the department (if any) must always include the full range of long-acting reversible contraceptives, emergency contraception and either direct provision or referral to abortion services.

6. This position will answer to both the Executive and Legislative branches of both the County and City. How will you reconcile competing priorities or directives from these entities?

Having asked that question myself during the extensive multi-step interview process, I am clear in my mind that this position reports to the County Executive. Having also reviewed the City-County MoU related to public health services, I understand the joint responsibility to work with both City and County legislative and executive branches in defining the public health agenda. I anticipate my skills and experience as a diplomat will be extremely valuable in this position (strategic, financial, operational, emergency response, etc.). It will be my goal to maintain transparency to keep everyone informed while delineating clear areas of responsibility (and being mindful of reporting chains).

7. What role can SKCPH play to end the epidemic of gun violence?

Public health has a critical role in these conversations because gun violence (and violence in general) is a public health crisis. Gun related suicides have more than tripled in young adults over the last five years. The most productive role for public health is to convene and mediate dialogue and focus on data driven/evidence-based conversations between law enforcement, community-based organizations, advocates and legislators etc. around reducing violence and gun related morbidity and mortality. Public health's work is best done when focused on solution-oriented options to ensure firearm safety and education as well as violence reduction. The rapidly growing mental health crisis in the US and the lack of accessible and affordable treatment options for many communities is a related concern. The relatively easy access to firearms for individuals experiencing acute mental health crises can result in harm to those individuals or their loved ones. Public Health can and should focus on awareness, firearm

responsibility, and support increased access to mental health services, including encouraging mental health providers to screen for access to firearms in the home.

8. As we move into the endemic phase of COVID-19, what do you see as the next steps for SKCPH to help keep residents of the County as safe and healthy as possible?

I hesitate to use the word ‘endemic’. That scientific term has a very specific definition although that word has been used with rhetorical flourish by the media. We are in a different phase of the pandemic than we were eight months ago but this disease is far from being endemic just yet. It will eventually become one at some point in the future. Our efforts in this phase must be focused on preventing disease through the continued use of masks in crowded indoor locations and handwashing, promoting vaccinations plus booster shots for all eligible individuals, sharing county level and even zip code level data (wherever appropriate) to inform and educate the public. We must also continue our efforts to protect the most vulnerable: immunocompromised people, long-term care facility residents, etc. Most importantly however, we must continue to monitor the situation on a weekly, monthly and quarterly basis and be ready to re-evaluate our plans/recommendations should another variant (especially an immune-evading one) present itself.

9. The past two and a half years have been incredibly demanding for public health workers. How will you support SCKPH staff and public health workers county-wide to maintain morale and prevent turnover?

The public health workforce across the country is mentally, physically, and emotionally exhausted. We continue to hemorrhage talented skillful and experienced staff to the private sector. This does not bode well for the future. Seattle-King County are in the same boat. Retaining existing staff and recruiting the next generation of public health professionals and leaders is my first and foremost priority. There are several steps that could be taken in this regard that include increased salaries after a thorough review of civil service job classifications and pay ranges, strengthening partnerships with academia to provide bi-directional career enhancing and personal growth, enhancing educational and work opportunities for department staff and public health faculty and students, and continuing flexible work schedules and hours to ease the mental and physical burden on the workforce. Most importantly, people who work in public health are not easily swayed by money. That is not their primary motivation. They are driven by a sense of mission and accomplishment. Massage chairs and table tennis equipment in the employee lounge (although nice) do not necessarily impress them. They want to be listened to and valued. They want to be included in deliberations and have their ideas heard even if resources do not permit actualization. I intend to maintain an open-door policy and help anyone I can. That is the message I will give the entire management/leadership team as well.

10. What opportunities do you see to invest in overdose prevention infrastructure, given the opening almost a year ago of a safe injection site in New York City, and suggestions from city officials there that they believe federal officials will not intervene in this approach, and given the shared sense of urgency in addressing the overdose crisis?

