



# SEATTLE CITY COUNCIL

## Public Safety and Human Services Committee Agenda

Tuesday, March 9, 2021

9:30 AM

Remote Meeting. Call 253-215-8782; Meeting ID: 586 416 9164; or  
Seattle Channel online.

Lisa Herbold, Chair  
M. Lorena González, Vice-Chair  
Andrew J. Lewis, Member  
Tammy J. Morales, Member  
Kshama Sawant, Member  
Alex Pedersen, Alternate

Chair Info: 206-684-8801; [Lisa.Herbold@seattle.gov](mailto:Lisa.Herbold@seattle.gov)

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<http://seattle.gov/cityclerk/accommodations>.



**SEATTLE CITY COUNCIL**  
**Public Safety and Human Services Committee**  
**Agenda**  
**March 9, 2021 - 9:30 AM**

**Meeting Location:**

Remote Meeting. Call 253-215-8782; Meeting ID: 586 416 9164; or Seattle Channel online.

**Committee Website:**

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

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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.

*In-person attendance is currently prohibited per Washington State Governor's Proclamation 20-28.15, until the COVID-19 State of Emergency is terminated or Proclamation 20-28 is rescinded by the Governor or State legislature. Meeting participation is limited to access by telephone conference line and online by the Seattle Channel.*

**Register online to speak during the Public Comment period at the 9:30 a.m Public Safety and Human Services Committee meeting at <http://www.seattle.gov/council/committees/public-comment>.**

**Online registration to speak at the Public Safety and Human Services Committee meeting will begin two hours before the 9:30 a.m. 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.**

**Submit written comments to Councilmember Herbold at [Lisa.Herbold@seattle.gov](mailto:Lisa.Herbold@seattle.gov)**

**Sign-up to provide Public Comment at the meeting at <http://www.seattle.gov/council/committees/public-comment>**

**Watch live streaming video of the meeting at <http://www.seattle.gov/council/watch-council-live>**

**Listen to the meeting by calling the Council Chamber Listen Line at 253-215-8782 Meeting ID: 586 416 9164**

**One Tap Mobile No. US: +12532158782,,5864169164#**

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Approval of the Agenda**

**C. Public Comment**

(20 Minutes)

**D. Items of Business**

1. [Appt 01819](#) **Appointment of Navin Robert Charles Pinto as member, Community Police Commission, for a term to December 31, 2021.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote** (20 minutes for items 1 - 6)

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office

2. [Appt 01820](#) **Appointment of Austin Field as member, Community Police Commission, for a term to December 31, 2022.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office

3. [Appt 01821](#)      **Appointment of Tascha R. Johnson as member, Community Police Commission, for a term to December 31, 2022.**

*Attachments:*    [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office
  
4. [Appt 01822](#)      **Appointment of Erica Newman as member, Community Police Commission, for a term to December 31, 2022.**

*Attachments:*    [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office
  
5. [Appt 01823](#)      **Reappointment of Asha Mohamed as member, Community Police Commission, for a term to December 31, 2022.**

*Attachments:*    [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office
  
6. [Appt 01824](#)      **Appointment of Patricia L. Hunter as member, Community Police Commission, for a term to December 31, 2023.**

*Attachments:*    [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenters:** Deputy Mayor Tiffany Washington; La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission; Newell Aldrich, Councilmember Herbold's Office

7. [Appt 01818](#) **Appointment of Brandy Grant, as Executive Director of the Community Police Commission, for a term to February 3, 2027.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote** (20 minutes)

**Presenters:** La Rond Baker and Erin Goodman, Co-Chairs, Community Police Commission

8. [CB 120011](#) **AN ORDINANCE relating to appropriations for the Human Services Department; approving a spending plan; amending Ordinance 126237, which adopted the 2021 Budget; lifting a proviso; and ratifying and confirming certain prior acts.**

Attachments: [Att 1 - Community Safety Capacity Building RFP Spending Plan](#)

Supporting

Documents:

[Summary and Fiscal Note](#)

[Presentation](#)

[Community Safety Capacity Building Spending Plan](#)

[Central Staff Memo](#)

**Briefing, Discussion, and Possible Vote** (30 minutes)

**Presenters:** Deputy Mayor Tiffany Washington; Helen Howell, Director, Tanya Kim, and Natalie Thomson, Human Services Department

9. [CB 119981](#) **AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and adding or modifying provisos.**

*Supporting  
Documents:*

[Summary and Fiscal Note](#)

[Central Staff Memo](#)

[Backup Slides to the Central Staff Memo \(added; 1/26/21\)](#)

[SPD Memo](#)

[SPD Presentation](#)

**Briefing and Discussion** (30 minutes)

**Presenters:** Senior Deputy Mayor Mike Fong; Ben Noble, Director, City Budget Office; Angela Socci and Christopher Fisher, Seattle Police Department

**E. Adjournment**



Legislation Text

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**File #:** Appt 01819, **Version:** 1

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Appointment of Navin Robert Charles Pinto as member, Community Police Commission, for a term to December 31, 2021.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Navin Robert Charles Pinto</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Member</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> 1/1/2019 <b>to</b> 12/31/2021  <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Maple Leaf</i>	<b>Zip Code:</b> <i>98115</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> <i>Navin Pinto, MD, serves as an attending physician at Seattle Children’s Hospital and an Associate Professor of Pediatrics at the University of Washington. He has spent his career advocating for the vulnerable and underserved. In addition to caring for children with cancer, he is a researcher actively involved in evaluating new therapies for vulnerable populations. He has held several faculty and medical positions.</i>		
<b>Authorizing Signature (original signature):</b>    <b>Date Signed (appointed):</b> <b>2/22/2021C</b>	<b>Appointing Signatory:</b> <i>Lisa Herbold</i> <i>Seattle City Councilmember</i>	

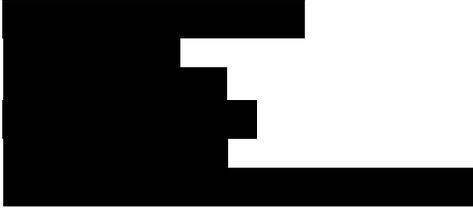
\*Term begin and end date is fixed and tied to the position and not the appointment date.

# CURRICULUM VITAE

Navin Robert Charles Pinto, MD

## 1. CONTACT INFORMATION

Navin Pinto, MD  
Associate Professor of Pediatrics



## 2. PERSONAL DATA



## 3. EDUCATION

1997-2001 BA, Biology. Saint Louis University, St. Louis, MO  
2001-2005 MD, Saint Louis University, St. Louis, MO

## 4. POSTGRADUATE TRAINING

2005-2008 Residency, Department of Pediatrics, The University of Chicago, Chicago, IL  
2008-2011 Fellowship, Section of Pediatric Hematology/Oncology, The University of Chicago, Chicago, IL  
2009-2011 Postdoctoral Fellowship, Committee on Clinical Pharmacology and Pharmacogenomics, The University of Chicago, Chicago, IL

## 5. FACULTY POSITIONS HELD

2011-2013 Instructor, Department of Pediatrics, Section of Pediatric Hematology and Oncology, The University of Chicago, Chicago, IL  
2013-2015 Assistant Professor, Department of Pediatrics, Section of Pediatric Hematology and Oncology, The University of Chicago, Chicago, IL  
2015- Associate Professor, Department of Pediatrics, Division of Hematology/Oncology, University of Washington, Seattle, WA

## 6. HOSPITAL POSITIONS HELD

2009-2015 Clinical Associate, Department of Pediatrics, Section of Pediatric Emergency Medicine, Comer Children's Hospital, The University of Chicago, Chicago, IL  
2015- Attending Physician, Seattle Children's Hospital, Seattle, WA  
2016-2019 Outpatient Medical Director, Division of Hematology/Oncology, Seattle Children's Hospital, Seattle, WA

## 7. HONORS

2001	<i>Summa cum laude</i> , Saint Louis University
2005	Alpha Omega Alpha Medical Honors Society, Saint Louis University School of Medicine
2005	Rodney M. Coe Distinction in Community Service, Saint Louis University School of Medicine
2008	Intern of the Year, The University of Chicago Department of Pediatrics
2008	Senior Resident of the Year, The University of Chicago Department of Pediatrics
2008	November Employee of the Month, The University of Chicago Medical Center
2009	Fellow Teaching Award, The University of Chicago, Department of Pediatrics
2010	American Society of Clinical Oncology Young Investigator Award
2010	Best Poster Presentation, Clinical Category, Advances in Neuroblastoma Research Meeting, Stockholm, Sweden
2010-2011	St. Baldrick's Foundation Fellowship
2011	Scholar-in-Training Award, American Association for Cancer Research
2012	Best Translational Poster Presentation by Faculty – The University of Chicago Department of Pediatrics Research Day
2011-2017, 2018-2019	National Institutes of Health Loan Repayment Program
2011-2013	Cancer Research Foundation Young Investigator Award
2012-2016	St. Baldrick's Foundation Scholar Award
2013	Best Translational Poster Presentation by Faculty – The University of Chicago Department of Pediatrics Research Day
2014	Best Translational Poster Presentation by Faculty – The University of Chicago Department of Pediatrics Research Day
2014	Best Basic Science Poster Presentation by Faculty – The University of Chicago Department of Pediatrics Research Day
2018	Visiting Professor, Committee on Clinical Pharmacology and Pharmacogenomics – The University of Chicago

## 8. BOARD CERTIFICATION

2008-	American Board of Pediatrics
2012-	American Board of Clinical Pharmacology
2013-	American Board of Pediatrics – Pediatric Hematology/Oncology

## 9. CURRENT LICENSES TO PRACTICE

2008-2017	Illinois State Medical License #036.120330
2008-2017	Illinois State Controlled Substances License #336.081540
2008-2017	Drug Enforcement Agency License #FP0816201
2015-	Washington State Medical License #MD60591778

## 10. PROFESSIONAL ORGANIZATIONS

American Society of Clinical Oncology  
Children's Oncology Group  
American Society of Pediatric Hematology/Oncology  
New Approaches to Neuroblastoma Therapy  
Advances in Neuroblastoma Research Association

## 11. TEACHING RESPONSIBILITIES

### (a) Medical students and students in allied health professionals

Table 1: Courses Taught

Course	Title	Credits	Years	Students	Responsibility
CCTS 40004	Advanced Clinical Pharmacology I	3.3	2014	6	Co-Instructor (50%)

### (b) Pediatric residents

2009-2015 University of Chicago Comer Children's Hospital, Pediatric Emergency Medicine. Clinical preceptor for pediatric residents, medical students and fellows.