Some years ago, I read with great interest about efforts underway in King County to create safe-injection sites with embedded care and treatment and long-term support services. This was very exciting news to me as a public health professional. From what I have learned, this effort fizzled out because of local concerns about public safety/impact and legal/statutory concerns. I would love to re-engage on that issue because this is an effort that will literally save lives and provide hope. I am cognizant that this will require many detailed formal and informal conversations to

build a groundswell of support across communities, municipalities, legislative bodies, law enforcement, community-based organizations, and community advocates. It is worth the effort. The NYC initiative is well underway. Initial reports suggest only minor operational issues. I look forward to studying their model in greater detail and reviewing evaluation data from them to reflect on scalability options for Seattle-King County. Ultimately, any such conversations will need to be sequenced appropriately so that federal, state and local law enforcement and legal concerns as well as local community of elected official concerns can be addressed. These are decisions to be made by policymakers and judges, but I would do what I can to support and inform decision-makers' work.

11. What is Public Health's role in addressing the "shadow pandemic," the mental health impacts of the past two and a half years of anxiety, fear, grief, and isolation, and the "children and youth mental health crisis" declared by Governor Jay Inslee?

The horrifying breadth and depth of the mental health crisis exacerbated by the pandemic is a daunting challenge. It is not one that local public health alone can tackle. At the Federal level, an investment like the Ryan White CARE Act for HIV/AIDS is required to meaningfully provide and sustain treatment options across the country. At the local level, close collaboration with the state health department, hospital systems, FQHCs and private providers is an existential necessity. Once again, public health's role is that of a catalyst and data driven mediator to get programs and collaborative practices established.

12. How will you address public health aspects of climate change, such as the increasing number of extreme heat events?"

The Climate Change Crisis is now a full-blown public health crisis of immediate concern. While our ability as local public health to design and implement specific steps such as emissions reduction etc. may be very limited, we need to be pro-active advocates and community educators for the potentially devastating health impacts of climate change. Heat waves are projected to become more intense and longer. New infectious disease threats are beginning to emerge as a direct result of climate change. Community education and focused coalition building will be a primary role for public health in addition to enhancements in regulatory and monitoring functions for environmental health as appropriate (air and water quality, odor and emission complaints, etc).

13. The King County Executive issued an emergency proclamation regarding Monkeypox on Aug. 19. While the supply of preventative Monkeypox vaccine is limited and allocated by the CDC, what additional steps should the SKCPH be taking to reduce/prevent further spread of Monkeypox?

- a. Are other jurisdictions taking steps that SKCPH should consider implementing to get information about Monkeypox to high at-risk communities and ensure that we are distributing our limited supply of vaccines from the federal government equitably?**

Having reviewed Seattle-King County's response to Monkeypox, I can safely say that SKCPH is undertaking the appropriate measures to prevent the spread of the disease, identify and treat cases and contacts, and vaccinate prophylactically. The vaccine supply situation is beginning to ease with recent federal acquisition of additional stocks and revision of vaccination dose guidelines. Public health must take the lead in educating the public and informing the media to dispel myths and misconceptions and repel stigma for certain communities. The speed with which Monkeypox has spread (1 case in MA on 5/17 to 14,000 cases in the US by 8/17) means that we will need to continue to raise awareness in the community as well as the medical faculty

to maintain a high index of suspicion in the diagnosis of Monkeypox. The model jurisdictions combatting Monkeypox are NYC, LA County, and Chicago, and they're doing what SKCPH is already doing. SKCPH is working with community and clinical partners and engaging with nightclubs and bars to provide their customers information about testing and vaccination and encouraging them to have conversations with trained medical professionals. It's important that we sustain this work over time, even as case counts begin to drop.

- 14. What best practices can and should SKCPH implement to provide substance use disorder treatment to people experiencing chronic homelessness who need and want it? Put another way, are there alternative or more effective models (nationally or internationally, if applicable) for overcoming limited Medicaid-assisted capacity to help us meet this need?**
- a. How can Seattle and King County better incorporate the provision of substance abuse disorder treatment into our homelessness response?**

Housing IS healthcare. Homelessness is a major and repeatedly traumatic event that impacts both individuals and their loved ones. Safe healthy housing options for homeless individuals is a vital first step towards recovery, and I am truly humbled and awed to see the efforts being made in Seattle-King County. Similar efforts have been made in other major municipal jurisdictions with a varying degree of success. The jurisdictions that have been successful began not just with housing but also onsite mobile medical care inclusive of substance use and mental health counseling services as well as warm-handshake referrals to social support and vocational rehabilitation. Integration of substance use and mental health counseling and linkage to treatment is an absolute must given the data around homeless individuals, mental health crisis and substance use disorder. Funding continues to be a major barrier to sustaining such operations. Regrettably, the funding opportunities for such services in the public or private sector are currently totally inadequate across the country. Federally Qualified Health Centers are a lifeline but only if their own funding streams and budgets permit them to offer such services. That is one area that public sector entities such as Seattle-King County ought to look towards investing in. The most viable and financially sustainable options in this regard are the ones I referenced above: FQHC + Public Health + Social Services.



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 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.		
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.

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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

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Questions for appointment of Gino Betts as OPA Director

1. How has your experience in Chicago prepared you for the OPA Director role in Seattle? How will you get up to speed on issues around policing, police oversight, and community perception of policing that are unique to Seattle?

My personal and professional experiences in Chicago have prepared me to serve as OPA's director. Those experiences range from being unconstitutionally policed growing up on the city's Westside to working in collaboration with hardworking and community-oriented officers as a prosecutor. I last served as a community justice assistant state's attorney, which divided my responsibilities between prosecuting violent felony offenses and working with stakeholders to reduce violence and problem-solve local concerns. Prior to that position, I was recruited to serve as an attorney at Chicago's Civilian Office of Police Accountability, an agency created in response to historic police oversight failures and Laquan McDonald's murder. As acting director at Cook County's Department of Homeland Security and Emergency Management I gained significant leadership skills. As a legal writing adjunct law professor and attorney in the Cook County State's Attorney's Office appellate division, I developed legal analysis and writing expertise critical to the role of OPA director.

Nevertheless, there will undoubtedly be a learning curve adjusting to the social and political nuances unique to Seattle. To that end, in addition to reading the wealth of available reports, articles, and other documents related to police oversight in Seattle, I commit to a listening tour. Seattle has no shortage of active and engaged police oversight stakeholders. I plan to humbly and patiently listen to those impacted by police misconduct, those committed to police reform, and those with bold and creative ideas to amend police policies to meet the community's needs. That tour will also include visiting police precincts to identify and understand issues law enforcement believe obstruct police and community reconciliation and unity.

2. Describe your working experience and accountability to diverse communities. What have you done to reach out directly to the community, especially the BIPOC community to build trust? How do you plan to have the OPA engage with the public about case results? How do you plan to have the OPA engage with the public about case results?

As a community justice center prosecutor on Chicago's Southside, I served the city's most impoverished and marginalized community. I worked daily to educate community members about the criminal justice system, including numerous webinars, panels, and presentations. I also participated in midnight prayer vigils in Chicago's highest crime areas. Additionally, community members and organizations routinely called upon me to address drivers of local crime and problem properties in the area. Showing up, demonstrating commitment, and genuine and meaningful participation go a long way toward building community trust. OPA has done a great job of issuing timely DCMs and making them available to the public. It has also done well making the complaint filing

process available to all communities, from filing in-person, online, over the phone, or via mail. However, too many communities are unaware OPA exists or what it does. As OPA director, I commit to aggressively and proactively spreading OPA awareness to all parts of Seattle.

I also commit to facilitating frequent and meaningful communication with complainants. In the past, communication with complainants was impersonal and rare. OPA now has a complaint navigator to ensure complainants understand the investigative process and provide status updates from intake to disposition. To further serve complainants, after the investigation concludes and the DCM is issued, I will invite them to closeout meetings. There, OPA will provide an overview of the investigation and answer questions, within legal parameters. Last, transparency is key to building public trust in the police oversight system. Accordingly, I commit to making all videos, reports, and other evidence timely and publicly available, within the parameters of the law.