2011-2015 University of Chicago Comer Children's Hospital, Pediatric Hematology/Oncology/Stem Cell Transplant Inpatient Service. Clinical preceptor for pediatric residents and medical students.

Table 2: Recurring Pediatric Resident Lectures

Course	Title	Credits	Years	Students	Responsibility
Peds Morning Report	Joel G. Schwab Rounds (2/year)	N/A	2014-	60-80	Leader of multidisciplinary presentation of an interesting patient

### Mentorship for residents

2014-2015 Steven Carey, MD, PhD  
Isolation of circulating cancer-associated cells from patients with relapsed/refractory neuroblastoma

### (c) Subspecialty fellows

2011-2015 University of Chicago Comer Children's Hospital, Pediatric Hematology/Oncology/Stem Cell Transplant Inpatient Service. Clinical preceptor for fellows.

2015- Seattle Children's Hospital, Clinical preceptor for fellows

Table 3: Recurring Pediatric Hematology/Oncology Resident/Fellow Lectures

Course	Title	Credits	Years	Students	Responsibility
Core Lecture Series	Core Lectures (5/year) 1. Neuroblastoma 2. Osteosarcoma 3. Ewing Sarcoma 4. Rhabdomyosarcoma 5. Non-rhabdo Soft Tissue Sarcoma	N/A	2011-	6	Lecturer

### Mentorship for fellows

2013-2015 Joseph Henderson, DO (Pediatric Hematology/Oncology)  
Scholarship Oversight Committee

2014-2015 Elizabeth Sokol, MD (Pediatric Hematology/Oncology)  
"A Phase I trial of OTS167, an inhibitor of Maternal Embryonic Leucine Zipper Kinase, in children with relapsed or refractory solid tumors" (Role – study PI)

- 2016-2019 Jay Sarthy, MD, PhD (Pediatric Hematology/Oncology)  
Clinical Mentorship Committee
- 2018-2020 Cassie Chou, MD, PhD; Erin Crotty, MD; Mallory Taylor, MD (Pediatric Hematology/Oncology)  
Scholarship Oversight Committee

*(d) Other venues*

*Laboratory mentorship*

- 2010-2012 Nirav Antao, research technician  
2011 Jeffrey Lei, summer research technician  
2012 Ashley Paquin, summer research technician  
2012-2013 Jaime Myers, research technician

*Clinical research mentorship*

- 2017-2018 Sanjana Nelluri, undergraduate research assistant  
2019 - Anurekha Gollapudi, MD, research fellow

**12. EDITORIAL RESPONSIBILITIES**

- 2018 Guest editor, *Children*  
2019 - Editorial Board, *Children*

**13. SPECIAL NATIONAL RESPONSIBILITIES**

- 2012- Member, Biology Committee, New Approaches to Neuroblastoma Therapy (NANT) Consortium  
2013- Grant reviewer, St. Baldrick's Foundation  
2014- Member, Children's Oncology Group Relapsed High-risk Neuroblastoma Task Force  
2014- Member, Protocol Writing Committee, Genomic Assessment Informing New Therapies (GAIN) Consortium  
2016- Study Chair, Children's Oncology Group ADVL1621, "A Phase I/II Study of Pembrolizumab MK-3475 in Children with Advanced Melanoma or a PD-L1 Positive Advanced, Relapsed or Refractory Solid Tumor or Lymphoma KEYNOTE-051"  
2016- Study Vice-Chair, Children's Oncology Group ANBL1232, "Utilizing Response- and Biology-Based Risk Factors to Guide Therapy in Patients with Non-High-Risk Neuroblastoma"  
2016- Pediatric Study Co-Chair, American Society of Clinical Oncology Targeted Agent Profiling and Utilization Registry (TAPUR)  
2017- Publications Committee, Targeted Agent Profiling and Utilization Registry (TAPUR)  
2017- Steering Committee, Targeted Agent Profiling and Utilization Registry (TAPUR)  
2017- Member, Professional Development Committee, American Society of Pediatric Hematology/Oncology  
2017- Member, Target and Agent Prioritization Committee, Children's Oncology Group APEC1621, Pediatric NCI MATCH  
2018- Steering Committee Member, ANBL1821, "A Randomized Phase II study of irinotecan/temozolomide/dinutuximab/GMCSF with or without difluoromethylornithine (DFMO) in patients with relapsed or refractory high-risk neuroblastoma"  
2018- Site Principal Investigator, New Approaches to Neuroblastoma Therapy (NANT) Consortium

2018-2020- Co-Leader, High-Risk Neuroblastoma Task Force, Children's Oncology Group  
Site Principal Investigator, Children's Oncology Group Pediatric Early Phase-Clinical  
Trial Network (PEP-CTN)

#### 14. SPECIAL LOCAL RESPONSIBILITIES

2011-2015 Member, Committee on Clinical Pharmacology and Pharmacogenomics, The University  
of Chicago  
2014-2015 Associate Junior Faculty Scholar, Bucksbaum Institute for Clinical Excellence, The  
University of Chicago  
2015 Co-Director, University of Chicago Comer Children's Hospital Chicago White Sox  
Teen Program  
2016-2018 Medical Informatics Committee, Seattle Children's Hospital  
2017-2019 Outpatient Medical Director, Seattle Children's Hospital Cancer and Blood Disorders  
Center

#### 15. RESEARCH FUNDING

##### Active Funding

10/1/17 – 9/30/20  
Total direct cost: \$100,000.  
Andrew McDonough B+ Foundation “**STRIVe-02 and BrainChild03: B7-H3 CAR T  
Cell Therapy for Relapsed and Refractory B7-H3 Expressing Solid Tumors  
(Inclusive of Brain Tumors) in Children and Young Adults.**”  
(Role: PI)

07/01/19 – 06/30/21  
Total Direct Cost: \$62,869.  
Prostate Cancer Foundation “**LICAM Chimeric Antigen Receptor T Cell Therapy  
for Small Cell Neuroendocrine Prostate Cancer.**”  
(Role: Co-Investigator)

##### Completed Funding

7/1/10 – 12/31/11  
Total direct cost: \$50,000  
Conquer Cancer Foundation of the American Society of Clinical Oncology Young  
Investigator Award “**Population-specific Genetic Variants Important in  
Susceptibility to Cyclophosphamide in Pediatric Patients.**” Project period:, P.I. M.  
Eileen Dolan.  
(Role: co-investigator, mentored training award) Total direct cost: \$50,000. Annual  
salary recovery or effort: 5%.

7/1/10 – 6/30/12  
Total direct cost: \$142,658.  
St. Baldrick's Foundation Fellowship “**Population-specific Genetic Variants  
Important in Susceptibility to Cyclophosphamide**” P.I. M. Eileen Dolan.  
Annual salary recovery or effort: 80%.  
(Role: co-investigator, mentored training award)

12/1/11 – 12/31/15

Total direct cost: \$75,000

Cancer Research Foundation Young Investigator Award “**Population-specific Genetic Variants Important in Susceptibility to Cyclophosphamide in Pediatric Patients**”

Annual salary recovery or effort: 5%.

2/1/15 – 1/31/17

Total direct cost: \$150,000

Super Jake Foundation “**Germline Genetic Variations, Pharmacogenomics, and Impacting Cancer Outcomes.**” Annual salary recovery or effort: 5%.

(Role: PI).

1/1/15 – 12/31/17

Total direct cost: \$400,000

Necdet Ersoy Foundation “**Genomics of Risk Assessment and Anticancer Therapy in Children (GREAT KIDS).**” Annual salary recovery or effort: 5%.

(Role: PI).

7/1/12 – 6/30/17

Total direct cost: \$660,000

St. Baldrick’s Foundation Scholar Award “**Genomics of Treatment Failure in Neuroblastoma.**” Annual salary recovery or effort: 50%.

(Role: PI).