3. The three-part nature of Seattle's police accountability system allows for a great deal of collaboration across agencies, but it can also be a source of tension. How do you intend to navigate within that tension, when it occurs? For example, how do you plan to maintain positive relationships with the Community Police Commission if you believe it will oppose an OPA discipline decision? The Office of the Office of the Inspector General reviews and certifies OPA investigations; how do you plan to work with the Office of the Inspector General?

As acting OPA director, I have met all police accountability partners. I am encouraged by their hard work and dedication. I believe the tension created by the checks-and-balances built into Seattle's police oversight system is a good thing. While I do not expect the accountability partners to agree on all case outcomes, I do believe we will disagree without being disagreeable. I am confident CPC's critiques of OPA investigations will be genuinely rooted in and motivated by community interests. When CPC disagrees with OPA's evidentiary assessments, analyses, and findings, we will not take it personally. Similarly, OPA and OIG share a commitment to timely, thorough, and objective investigations. As OPA director, I will welcome all input aimed at ensuring consistent and high-quality police misconduct investigations and DCMs. Ultimately, diverse perspectives will bring us closer to, rather than obstruct, our shared goal of making Seattle a national model of police oversight.

4. The 2017 Accountability Ordinance set several goals that have not been achieved because of collective bargaining hurdles. One of these goals is related to civilianization of the OPA. What is your view on the mix of civilian and sworn investigators in OPA? Should OPA be 100% civilian investigators? What is your ideal ratio of civilian vs sworn investigators in the OPA?

I believe OPA should consist of 100% civilian investigators. That is the best model for overcoming public skepticism regarding police oversight. However, that in no way calls to question the integrity and thoroughness of OPA's sworn investigators. In my short time as acting director, I have witnessed firsthand their dedication and unwavering commitment to OPA's mission. Nevertheless, the optics of the current hybrid model does

little to improve, if not undermines, public trust in an independent and objective investigative process.

5. When recommending discipline, you will be faced with a decision to either (1) follow historical guidelines that may not satisfy the public or your own sense of accountability or (2) recommend higher levels of discipline and risk an unfavorable appeal that results in either lower levels of discipline or no discipline at all. What is your risk tolerance with appeals? How will you explain your decisions to the public?

My approach has always been and will continue to be, "do the right thing." Discipline recommendations are unique to each case. While OPA is not bound by historical guidelines, particularly those that proved inappropriately lenient, we aim for consistent and reasonable accountability. Relevant factors include, but are not limited to, the egregiousness of the violation and the officer's disciplinary history, training, and experience. However, the threat of public backlash and/or having my recommended discipline overturned on appeal will not be factored into my process. Public opinion is critical to developing acceptable police policies and practices. However, OPA findings and discipline recommendations for individual investigations cannot be shaped by any external influence. Similarly, the unfettered power the collective bargaining agreement affords arbitrators hearing police misconduct appeals behind closed doors must be addressed, but it will not impact my decision making.

6. Do you see any value in having clear, graduated recommended discipline guidelines? If so, would you be willing to make these guidelines available to the public?

I do see the value in "clear, graduated recommended discipline guidelines." That would build both officer and community confidence in a consistent, transparent, and predictable police oversight process. Several cities, including Denver, South Bend, and San Diego, have discipline matrixes. However, because each case is unique, there must be discretion to deviate from the guidelines where unforecastable factors, like significant misconduct and/or extraordinary disciplinary history, exist. Ultimately, should such a discipline matrix be created, I support making it publicly available.

7. The OPA Director has recently taken on a more significant role in advising the Labor Relations Policy Committee on changes that could be made to the union contract. Is this going to be a priority for you? If so, how would you balance workload needs at OPA with the need to advise the Council and Executive on potential policy changes to the police contract?

Weighing-in on Seattle's and the police union's labor negotiations is high-priority. The collective bargaining agreement's impact on OPA's work cannot be overstated. Serving as OPA director at this time, prior to finalization of an agreement, is a prime opportunity to share concerns and hindrances created by the expired contract. I look forward to, and would never waive, that opportunity.

8. How will you know you are being successful in your role? What metrics will you use?

Community confidence in our police accountability system is the ultimate barometer of success. If more people are aware of OPA as a resource, better informed about OPA's functions, and have increased security in fair and just outcomes, then my time as OPA director will be successful. Annual community surveys on attitudes toward policing and police oversight will capture our progress. Further, survey results will be made public.

9. Please explain your approach to managing an organization the size of OPA. For example, how will you ensure police investigators do a thorough job and how will you hold them accountable if they don't?

An organization is only as good as its members. I am encouraged by OPA's staff, from support to leadership. I am briefed daily on complaint intakes and consistently provided status updates on investigations. I believe communication is key to ensuring work is not overlooked or neglected. Historically, OPA has done well producing timely, thorough, and objective OIG certified investigations. With that said, I will hold OPA staff to the same high standard we are tasked to hold SPD employees. Anything less would be unacceptable and hypocritical. Initially, all remedial efforts to address underperformance will be exhausted. Thereafter, consistent failures will result in progressive discipline.

10. What will you do to ensure the actions of OPA are perceived as fair, for both the community and for police officers?

Providing a fair and impartial experience for both community members and officers is high priority. As OPA director, I will use procedural justice principles proven to boost confidence in decision making processes: 1) treat parties with dignity and respect, 2) give parties voice throughout the process, 3) neutral and transparent decision making, and 4) convey trustworthy motives. Mediation is another tool proven to promote procedural fairness. New Orleans' Office of the Independent Police Monitor is nationally lauded for its community-police mediation program, where post-mediation surveys showed 100% of complainant and officer participants found the process was unbiased and appreciated the opportunity to talk out their differences. All officers thought it was helpful toward building mutual respect, and most complainants gained a better understanding of policing. While cases alleging dishonesty, misuse of authority, and criminal allegations are inappropriate for mediation, there is an opportunity to address some allegations of unprofessionalism and bias, which according to OPA's 2021 Annual Report made up over 30% of reported allegations, through mediation.

Other keys to promoting fairness are radical transparency, including timely public disclosures of videos and reports within legal limitations, unwavering independence from external influences, and positive presence outreaches to spread OPA awareness and educate the community and officers about our processes under non-investigative circumstances. I began that outreach my first week as OPA's acting director by meeting with local NAACP officers to discuss their expectations for my role. I also listened to and

engaged with community members at the city's Community Conversation in Police Chief Search at Rainier Beach Community College. Since, I have scheduled several other community conversations and police presentations, including addressing SPD's post-Basic Law Enforcement Academy class.

11. One key role of the OPA Director is to issue Management Action Recommendations (MARS), which are recommendations on how SPD (or on occasion other portions of City government) can improve its policies. What will you do if you believe that their response to a MAR is inadequate? What extra steps would you take to make sure that SPD's suggested policy changes result in harm reduction or bias-free policing?

Thus far, SPD's responses to OPA's Management Action Recommendations (MARS) are encouraging. In 2021, OPA issued 25 MARS. Eleven were fully implemented, five were partially implemented, and four are progressing toward implementation. In the relatively rare instances where SPD declines to adopt any aspect of OPA's proposed policy changes, it is incumbent we remain steadfast and engage other stakeholders to support our position. Specifically, the Community Police Commission and community advisory groups should determine whether community needs are met by the policy in question or whether changes are necessary. Similarly, Seattle's police monitor should also advise whether the existing policy meets requirements outlined in the consent decree by ensuring public trust and officer safety or whether reform is required.

12. What actions will you take to ensure timely release of OPA investigations?

The Accountability Ordinance, collective bargaining agreement, and OPA Manual generally limit OPA's investigative period to 180-days. Historically, OPA has done well meeting that timeline. According to OIG's 2020 Annual Report, OPA achieved full certification in 96% of investigations for thoroughness, objectivity, and timeliness. For that reason, as OPA director, I would not disrupt such a high performing process. Instead, I will find ways to further support the thoroughness and expedience of OPA's work.