## 16. BIBLIOGRAPHY

### (a) Manuscripts in refereed journals:

1. **Pinto N**, Ludeman SM, Dolan ME. Drug Focus: Pharmacogenetic Studies Related to Cyclophosphamide-based Therapy. *Pharmacogenomics*. 2009; 10(12): 1897-903.
2. Henderson TO, Bhatia S, **Pinto N**, London WB, McGrady P, Crotty C, Sun C-L, Cohn SL. Racial and Ethnic Disparities in Risk and Survival in Children with Neuroblastoma: A Children’s Oncology Group (COG) Study. *J Clin Onc*. 2011; 29(1): 76-82.
3. **Pinto N**, Ratain MJ. Pharmacogenomics in Cancer Care: Adding Some Science to the Art of Medicine. *Personalized Medicine in Oncology*. 2012; 1(4): 56-62.
4. **Pinto N**, Dolan ME. Clinically Relevant Genetic Variations in Drug Metabolizing Enzymes. *Curr Drug Metab*. 2011; 12(5): 487-97.
5. **Pinto N**, Cohn SL, Dolan ME. Using germline genomics to individualize pediatric cancer treatments. *Clin Cancer Res*. 2012; 18(10): 2791-800.
6. Gamazon ER, **Pinto N**<sup>\*</sup>, Konkashbaev A, Im HK, Diskin SJ, London WB, Maris JM, Dolan ME, Cox NJ, Cohn SL. Trans-population Analysis of Genetic Mechanisms of Ethnic Disparities in Neuroblastoma Survival. *J Natl Cancer Inst*. 2013; 105(4): 302-9. <sup>\*</sup>equal contribution

7. Staley S, Hageman, JR, **Pinto N**, Khan N. An arresting sickle cell disease complication. *Pediatr Ann.* 2013; 42(11): 448-51.
8. **Pinto N**, Cipkala DA, Ladd PE, Pu Y, Cohn SL. Treatment of two cases with refractory, metastatic intermediate-risk neuroblastoma with isotretinoin alone or observation. *Pediatr Blood Cancer.* 2014; 61(6): 1104-6.
9. **Pinto N\***, Gamazon ER, Antao N, Myers J, Stark AL, Konkashbaev A, Im HK, Diskin SJ, London WB, Ludeman SM, Maris JM, Cox NJ, Cohn SL, Dolan ME. Integrating Cell-Based and Clinical Genome-Wide Studies to Identify Genetic Variants Contributing to Treatment Failure in Neuroblastoma Patients. *Clin Pharmacol Ther.* 2014; 95(6): 644-52. \*equal contribution
10. Applebaum MA, Henderson TO, Lee SM, **Pinto N**, Volchenbom SL, Cohn SL. Second Malignancies in Patients with Neuroblastoma: The Effects of Risk-Based Therapy. *Pediatr Blood Cancer.* 2015: 62(1): 128-33.
11. Madian AG, Panigrahi A, Perera MA, **Pinto N**. Case report: inability to achieve a therapeutic dose of tacrolimus in a pediatric allogeneic stem cell transplant patient after generic substitution. *BMC Pharmacol Toxicol.* 2014: 15(1): 69.
12. **Pinto N**, Applebaum MA, Volchenbom SL, Matthay KK, London WB, Ambros PF, Nakagawara A, Berthold F, Schleiemacher G, Park JR, Valteau-Couanet D, Pearson ADJ, Cohn SL. Advances in Risk Classification and Treatment Strategies for Neuroblastoma. *J Clin Oncol.* 2015; Sep 20;33(27):3008-17.
13. **Pinto N**, Volchenbom SL, Skol AD, Rhodes L, Doan A, Fein-Levy C, Lipton JM, Cunningham JM, Onel K. Establishing a Translational Genomics Infrastructure in Pediatric Cancer: the GREAT KIDS Experience. *Personalized Med.* 2015: 12(3): 221-9.
14. Darlington WS, **Pinto N**, Hecktman HM, Cohn SL, Labelle JL. Stem cell transplant-associated Wernicke encephalopathy in a patient with high-risk neuroblastoma. *Pediatr Blood Cancer.* 2015 Dec;62(12):2232-4.
15. **Pinto N**, Hawkins DS. Second Malignant Neoplasms in Rhabdomyosarcoma: Victims of Our Own Success or an Underlying Genetic Predisposition Syndrome?. *Pediatr Blood Cancer.* 2016 Feb;63(2):189-90.
16. **Pinto N**, Mayfield JR, Raca G, Applebaum MA, Chlenski A, Sukhanova M, Bagatell R, Irwin MS, Little A, Rawwas J, Gosiengfiao Y, Delattre O, Janoueix-Lerosey I, Lapouble E, Schleiermacher G, Cohn SL. Segmental Chromosomal Aberrations in Localized Neuroblastoma Can be Detected in Formalin-Fixed Paraffin-Embedded Tissue Samples and Are Associated With Recurrence. *Pediatr Blood Cancer.* 2016 Jun;63(6):1019-23.
17. Applebaum MA, Vaksman Z, Lee SM, Hungate EA, Henderson TO, London WB, **Pinto N**, Volchenbom SL, Park JR, Naranjo A, Hero B, Pearson AD, Stranger BE, Cohn SL, Diskin SJ. Neuroblastoma survivors are at increased risk for second malignancies: A report from the International Neuroblastoma Risk Group Project. *Eur J Cancer.* 2017 Feb;72: 177-185.
18. Sokol E, Huang E, Pytel P, Cohn SL, **Pinto N**. Rebound thymic hyperplasia following high dose chemotherapy and stem cell transplant in three neuroblastoma patients. *Pediatr Blood Cancer.* 2017 Mar; 64(3).

19. **Pinto N**, Park JR, Murphy E, Yearley J, McClanahan T, Annamalai L, Hawkins DS, Rudzinski ER. Patterns of PD-1, PD-L1 and PD-L2 expression in pediatric solid tumors. *Pediatr Blood Cancer*. 2017 Nov; 64(11).
20. Ceppi F, Rivers J, Annesley C, **Pinto N**, Park JR, Lindgren C, Mgebroff S, Linn N, Delaney M, Gardner RA. Lymphocyte apheresis for chimeric antigen receptor T-cell manufacturing in children and young adults with leukemia and neuroblastoma. *Transfusion*. 2018 Mar 13. doi: 10.1111/trf.14569. [Epub ahead of print]
21. **Pinto N**, DuBois SG, Marachelian A, Diede SJ, Taraseviciute, A, Glade Bender JL, Tsao-Wei D, Groshen SG, Reid JM, Haas-Kogan DA, Reynolds CP, Kang MH, Irwin MS, Macy ME, Villablanca JG, Matthay KK, Park JR. Phase I Study of Vorinostat in Combination with Isotretinoin in Patients with Refractory/Recurrent Neuroblastoma: A New Approaches to Neuroblastoma Therapy (NANT) Trial. *Pediatr Blood Cancer*. 2018 Jul; 65(7):e27023.
22. Sehdev A, Karrison T, Zha Y, Janisch L, Turcich M, Cohen EEW, Maitland M, Polite BN, Gajewski TF, Salgia R, **Pinto N**, Bissonnette MB, Fleming GF, Ratain MJ, Sharma MR. A pharmacodynamic study of sirolimus and metformin in patients with advanced solid tumors. *Cancer Chemother Pharmacol*. 2018 Aug;82(2):309-317.
23. Elzembely MM, Dahlberg AE, **Pinto N**, Leger KJ, Chow EJ, Park JR, Carpenter PA, Baker KS. Late effects in high-risk neuroblastoma survivors treated with high-dose chemotherapy and stem cell rescue. *Pediatr Blood Cancer*. 2018 Aug 27:e27421.
24. Sokol EA, Engelmann R, Kang W, **Pinto N**, Starkey A, Lai H, Nadel H, Shulkin BL, Pu Y, Appelbaum D, Yanik GA, Cohn SL, Armato SG 3rd, Volchenboum S. Computer-assisted Curie scoring for metaiodobenzylguanidine (MIBG) scans in patients with neuroblastoma. *Pediatr Blood Cancer*. 2018 Dec;65(12):e27417.
25. Elzembely MM, Park JR, Riad KF, Sayed HA, **Pinto N**, Carpenter PA, Baker KS, El-Haddad A. Acute Complications After High-Dose Chemotherapy and Stem-Cell Rescue in Pediatric Patients With High-Risk Neuroblastoma Treated in Countries With Different Resources. *J Glob Oncol*. 2018 Sep;(4):1-12.
26. Tedesco KT, Sarthy J, **Pinto N**, Boos MD. Acute enlargement of a vascular plaque and gait changes in a young girl. *BMJ*. 2018 Nov 28;363:k4679.
27. Mangat PK, Halabi S, Bruinooge SS, Garrett-Mayer E, Alva A, Janeway KA, Stella PJ, Voest E, Yost KJ, Perlmutter J, **Pinto N**, Kim ES, Schilsky RL. Rationale and Design of the Targeted Agent and Profiling Utilization Registry (TAPUR) Study. *JCO Precis Oncol*. 2018;2018.
28. **Pinto N**, Naranjo A, Hibbitts E, Kreissman SG, Granger MM, Irwin MS, Bagatell R, London WB, Greengard EG, Park JR, DuBois SG. Predictors of differential response to induction therapy in high-risk neuroblastoma: A report from the Children's Oncology Group (COG). *Eur J Cancer*. 2019 May;112:66-79.
29. Georger B, Kang HJ, Yalon-Oren M, Marshall LV, Vezina C, Pappo A, Laetsch TW, Petrilli AS, Ebinger M, Toporski J, Glade-Bender J, Nicholls W, Fox E, DuBois SG, Macy ME, Cohn SL, Pathiraja K, Diede SJ, Ebbinghaus S, **Pinto N**. Pembrolizumab in paediatric patients with advanced melanoma or a PD-L1-positive, advanced, relapsed, or refractory solid tumour or lymphoma (KEYNOTE-051): interim analysis of an open-label, single-arm, phase 1-2 trial. *Lancet Oncol*. 2020 Jan;21(1):121-133.