Legislation Text

File #: Inf 2120, **Version:** 1

Alternative 911 responses update

Term Sheet

Alternative 911 Response

In the months and years since the social outcry for more innovative, culturally competent and reliable delivery of public safety services the City of Seattle has undertaken the important work of re-imagining our entire public safety system. From the moment a community member reaches to call 911, to the completion of the delivery of service, we are striving to ensure that every member of our community has access to the very best that the city has to offer. With the transition of administrations, now is the time to recommit ourselves to this work, and to do so in a spirit of collaboration, comradery, and service.

It is in this spirit that the following terms have been agreed to by the Mayor's office and the Seattle City Council Central Staff.

Project: Alternative 911 Response Policy Development

The Mayor's Office and the City Council's Central Staff have been working cooperatively to develop an action plan and timeline for implementing the City's Alternative 911 Response. Accordingly, this term sheet memorializes our mutual understanding of the near-term steps that both parties will take.

Team Expectations

All parties agree to:

1. Minimize surprises. The parties will endeavor to preview any news about significant policy moves as far in advance as practicable before making public-facing announcements. However, the parties recognize that we work for separately elected officials who may not agree to be bound by this team expectation in all circumstances.
2. Cooperation. The parties will work in good faith to accomplish the stated purpose and goals and endeavor to the extent possible to meet the timelines for actions called out in this term sheet.
3. Evolving work. The parties acknowledge that this work is complex, relies on contributions from multiple departments, and may require substantive cooperation from the City's labor partners. Given that some elements are outside of the control of the parties to this Term Sheet, the timelines are aspirational and likely to require iteration. Any impediments to meeting deadlines, sharing information or otherwise deliver the products listed herein, will be communicated amongst the parties in a timely manner as to maintain good relationships and emphasize collaboration.
4. Labor issues. Consistent with the Seattle Municipal Code and longtime operating procedures, the parties will work through the Labor Relations Policy Committee made up of five Councilmembers and four Executive representatives.

Purpose and Goals

The overall purpose of this collaboration is to:

- 1) Develop a strategy and near-term steps for the City's 911 emergency response that:
 - a. Diversifies the City's emergency response options to better meet the community's need including non-law enforcement response (e.g., Behavioral health crisis calls);

- b. Reduces harm and provides an equitable system of emergency response that serves the City's Black, Indigenous and people of color and most vulnerable underserved populations;
 - c. Preserves first-responder capacity for appropriate emergency responses;
 - d. Increases rate of response and timeliness of responses to 911 Priority 3 and Priority 4 calls.
- 2) Develop a response program in the near term that enables the City to test solutions and learn from experience in the field, to be implemented in 2023.

The parties will develop the following work-products:

- 1) An executive-drafted policy document outlining the framework for permanent alternative response models. The policy document will be informed by a comprehensive analysis of current 911 Response including a risk management analysis, a call type analysis, and information about best practices from other jurisdictions.
- 2) A policy proposal for an alternative response in the near term that can be designed in 2022 and become operational during 2023.
- 3) A policy proposal for Special Event staffing that utilizes commissioned officers only where necessary. Special Event staffing is not directly related to 911 Alternative Response; the parties agree that there could be opportunities to free up scarce sworn staffing resources, but any such changes could involve considerations in the purview of the Labor Relations Policy Committee.
- 4) A communication strategy that informs the public on the general operations of the City's emergency response system, answers frequently asked questions, and provides clarity on how emergency responses are triaged and/or responded to.

Process

The Executive and Council will advance this work in three ways:

- 1. Comprehensive Analysis and Plan – this will be an Executive led process with a Central Staff Analyst at the table working and participating in all phases of analysis and as a partner in strategic planning.**

Key milestones/		Target
Comprehensive Emergency Response Policy Proposal Completed		12/31/2022
1.	Risk Management Demand	
	SPD develops technical matrix	Complete
	SPD develops analysis of matrix	9/7/22
	Briefing of Executive and Council staff on SPD analysis	September
	Public Safety and Human Services Committee Briefing on SPD's risk management demand (RMD) analysis	September
	Further review with workgroup, departments, SME's including external reviewers	October
2.	Call Type Policy Analysis – generate potential solutions	
	Executive and Council review of risk management analysis to inform potential alternative response options	September
	Use best practice research from other jurisdictions to inform solutions	October
	SMEs, department and external partner engagement around solutions	November-December
3.	Analyze and Refine Solutions	
	Continue to review RMD analysis and draft initial recommendations with departments and SMEs	October
	Labor Relations (LR) to review recommendations, provide feedback and create union bargaining strategy, where necessary	November
	City Attorney's Office (CAO) to review recommendation and provide legal analysis	November
	Operational analysis, including where programs would be housed and budget	December
4.	Dispatch Protocols*	
	Develop questions and decision tree needs to be added to CSCC's current CARES/Dispatch Protocol project. This requirement recommendation will be given to third-party vendor to be added to the CSCC Cares Protocol development.	Oct-Nov
	Final Dispatch protocols complete	TBD
5.	Policy Document Development	
	Develop final response recommendations	Nov-Dec
	Review with stakeholders	December
	Summarize into executive drafted policy document outlining the framework for permanent alternative response models	12/31/2022

*The Parties recognize the City will be onboarding a new CSCC Director in the Fall, which will impact and inform the timeline and approach to this work.

Organization	
Executive Sponsor	Senior Deputy Mayor Harrell
Mayor’s Office lead staff	Brianna Thomas
Council staff	Ann Gorman (lead) Greg Doss, Esther Handy and others SME as needed
Dept staff	Various. Inclusive but not limited to SPD, SDHR-LR, CSCC, SFD, HSD, and PHSKC.

2. Development of near-term alternative response program ready for implementation in early 2023 (Small Workgroup #1 – the “sprint”)

With an acknowledgment of the urgency of this work, the parties agree to move this work at a pace to have a near-term program conceptualized and agreed upon, with basic costing information by October 14, 2022 to be included for consideration during the Council’s Budget Process.

Key milestones		Dates
Pilot Program Proposal Completed		12/22/2022
1.	Inventory	
	Compilation of current City response options and inventory of other jurisdictions alternative response pilots	September
2.	Brainstorm and Development	
	Workgroup convenes to brainstorm potential pilots to address needs, including but not limited to: dual dispatch of mental health crisis response for wellness check and person down calls, alternative response for administrative calls, and any other programs that could achieve program goals.	8/25/22
	Tentatively commit to a specific response gap and recommend program	10/3/2021
3.	Operations	
	Staffing and labor considerations	Oct-Nov
	Identify resource needs and plan	November
	Develop initial/projected cost model	10/14/22
	Develop evaluation reporting and metrics	November
4.	Review	
	Workgroup, SME, Dept, Council, Executive review of proposal	December-January
	Complete proposal after review.	January
5.	Operationalize early 2023	

In order to move quickly on this short-term work, the Executive will provide Central Staff with access to all program-related data and information necessary to analyze potential near-term programs. This includes but is not limited to:

- CSCC Dispatch protocol and operations data

- Operating costs of existing or proposed responses (e.g., DESC mobile crisis van staffing model, CSO staffing costs)
- HSD and/or PHSKC data on mental health provider capacity
- Any other related Department data or information necessary to develop and cost a program in the near-term

Organization	
Mayor’s Office lead staff	Sarah Smith
Council staff	Esther Handy (lead), Ann Gorman, Greg Doss
Dept staff	Jon Ehrenfeld, SFD and other SME from departments drawn on as needed.

3. Development of Special Events staffing proposal (Small Workgroup #2)

Key milestones		Dates
Special Events Staffing Proposal Completed		
1.	Inform and implement	
	Brief workgroup on special event planning, timeline and next steps	8/23/22
	Develop special event staff proposal	September
	Labor Relations analysis and engagement	Oct-Nov
	Potential bargaining with labor partners	TBD
	Proposal ready to implement	TBD

Organization	
Mayor’s Office lead staff	Dan Eder
Council lead staff	Greg Doss

This Term Sheet is agreed upon by senior staff with input from our elected leaders, as of September ____, 2022. All parties recognize the scope and timelines will evolve as the work advances.

 Monisha Harrell
 Senior Deputy Mayor

 Esther Handy
 Council Central Staff Director