30. Spencer K, Romberg E, **Pinto N**. Extensive small bowel pneumatosis and ischemia during dinutuximab therapy for high-risk neuroblastoma. *Pediatr Blood Cancer*. 2020 Apr;67(4):e28147.
31. Davis JL, Vargas SO, Rudzinski ER, López Marti JM, Janeway K, Forrest S, Winsnes K, **Pinto N**, Yang SE, VanSandt M, Boyd TK, Corless CL, Liu YJ, Surrey LF, Harris MH, Church A, Al-Ibraheemi A. Recurrent RET Gene Fusions in Pediatric Spindle Mesenchymal Neoplasms. *Histopathology*. 2020 Jun;76(7):1032-1041.

(b) *Book Chapters*

1. **Pinto N**, Onel K. Towards Personalized Medicine in Pediatric Cancer: Genome-Wide Strategies to Investigate Cancer Risk and Response to Therapy. In: MacKinnon AC. *Pediatric Neoplasia*. 2012 ed. New York, NY: Humana Press; 2012.
2. Sokol E, **Pinto N**. Molecular Targeted Therapy for Pediatric Neoplasms. In Furtado LV. *Precision Molecular Pathology of Neoplastic Pediatric Diseases*. 2018 ed. New York, NY: Springer Nature 2018.

(c) *Published books, videos, software*

N/A

(d) *Other publications*

N/A

(e) *Manuscripts Submitted*

N/A

## 17. OTHER

(a) *Invited speaking*

- |      |   |
|------|---|
| 2010 | Oral Abstract, “Survival Variability by Race and Ethnicity in Neuroblastoma: A Children’s Oncology Group (COG) Study.” Advances in Neuroblastoma Research, Stockholm, Sweden                                      |
| 2011 | Invited Speaker, “A Foot In Both Worlds: Caring For Children With Life-Threatening Illness.” Pediatric Palliative Care: State of the Practice, Barrington, IL   |
| 2012 | Oral Abstract, “Relationship of divergent ancestral genetic variation on chromosome 6p22 and racial disparities in survival in neuroblastoma.” American Society of Clinical Oncology Annual Meeting, Chicago, IL. |
| 2012 | Plenary Talk, “Relationship of divergent ancestral genetic variation on chromosome 6p22 and racial disparities in survival in neuroblastoma.” Advances in Neuroblastoma Research, Toronto, ON, Canada.            |
| 2013 | Grand Rounds “Integrating Cell-Based and Clinical Genome-Wide Studies to Identify Drug-Specific Mechanisms of Treatment Failure in Neuroblastoma Patients.” The University of Chicago Department of Pediatrics.   |
| 2016 | High-Risk Neuroblastoma. Seattle Children’s Hospital Nursing Education Day  |
| 2016 | Oral Abstract, “Pharmacogenetics of Treatment Response in High-Risk Neuroblastoma: A Children’s Oncology Group Study.” Advances in Neuroblastoma Research, Cairns, Australia                                      |
| 2017 | Invited Speaker, “High-Risk Neuroblastoma, An Update.” Pediatric Oncology Grand Rounds, Tata Memorial Hospital, Mumbai, India.  |
| 2018 | Visiting Professor, University of Chicago Committee on Clinical Pharmacology and Pharmacogenomics Annual Fellow’s Lecture, Chicago, IL.   |
| 2018 | Invited Speaker, Pediatrics Grand Rounds, University of New Mexico Comprehensive Cancer Center. Albuquerque, NM.  |

- 2019 Invited Speaker, Seattle Women in Tech Regatta, Seattle, WA
- 2020 Invited Speaker, Grand Rounds, University of Arizona Department of Pediatrics, Phoenix Children's Hospital, Phoenix, AZ
- 2020 Invited Chair, Cellular Immunotherapy Session, International Neuroblastoma Parent Education Symposium, Virtual
- 2020 Invited Speaker, General Q&A Session, International Neuroblastoma Parent Education Symposium, Virtual

*(b) Ad hoc Journal Review*

Clinical Nephrology, Pediatric Blood and Cancer, The Pharmacogenomics Journal, Cancer Medicine, Pharmacogenetics and Genomics, Journal of Pediatric Hematology/Oncology

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	La Rond Baker	1/1/18	12/31/20	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/18	12/31/20	1	City Council
			6.	Civil Liberties	Prachi Vipinchandra Dave	1/1/18	12/31/20	1	CPC
	F		7.	Member	Erin B. Goodman	1/1/21	12/31/23	2	Mayor
			8.	Member	Navin Robert Charles Pinto	1/1/19	12/31/21	1	City Council
4	M		9.	Member	Austin Field	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Vacant	1/1/19	12/31/21		City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Esther Lucero	1/1/19	12/31/21	1	Mayor
			14.	Member	Vacant	1/1/19	12/31/21		City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

(1)

(2)

(3)

(4)

(5)

(6)

(7)

(8)

(9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		6				2		2		1			2
<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

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

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

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 01820, **Version:** 1

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Appointment of Austin Field as member, Community Police Commission, for a term to December 31, 2022.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Austin Field</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Commissioner</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>Community Police Commission</i>		<b>Term of Position: *</b> Term begin: <i>01/1/2020</i> <b>to</b> Term end: <i>12/31/2022</i>  <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood:</b> <i>Ravenna</i>	<b>Zip Code:</b> <i>98105</i>	<b>Contact Phone No.:</b> 
<b>Background:</b> Austin Fields is a veteran who has served in multiple public safety and legal roles. He has led teams overseas in the US military and has also been an investigator for the Bronx Defenders. In Seattle, he is attending Law School while also working for the ACLU and the Public Defender's Association. Austin is passionate about racial and economic justice, especially within the Seattle Community.		
<b>Authorizing Signature (original signature):</b>     <b>Date Signed (appointed):</b> 2/23/2021		<b>Appointing Signatory:</b> <i>Erin Goodman</i> <i>Co-Chair, Community Police Commission</i> <i>La Rond Baker, Co-Chair, Community Police Commission</i>

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

## AUSTIN FIELD

### EDUCATION

**UNIVERSITY OF WASHINGTON SCHOOL OF LAW** | Seattle, Washington

Juris Doctor, expected June 2022 |

*Honors:* UW 1L Mock Trial Competition Champion, Gold Bracket.

UW 1L Appellate Advocacy Competition, Best Speaker.

2020 Tillman Scholar.

2020 Robert Masur Civil Liberties Fellow.

*Activities:*

Member, Jessup International Moot Court Team.

Member, Moot Court Honor Board.

Board Member: Public Interest Law Association, UW Innocence Project.

**TUFTS UNIVERSITY** | Medford, Massachusetts

Bachelor of Arts, International Relations, *cum laude*, May 2011

- Member, Pi Sigma Alpha National Political Science Honors Society.

### LEGAL EXPERIENCE

**PUBLIC DEFENDER ASSOCIATION** | Seattle, Washington

June 2020 – Present

Legal Intern

- Draft filings and legal memoranda in support of ongoing litigation concerning King County inquests into fatal shootings by law enforcement officers.
- Research and analyze trends in police reform within King County and nationwide.
- Draft petitions and other filings in support of individuals participating in the Law Enforcement Assisted Diversion (LEAD) program.

**SEATTLE CLEMENCY PROJECT** | Seattle, Washington

February 2019 – Present

Legal Intern

- Conduct legal research in support of clemency petitions, personal restraint petitions, and other legal proceedings brought on behalf of incarcerated individuals.

**THE BRONX DEFENDERS** | New York, New York

August 2018 – August 2019

Investigator

- Gathered, analyzed, and presented evidence, including video surveillance and physical evidence, to support defendants in criminal, immigration, family, and housing court proceedings.
- Conducted interviews, in English and Spanish, with over 100 witnesses and clients.
- Trained four investigators in ethical standards, investigative procedures, and interview techniques.

**KAPLAN HECKER & FINK LLP** | New York, New York

June 2017 – August 2018

Staff and Operations Manager

- Conducted legal research and administrative tasks in support of civil litigation.

### SELECTED MILITARY EXPERIENCE

**U.S. ARMY, CAPTAIN** | Fort Bliss, Texas; Shindand, Afghanistan

May 2012 – March 2017

Infantry Officer

- Planned, briefed, and conducted over 200 combat operations while leading 24 infantrymen during deployment to Afghanistan; served as a combat advisor to the Afghan National Army, Afghan Police, and local political leaders; ranked 1<sup>st</sup> out of 15 infantry platoon leaders.

### LANGUAGES AND VOLUNTEER EXPERIENCE

- Fluent in Spanish (speaking, reading, writing, and comprehension).
- Volunteer mentor for Service to School, an organization that assists veterans in applying to college.
- Volunteer intake screener for the Unemployment Law Project.

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	La Rond Baker	1/1/18	12/31/20	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/18	12/31/20	1	City Council
			6.	Civil Liberties	Prachi Vipinchandra Dave	1/1/18	12/31/20	1	CPC
	F		7.	Member	Erin B. Goodman	1/1/21	12/31/23	2	Mayor
			8.	Member	Navin Robert Charles Pinto	1/1/19	12/31/21	1	City Council
4	M		9.	Member	Austin Field	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Vacant	1/1/19	12/31/21		City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Esther Lucero	1/1/19	12/31/21	1	Mayor
			14.	Member	Vacant	1/1/19	12/31/21		City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

(1)

(2)

(3)

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(6)

(7)

(8)

(9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		6				2		2		1			2
<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

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

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 01821, **Version:** 1

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Appointment of Tascha R. Johnson as member, Community Police Commission, for a term to December 31, 2022.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Tascha R. Johnson</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Member</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> 1/1/2020 <b>to</b> 12/31/2022  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> [Redacted]	<b>Zip Code:</b> 98056	<b>Contact Phone No.:</b> <i>Business phone # - NOT personal phone #</i>
<b>Background:</b> <i>Tascha Johnson serves at the Director of Operations for Choose 180, building the infrastructure of programs, as well as implementation of programs with community partners, and co-creating the LGBTQ+ staff training workshop and manual. She has a Master of Social Work from the University of Washington, and a Bachelor of Science Magna Cum Laude in Health Sciences at Portland State University. She completed the Puget Sound Sage Community Leadership Institute.</i>		
<b>Authorizing Signature (original signature):</b>    <b>Date Signed (appointed):</b> 2/22/2021	<b>Appointing Signatory:</b> <i>Lisa Herbold</i>  <i>Seattle City Councilmember</i>	

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

# TASCHIA R. JOHNSON

## OBJECTIVE

I am a hardworking, dedicated, team player currently looking to serve on a board or commission that aligns with my own personal beliefs as well as one that has the ability to move the needle within communities and make a difference at the grassroots level of systemic change as well as have the ability to affect change at the policy level within the institutions that make up those systems currently in place.

I completed the *Puget Sound Sage, Community Leadership Institute* in 2019. I am constantly seeking to increase my knowledge and skill base to make a difference in whatever I do. I would like the opportunity to grow both personally and professionally, while contributing positively towards the improvement, safety and health of our communities.

## EDUCATION

**University of Washington – Master of Social Work,** 2019  
Administration and Public Policy – Program Evaluation, Strategic Planning, Program Development  
GPA 3.9

**Portland State University – Bachelor of Science,** 2016  
Health Science: Health Studies, Magna Cum Laude  
Minor in Psychology  
Urban Honors College  
GPA 3.86

## Professional Experience

**Director of Operations, CHOOSE 180** 2019 – Present  
Lead teams in program and policy development, building the infrastructure of programs, as well as implementation of programs with community partners. Lead team of curriculum developers. Write and manage grants. Lead in the development of CHOOSE software database using Apricot software systems. Collaborating with community partners, working together to reach long and short-term goals of transforming systems. Co-creator of LGBTQ+ staff training workshop and manual. Developed speaker training workshops to capture the stories of our communities. Developed diversion workshop facilitator trainings. Developed the Behavior Health Specialist Program. Creating volunteer database and plan of activities.

**Peer Mentor, Portland State University** 2015 – 2016  
**Build EXITO Scholar Research Program** 2015 – 2016  
**IE3 Global International Internships** 2015 – 2016  
**ACCESS College Success Program**  
Worked closely with the diversity programs of Portland State University to ensure the success of first-generation students at PSU and beyond. Applied positive reinforcement techniques to increase self-efficacy of students. Utilized SMART techniques and helped students to reach as many social systems within their community as possible to ensure college success. Designed workshops based on student success to support first-generation and marginalized students.

## INTERNSHIPS

**Puget Sound Sage Community Leadership Institute (CLI)** 2019 – 2020  
Cohort participant, 2019. Six-month program dedicated to preparing people of color for service on boards or commissions. Gaining a greater understanding of policy and long-term planning initiatives and how processes work in local government.

**Alene Moris NEW Leadership Institute** 2019  
2019 Cohort participant in an extensive, week-long leadership training process. The institute addresses issues of

Diversity, Equity and Inclusion (DEI) and how to overcome difficulties with leadership in a diverse society.  
Addressing the roles of women in policy-making and politics.

**Partners for Our Children, STRIVE Program , Graduate Intern** 2018 – 2019  
Parent training committed to working with parents with children in out of home to regain custody of their children.  
Collaborated with Cowlitz Tribal Mental Health on an adaptation of STRIVE curriculum and curriculum development for Native families; Co-creator of medicine wheel theory of change.  
<https://partnersforourchildren.org/blog/medicine-wheel-evolution-partnership>

**CHOOSE 180, Graduate Intern** 2018-2019  
Developed the evaluation for in-school diversion program. Designed the case worker database using Apricot software, to streamline data entry processes. Worked with the Prosecuting Attorneys Offices in Seattle and King County to implement data import processes. Worked to reduce recidivism by increasing the efficacy of program and data processes.

**Amara Fostering & Adoption, Graduate Intern** 2018  
Co-creator of participant manual, facilitators guide and workshop (currently in use) to support foster parents of LGBTQ+ identified youth. <https://amaraputskidsfirst.org/lgbtq-youth-families/>

**Social Development Research Group (SDRG), Research Assistant, Seattle, WA**  
Junior qualitative coder of interviews from foster and adoptive parents to identify common characteristics and competencies of individuals who have successfully provided placement stability, and enhance the well-being of children in their care.

**Social Justice Fund Northwest, Seattle, WA**  
Economic Justice Giving Project, fundraising, grant reading, and site visits. Developed a monthly newsletter.

**Providence Health & Services, School Outreach Program, Portland, OR** 2016 – 2016  
Internship, Manager of Interns  
Support to School Outreach Program Manager  
Developed documents and processes to help increase the efficiency of the Internship Program  
Created PowerPoint presentation for department leadership to help forecast internship program planning for the upcoming year.

**IE3 Global, Amy Biehl Foundation, Cape Town, South Africa** 2015 – 2015  
Internship, Grant Writing and English literacy teacher  
Lead grant-writer, authoring grants for upwards of \$300,00USD. Implemented an after school English literacy program, using positive reinforcement to help shape learning behaviors of grade school students.

**SCHOLARSHIPS AND AWARDS**

President's List	2014, 2015, 2016	Dean's List	2013, 2014, 2015, 2016
UW GO-MAP Tuition Award	2017	Excellence in Social Impact Scholarship	2017
Commencement Speaker Honors College	2016	Undergraduate Student of the Year	2016
Pride Foundation – Robert Browning	2016	Pride Foundation – Oregon Regional	2016
Pride Foundation – Under Our Roof	2016	Shigenori & Mutsumi Schinoda	2015
TRiO Equal Access & Opportunity	2015	Wozumi Family	2015
Jack Schendel	2015	IE3 Global Scholarship	2014
Benjamin A. Gilman International	2014	EQUITY - McBroom – Weston	2014
EQUITY - Pride of the Rose	2014	OCF Schwenn, Transfer	2014
TRiO Equal Access & Opportunity	2014	Audria M. Edwards	2013
Pride - Deloris Carter Hampton	2012	Pride - Thelma Fisher Dewitty	2012

**WORK EXPERIENCE**

**Portland Community College** Portland, OR 2017 – 2018  
 Continuing Educational, Professional Development  
 Perform operational support duties as required, such as general office tasks, working with programs such as Banner student information system, updating instructor and student accounts and building classes. Using Salesforce to maintain vendor accounts, and tracking sales information. Gathering and analyzing data daily in order to make informed and logical assessment of situations to help streamline processes and increase the efficiency of the Continuing Education department.

**Stash Tea Company**, Sales Associate, Portland, OR 2012 – 2015  
 Established a protocol of Customer Service that was implemented into our daily activities, to build upon the business model of the “best customer service in the business.”  
 Worked as a team to re-imagine and develop the Stash Tea brand in the concept of a tea shop

**New Seasons Market**, Deli Associate. Portland, OR 2012 – 2012  
**Metropolitan Market**, Supervisor / Trainer, Seattle, WA 2004 – 2012  
 Managed 10-15 employees daily. Assisted in planning strategies to improve efficiency of food preparation and customer service. Cultivated and maintained customer service standards of excellence throughout the department resulting in high customer service reviews. Facilitated the training of all new deli employees  
 Union Steward

**Statement of Commitment:**

**I commit to participating fully in all required activities with the Community Police Commission, to attend all required meetings and indulging myself fully to communities that we serve. I am committed to working towards having safe and healthy communities by participating in the change work necessary to achieve meaningful police reform by improving operations, and strengthening relationships within the communities they serve.**

**Tascha R. Johnson**

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	La Rond Baker	1/1/18	12/31/20	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/18	12/31/20	1	City Council
			6.	Civil Liberties	Prachi Vipinchandra Dave	1/1/18	12/31/20	1	CPC
	F		7.	Member	Erin B. Goodman	1/1/21	12/31/23	2	Mayor
			8.	Member	Navin Robert Charles Pinto	1/1/19	12/31/21	1	City Council
4	M		9.	Member	Austin Field	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Vacant	1/1/19	12/31/21		City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Esther Lucero	1/1/19	12/31/21	1	Mayor
			14.	Member	Vacant	1/1/19	12/31/21		City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

(1) (2) (3) (4) (5) (6) (7) (8) (9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		6				2		2		1			2
<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

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Legislation Text

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**File #:** Appt 01822, **Version:** 1

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Appointment of Erica Newman as member, Community Police Commission, for a term to December 31, 2022.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Erica Newman</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Commissioner</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>Community Police Commission</i>		<b>Term of Position: *</b> Term begin: <i>01/01/2020</i> <b>to</b> Term end: <i>12/31/2022</i>  <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood:</b> <i>Beacon Hill</i>		<b>Zip Code:</b> <i>98144</i> <b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> A long-term resident of the City of Seattle, for the past decade Erica has spent a large amount of her time helping individuals and families navigate the education and criminal justice system. She has a long history of work in legislation including in the King County Prosecuting Attorney’s Office and Metropolitan King County Council. Erica has also dedicated her time to volunteering for many community organizations including Africatown, Antioch University, and the NAACP.		
<b>Authorizing Signature (original signature):</b>     <b>Date Signed (appointed):</b> <i>02/23/21</i>		<b>Appointing Signatory:</b> <i>Erin Goodman</i> <i>Co-Chair, Community Police Commission</i> <i>La Rond Baker, Co-Chair, Community Police Commission</i>

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

# ERICA NEWMAN

## SUMMARY OF QUALIFICATIONS

- Proven ability to create and design presentations for targeted audiences.
- Adept at researching ideas or concerns and proposing solutions.
- Proficient in developing policies and procedures.
- Effective listener and communicator with excellent problem-solving skills.
- Experience developing creative strategies and community outreach.
- Knowledgeable of economic, systemic, and environmental barriers.
- Superior application of leadership strategies, principals, and theories.

## PROFESSIONAL EXPERIENCE

*Metropolitan King County Council*

2016- present

### Legislative Analyst

- Research and analyze legislation, conduct objective analysis of policy and fiscal matters, and coordinate legal review as necessary.
- Prepare and present staff reports, amendments, and briefings for Council committees.
- Review annual budget proposals for assigned agencies.
- Participate in internal, external, and virtual committees and teams.
- Review and track performance reports from departments and agencies.
- Establish and maintain productive relationships with other committee teams, county departments, and external customers.

### Legislative Assistant

- Assisted Lead Analyst with legislation research and analysis.
- Prepared staff reports and provided presentations to elected officials.
- Assisted Senior Staff in reviewing and tracking performance reports from departments.
- Created speaking notes, reviewed annual reports, and completed special projects.

### Legislative Clerk

- Communicated with elected officials and outside agencies.
- Served as clerk and point of contact for regional and standing committees.
- Tracked and recorded legislation, prepared agendas, and recorded meeting minutes.
- Coordinated staff training and participated on hiring panels.
- Identified processes improvement, edited and published media recordings.
- Created procedural manuals, updated webpages and electronic records database.
- Maintained the confidentiality of sensitive and controversial communications.
- Prepared Council Chambers for committee meetings including reserved seating, literature handouts, program displays, and presentations.
- Assisted Lead Analyst with committee logistics, securing venues, and preparing relevant materials.
- Provided general project management and administration as necessary.

*King County Prosecuting Attorney*

2006-2016

### Legal Administrative Specialist II/III

- Coordinated and managed multiple priorities and projects.

- Provided technological and administrative support for software conversions.
- Performed general accounting functions, maintained journals, investigated and resolved billing issues using Oracle and P-Card software.
- Trained and supervised other staff and volunteers.
- Maintained strict confidentiality, assisted victims of trauma, scheduled settlement conferences and language interpreters.
- Researched and located defendants in all 50 states and collected DNA samples.
- Confirmed court calendars and utilized electronic case records software
- Assisted attorneys during the intake and litigation process.
- Conducted preliminary screening for juvenile diversion eligibility, entered all new cases into database, and processed rush filing cases.

### **LEADERSHIP & VOLUNTEER EXPERIENCE**

*The National Council for Negro Women (NCNW)* 2020-present  
Member

I have recently joined this organization and have yet to volunteer or plan events. The NCNW's mission is to lead, empower and advocate for women of African descent, their families and communities.

*King County Legislative Branch African American Affinity Group* 2019-present  
Chair

- Plan educational events in regards to race, equity, and social justice.
- Propose ideas, create work programs, and develop partnerships.
- Participate in the Equity and Social Justice Sub-Committee planning.

*King County Martin Luther King Jr. Planning Committee* 2019-2020  
Member

- Attended meetings and developed ideas for the annual Martin Luther King Jr. event in King County.
- Proposed ideas, contacted guest speakers, drafted speaking points, and co-hosted the event.

*AFRICATOWN* 2019  
Volunteer

- Attended planning meetings for TAAG and conducted community outreach.
- Assisted with logistics and recruited volunteers for the day of the event.

*National Association for the Advancement of Color People (NAACP)* 2016-2018  
Education Committee member

- Attended meetings, communicated with the public, and recorded meeting minutes.
- Evaluated intake referrals and determined next steps.
- Participated in the development of Ethnic Curriculum for public schools.
- Acted as back up to the Chair and briefed members on current matters.

*Antioch University Seattle* 2010  
Co-Facilitator

- Researched and developed a keen understanding of historical oppression.
- Created speaking points and designed interview questions for inmates.
- Researched "Three-strikes Law" for Washington State.
- Facilitated a college level Human Development course for inmates serving life sentences.

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

Annual Legislative Conference <i>Congressional Black Caucus Foundation</i>	2020
Conflict Awareness in the Workplace Training <i>South Seattle College</i>	2019
Race, Equity, and Social Justice Training <i>King County</i>	2019
Making Government Work in Hard Places: Public Policy and Leadership Course <i>Princeton University</i>	2018
M.A., Organizational Leadership <i>City University Seattle</i>	2017
Project L.E.A.D: Non-profit Management Training <i>United Way King County</i>	2015
Bachelor of Arts: Human Services and Social Justice <i>Antioch University Seattle</i>	2010
Associate of Arts: General Studies/ Child and Family Studies <i>Seattle Central Community College</i>	2008

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	La Rond Baker	1/1/18	12/31/20	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/18	12/31/20	1	City Council
			6.	Civil Liberties	Prachi Vipinchandra Dave	1/1/18	12/31/20	1	CPC
	F		7.	Member	Erin B. Goodman	1/1/21	12/31/23	2	Mayor
			8.	Member	Navin Robert Charles Pinto	1/1/19	12/31/21	1	City Council
4	M		9.	Member	Austin Field	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Vacant	1/1/19	12/31/21		City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Esther Lucero	1/1/19	12/31/21	1	Mayor
			14.	Member	Vacant	1/1/19	12/31/21		City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

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(2)

(3)

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(5)

(6)

(7)

(8)

(9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
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<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

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

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

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 01823, **Version:** 1

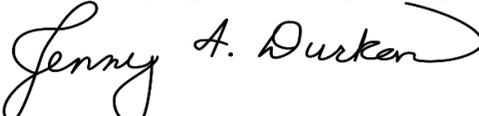
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Reappointment of Asha Mohamed as member, Community Police Commission, for a term to December 31, 2022.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Asha Mohamed		
<b>Board/Commission Name:</b> Community Police Commission		<b>Position Title:</b> Member
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Date Appointed:</b> 2/22/2021	<b>Term of Position: *</b> 1/1/2020 to 12/31/2022  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood</b>	<b>Zip Code</b>	<b>Contact Phone No.:</b> N/A
<b>Background:</b> <i>Asha Mohamed is a dedicated public servant, and she is rooted in community. She has been a Seattleite for over 20 years but maintains a global consciousness. Asha has worked to form multiethnic, multicultural, and multilingual spaces in the quest of seeking equity through a human rights and social justice lens. She's a fierce advocate for reproductive justice and ally for LGBTQ rights. She is currently as the Executive Director of SYFC, a nonprofit organization that addresses homelessness and refugee and immigrant integration.</i>		
<b>Authorizing Signature (original signature):</b> 		<b>Appointing Signatory:</b> Jenny A. Durkan Mayor of Seattle

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

Dear Mayor,

My name is Asha Mohamed, Executive Director of Somali Youth & Family Club a nonprofit organization that is dedicated to foster and build the capacity of civic leaders in the field of housing in Seattle. I am writing to express strong interest in seeking a nomination for Community Police Commission position by highlight my experience, my passion, and commitment to a stronger, thriving Seattle.

I have humbly served in Seattle and greater King County for the past 20 years as a leader within housing, self-sufficiency, education, criminal justice, immigration and working in coalition to build sustainable equity on a systemic level. I recognize the importance of an honest and authentic relationship between police and civilians. I also recognize the importance of inclusion, while seeking solutions where voids and gaps exist. We must address it with the urgency of now using the highest of ethics and integrity.

A competing void exists between institutions and their perceived capacity to serve immigrant and refugee communities and communities of color. There's a clear lack of training for cultural humility and language capacity that isn't being used, which in my experience as a National Trainer properly equips me to bridge institutional misunderstandings with lived experience and framework.

There are obstacles immigrant and refugee communities face when attempting to utilize police without fear during domestic violence and/or emergency service situations. Using my experience creating effective community engagement and workshops makes me more than capable of shifting our law enforcement on accessing situations. Through implementing policies that focus on de-escalation that shepherd law enforcement officers towards create and utilize safety plans and providing resources to survivors.

National conversations and questions have erupted around the police's relationship with communities of color, and from the communities' perspective it has gone unanswered. As a daughter of a police officer, I know protect and serve is not a buzz term; it's an oath. However, I am also a mother of Black sons, a wife and sister to Black men who live in fear of interacting with law enforcement. They, as well as I have watched time and again instances where Black men are killed in the streets from police brutality. This oath is promised to these communities, but it is continuously broken on a national level. There is a lack of communication and relationship building from these institutions. Employing community engagement

principles to deal with a violation of community trust would begin to mend relationships.

In closing, there are issues, voids, obstacles and gaps that Seattle grapples with. My hope in becoming a Community Police Commissioner is to eliminate an “Us versus Them” mentality and to become an authentic We. For these communities to have trust in these institutions, and for the promise of protect and serve to be kept. The city of Seattle is leading in many fronts nationally including in reform and I would be a testament that “WE” are innovators that WE seek answers from all communities. I will be honored and fully committed to serve as a Community Police Commission.

Thank you, Asha Mohamed

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	La Rond Baker	1/1/18	12/31/20	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/18	12/31/20	1	City Council
			6.	Civil Liberties	Prachi Vipinchandra Dave	1/1/18	12/31/20	1	CPC
	F		7.	Member	Erin B. Goodman	1/1/21	12/31/23	2	Mayor
			8.	Member	Navin Robert Charles Pinto	1/1/19	12/31/21	1	City Council
4	M		9.	Member	Austin Field	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Vacant	1/1/19	12/31/21		City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Esther Lucero	1/1/19	12/31/21	1	Mayor
			14.	Member	Vacant	1/1/19	12/31/21		City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

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	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		6				2		2		1			2
<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 01824, **Version:** 1

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Appointment of Patricia L. Hunter as member, Community Police Commission, for a term to December 31, 2023.

The Appointment Packet is provided as an attachment.

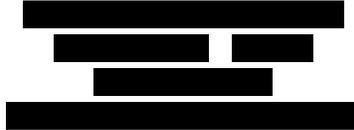


# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Patricia L Hunter</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Member</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> 1/1/2021 <b>to</b> 12/31/2023  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Beacon Hill</i>	<b>Zip Code:</b> <i>98144</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> <i>Reverend Patricia Hunter serves as Minister for Outreach and Education at Seattle First Baptist Church, and Minister of Worship at Mount Zion Baptist Church. Both congregations are advocates for social justice, marginalized communities, and police accountability. She has advocated for justice in sacred and secular institutions for decades, including the financial planning industry. As an African American clergy lesbian, she has experienced oppressions based on race, gender, class, sexual orientation and sexual identity. She is also a Certified Financial Planner, and served as Financial Wellness Program Director and Planning Manager for the Ministers and Missionaries Benefit Board before retirement in June 2020. She has a Doctor of Ministry degree from Saint Paul School of Theology and a Master of Divinity from Colgate Rochester Crozer Divinity School. She previously served on the Seattle Women's Commission.</i>		
<b>Authorizing Signature (original signature):</b>  <i>Lisa A. Herbold</i>  <b>Date Signed (appointed):</b> <b>2/22/2021</b>		<b>Appointing Signatory:</b> <i>Lisa Herbold</i>  <i>Seattle City Councilmember</i>

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

The Reverend Dr. Patricia L. Hunter, CFP®



### **Education**

CERTIFIED FINANCIAL PLANNER™ May 2008

Doctor of Ministry- Saint Paul School of Theology Kansas City, Missouri, May 1997

Specialization: Womanist Theology and Evangelism

Master of Divinity- Colgate Rochester Crozer Divinity School, Rochester, New York, May 1981

Bachelor of Arts- Seattle University Albers School of Business, Seattle, Washington, June 1978

### **Work History**

**Seattle First Baptist Church, Seattle, WA** 2015-Present

Current position-Minister for Outreach and Education,

- Sunday morning preaching
- Congregational care

Theologian in Residence, September 2016-December 2019

July 2015- September 2016 Seattle First Baptist Church, Interim Associate Pastor

**Mount Zion Baptist Church, Seattle, WA** June 2020-Present

Current position- Minister of Worship

Member of Mount Zion over 40 years

**Faith Matters Network Nashville, TN**, August 2020-November 2020

Mentor/ Elder of staff while executive director on leave

**The Ministers and Missionaries Benefit Board** (MMBB Financial Services), New York, NY

June 1987-2020 (retired)

Final position-Financial Wellness Program Director and Financial Planning Manager

Responsibilities:

- Educate pastors and lay employees in areas of personal finance
- Encourage retirement plan members on their journey toward financial wellness
- Develop financial plans for all our members who desire to know more about their personal finances and desire an action plan for their financial future.

### **MMBB Financial Services Work Highlights**

Lilly Endowment Grant Recipient- Part of a team that successfully applied for four \$1 million grants from Lilly to educated pastoral leaders and congregants on the economic challenges facing pastoral leaders. Current position with MMBB Financial Services, as Financial Wellness Program Director, is funded by Lilly Endowment, Inc.

June 2017

National Baptist Convention, USA Inc. Congress of Christian Education, Partners on the Journey Toward Financial Wellness: Live Your Vision and Protect Your Family, four-part workshop, St. Louis, MO

National Baptist Churches of America International, Congress of Christian Education, Partners on the Journey Toward Financial Wellness: Live Your Vision and Protect Your Family, three-part

workshop, Kansas City, MO  
 American Baptist Biennial, Financial Wellness: Know Your Benefit Workshop, Portland, OR

February 2017

African American Leadership Conference of the American Baptist Churches, The Journey  
 Toward Financial Wellness Begins Now, Tampa, FL

December 2016

Sunday School Publishing Board Conference, Lunch and Learn workshops on Financial  
 Wellness, Nashville, TN

April 2015

Central Seminary Kansas City, KS Workshop on financial planning, debt reduction,  
 compensation, and retirement planning. In conjunction with Lilly Project on clergy economics  
 and finance

June 2015

Congress of Christian Education, National Baptist Convention, USA, Incorporated Detroit, MI

October 2014

Concord Church, Dallas Texas, staff workshop on Managing the Journey Towards Retirement

September 2014

Develop strategy for reaching pastors and lay church staff in the National Baptist Convention,  
 USA, Incorporated so they can plan their financial future and retire with dignity

July 2014

Develop and lead workshop on financial stewardship, debt reduction, and retirement planning to  
 women in ministry and pastors' wives at the S.T.A.N.D. (Sisters Together, Advocating,  
 Networking with Dignity) Conference, Dallas, TX

June 2014

Develop four workshops for the National Baptist Churches Congress of Christian Education  
 Compensation and Taxes  
 Budgeting and Financial Planning  
 Investing  
 Estate Planning and Financial Planning for Special Needs

May 2014

Personal Financial Planning for staff of Chinese Christian High School and Church, San  
 Leandro, California

February 2014

Develop and lead workshop on Managing the Journey Toward Retirement for the African  
 American Leadership Conference of the American Baptist Churches, Ft. Lauderdale, Florida

July 2013

General Conference of Metropolitan Community Churches, Chicago, Illinois  
 Workshop on developing a pastoral budget and retirement planning for pastors

Workshop on financial planning for women in ministry and pastors' wives, S.T.A.N.D (Sisters

Together Advocating Networking with Dignity) Conference, Dallas, Texas

May 2013

Presentation to Pastors' Conference on retirement planning- Texarkana, Arkansas

July 2012

S.T.A.N.D. Conference, Dallas, Texas, plenary speaker, Financial Planning for the Pastoral Family

Director Women in Ministry for the American Baptist Churches, June 1988-1991

Organize and direct national Women in Ministry Conferences

Attend and financially support regional Women in Ministry regional conferences

Mentor and encourage women in ministry

Advocate for women of color in ministry

Associate Pastor- 1981-1988, Mount Zion Baptist Church, Seattle WA

Areas of responsibility, preaching, worship, education, visitation

### **Preaching Assignments in Seattle, Washington**

Seattle First Baptist Church July 2017, April 2017, January 2017, December 2016

Madrona Grace Presbyterian Church, May 2017

New Beginnings Christian Fellowship, Renton, WA May 2014

Japanese Baptist Church, Seattle, WA, Preach, March 2013, May 2014

Edmonds United Methodist Church, July 2013

Mount Zion Baptist Church preach and organize Ash Wednesday Service

### **Publications**

Fall 2016-Spring 2017

Tomorrow Newsletter MMBB Financial Services- Three-part series, How to Effectively Manage Your Debt

Summer 2015

WomenWord, Publication of American Baptist Women in Ministry, Leadership and MMBB Financial Services

Seattle Times Newspaper Columnist- Faith and Values 2005-2014, write columns related to issues of faith, the church, and current events

### **Teaching and Special Ministry Assignments**

Lenten Bible Study on the Sermon on the Mount, New Beginnings Christian Fellowship, March 2014, Renton, Washington

Seattle University Adjunct Professor

Womanist Theology 2000 Summer term

Black Church History 2002 Summer term

### **Personal interests**

Percussionist/ Musician- Mount Zion Baptist Church, Seattle, Washington and University of Washington Gospel Choir

### **Future Presentations**

October 2017 Strategic Pastoral Excellence Program- Leading workshop on financial wellness for key pastoral leaders from predominantly African American Denominations

November 2017 Sunday School Publishing Board, three Lunch and Learn workshops on financial wellness

December 2017 Advent Adult Education, Seattle First Baptist Church, on *What are You Waiting For?*

**Current and Previous Affiliations**

Alpha Kappa Alpha Sorority Inc. Delta Upsilon Omega Chapter, Current member

Dynamic Urban Opportunities Foundation, Current trustee,

Mount Zion Baptist Church, Seattle, WA, Current member

Northwest Federal Baptist Credit Union

Linfield College

Faith Trust Institute

# Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
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## Roster:

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			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/17	12/31/19	1	City Council
			18.	SPMA	Scott Bachler	1/1/20	12/31/22		CPC
			19.	Member	Colleen Echohawk	1/1/20	12/31/22	2	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22		CPC

**SELF-IDENTIFIED DIVERSITY CHART**

(1)

(2)

(3)

(4)

(5)

(6)

(7)

(8)

(9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		6				2		2		1			2
<b>Council</b>	1	2	1			2	1						1
<b>Other</b>	4	3			1	3			1	1	1		
<b>Total</b>	5	11	1		1	9	1	2	1	2	1		3

**Key:**

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

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

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

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 01818, **Version:** 1

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Appointment of Brandy Grant, as Executive Director of the Community Police Commission, for a term to February 3, 2027.

The Appointment Packet is provided as an attachment.

**City of Seattle**



**Executive Director  
Community Police Commission**

**Confirmation Packet  
February 23, 2021**

**Brandy Grant**

February 18, 2021

The Honorable Lisa Herbold  
Chair, Public Safety and Human Services Committee  
Seattle City Council Seattle City Hall, 2nd Floor  
Seattle, WA 98104

Dear Councilmember Herbold:

On behalf of the Community Police Commission (CPC), we are pleased to transmit to the City Council the following confirmation packet for our appointment of Brandy Grant as the Executive Director of the Community Police Commission.

The materials in this packet are divided into two sections:

A. Brandy Grant

This section contains Ms. Grant's appointment and oath of office forms, her resume, and the press release announcing his appointment.

B. Background Check

This section contains the report on Ms. Grant's background check.

Brandy has served as the interim Executive Director of the CPC since August 2020. Prior to that she was a CPC commissioner. Brandy holds a Master's degree in Organizational Development and has worked as a non-profit management professional for close to twenty years. She spent much of the last seven years developing public health programming that led to learning with community leaders, people with lived experience, representatives from public health, the legal and justice system, health care, and others to work to prevent more lives being affected by and lost to gun violence.

The CPC conducted a national search process with priority to identify candidates with an extensive background related to the issues associated with police reform in the City of Seattle. We conducted a public recruitment process that included a public candidate forum, candidate engagement with CPC staff and a formal interview with the Commissioners.

Brandy brings the leadership, experience and deep community connections that will serve the CPC in fulfilling our mission to ensure that the Community voice is centered in the accountability system in Seattle.

Seattle  
Community  
Police Commission

Our city. Our safety.  
Our police. Better together.

If you have any questions about the attached materials or need additional information, please contact Senior Executive Recruiter Pam Inch at 206-684-7562.

Sincerely,

*La Rond Baker*

La Rond Baker (Feb 18, 2021 14:08 PST)

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La Rond Baker  
CPC Co-Chair



Erin Goodman (Feb 18, 2021 14:11 PST)

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Erin Goodman  
CPC Co-Chair

## **SECTION**

### **A**

February 11, 2021

Brandy Grant  
[REDACTED]

Dear Brandy,

Congratulation on your appointment as the **Executive Director of the Community Police Commission**, pending confirmation by the Seattle City Council, effective **February 4, 2021**.

The following conditions apply to your appointment:

**TERMS OF APPOINTMENT:** The **Executive Director of the Community Police Commission** is classified as an Executive 3 in the City's Accountability Pay for Executives (APEX) Program and is exempt from the City's Civil Service System. As an exempt employee, you are at will and serve at the discretion of the Community Police Commission. Your six-year term commenced upon your appointment on February 4, 2021 and will expire on February 3, 2027.

**SALARY:** Your salary will be \$188,212.32 (\$90.14/hour based on 2088 hours). You will be paid on a bi-weekly basis. Pay days occur every other Friday. Your first pay date will be **February 26, 2021**. Your position is exempt from the provisions of the Fair Labor Standards Act, which means that you do not receive overtime compensation. However, as a salaried employee you are not required to use accrued vacation leave or sick leave for occasional absences of four hours or less during any workday.

**EMPLOYMENT BENEFITS:** The City of Seattle offers a comprehensive benefits package for you and your eligible dependents. An Employee Benefits Guide is available online at <http://www.seattle.gov/personnel/benefits/home.asp>. Please make sure to choose the option titled "2021 Most Employee Benefit Guide." I encourage you to review this information as soon as possible as you must make your selections within **30 days** of your appointment.

As a department head, you will receive 30 days of vacation each calendar year during which you serve. These days do not carry over into succeeding years. Additionally, you are eligible for 10 holidays and 2 personal holidays per year.

City employees accrue sick leave based on the number of regular hours worked. Full time employees earn 96 hours of sick leave per year. You may carry over your unused sick leave, there is no maximum accumulation. You are eligible to use sick leave after 30 days of employment.

**RETIREMENT:** Participation in the City's Retirement Program is optional for exempt employees. As a participant you contribute a percentage of your salary towards your retirement. Contributions and earnings are tax deferred. The City pays a percentage of your salary towards your retirement, and you become vested (eligible for a monthly benefit at retirement age) at five years of service. If you leave

City employment before retirement and withdraw your contribution, you will not be entitled to any of the City's contributions.

Brandy, congratulations on your appointment as the **Executive Director of the Community Police Commission**. If you have questions about your employment with the City please contact Brian Sharkey, SR. HR Business Process, at [REDACTED]

Sincerely,

*La Rond Baker*

La Rond Baker (Feb 11, 2021 10:41 PST)

La Rond Baker  
CPC Co-Chair



Erin Goodman (Feb 11, 2021 11:01 PST)

Erin Goodman  
CPC Co-Chair

cc: Personnel File  
Pam Inch, Sr. Executive Recruiter

**Acceptance of Offer:**

Please indicate your acceptance of this job offer by signing and dating below. Upon your signature the system will create an electronic file for you and forward a file to the City. Please keep a copy for your files.

*Brandy Grant*  
Brandy Grant (Feb 12, 2021 10:40 PST)

Signature: \_\_\_\_\_  
Brandy Grant

Date: 02/12/2021 \_\_\_\_\_



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Brandy Grant</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Executive Director</i>
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>Community Police Commission</i>		<b>Term of Position: *</b> <i>2/4/2021</i> <b>to</b> <i>2/3/2027</i>  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood:</b> <i>Insert neighborhood name</i>	<b>Zip Code:</b> <i>Insert zip code</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> <i>Brandy has served as the interim Executive Director of the CPC since August 2020. Prior to that she was a CPC commissioner. Brandy holds a Master's degree in Organizational Development and has worked as a non-profit management professional for close to twenty years. She spent much of the last seven years developing public health programming that led to learning with community leaders, people with lived experience, representatives from public health, the legal and justice system, health care, and others to work to prevent more lives being affected by and lost to gun violence.</i>		
<b>Authorizing Signature (original signature):</b>  <small>La Rond Baker (Mar 2, 2021 13:08 PST)</small>		<b>Appointing Signatory:</b> <i>La Rond Baker</i> <i>CPC Co-Chair</i>
<b>Date Signed (appointed):</b> <i>03/02/2021</i>		
<b>Authorizing Signature (original signature):</b>  <small>ERIN GOODMAN (Mar 2, 2021 13:43 PST)</small>		<b>Appointing Signatory:</b> <i>Erin Goodman</i> <i>CPC Co-Chair</i>
<b>Date Signed (appointed):</b> <i>03/02/2021</i>		



CITY OF SEATTLE ▪ STATE OF WASHINGTON  
OATH OF OFFICE

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State of Washington

County of King

I, Brandy Grant, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Executive Director of the Community Police Commission; 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 *Executive Director of the Community Police Commission*.

---

Brandy Grant

Subscribed and sworn to before me

this \_\_\_\_ day of \_\_\_\_\_, 2021.

[Seal]

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Monica Martinez Simmons, City Clerk

Mr. Greg Nelson  
Ralph Andersen & Associates  
5800 Stanford Ranch Road,  
Suite 410  
Rocklin, California 95765

Dear Mr. Greg Nelson,

All of the work I have done throughout my career has prepared me for this opportunity. I was driven by community, family, and work in that order. I am led to this work with this in mind, "Civilian oversight alone is not sufficient to gain legitimacy. Without it, however, it is difficult, if not impossible, for the police to maintain the public's trust and push sustainable reform efforts forward. "As the current Interim Executive Director of the Seattle Community Police Commission, I was able to, in the first month, create some Key Wins & Results. With more time, I am hopeful I can do more given the opportunity:

1. CCW Ban Recommendations for SPD with support of City Council and places of alignment with accountability partners.
2. Drafted and began the process for an Independent State Legislative Agenda for the Community Police Commission with support from the various police accountability partners, OIR, Mayor, and Council
3. Get the CPC a seat on the FRB Force Review Board.
4. Audit Task Force for closed officer complainant cases
5. Recommendation Tracker for Policy recommendations and processes as outlined in the accountability partners' workplaces and SPD.
6. Website Development
7. Hiring and Training a whole new team/Onboarding Process (New/Improved)
8. Internship and Fellowship Program Development for future leaders of police reform with the support of the City Internship Department and Budgetary band-with approval.
9. Cornerstone Training database with the City will have a new piloted CPC Specific training module in November 2020 with an anticipated roll-out date of January 2021.

I have continued overseeing a team of individuals who align with the Community Police Commission (CPC) mission, values, and ordinance; our work was mandated under the Consent Decree to provide community input on needed reforms. The City of Seattle established the CPC by ordinance, and it began work in 2013. Under landmark Accountability Legislation adopted in 2017, the CPC was made permanent, its scope of responsibilities and authority broadened, and the number of Commissioners increased. While it continues to be responsible for its obligations related to the Consent Decree, it now is also mandated to provide ongoing, community-based oversight of SPD and the police accountability system.

Our duty as a Commission is to make sure that we leverage the ideas, talent, experience, and expertise of the community that will offer greater transparency, public understanding, and participation in the implementation of police services delivered per the constitution and the laws of the United States. As a commission, we have to continue to hold law enforcement actions to a standard higher than what's present. We must investigate, report, recommend, and change what isn't working. We not only owe it to the community, but we owe it to the officers who are not a part of the problem. Push to ensure justice for the community and ensure wellness for community and officers, just processes, and accountability for civilians' harm. The two-way mirror of system change not only lies with the system that has oppressed communities but lies with those of us who have championed to make sure those systems are transformed. Seattle has an opportunity to set an example for the country by working together, listening, being transparent, and looking for long term solutions. Policing has a long, sordid

history that cannot be reversed overnight, so many of us lose when we don't come together for the common good of safe communities and wellness for all.

The City of Seattle, even the state of Washington, has a unique opportunity to get behind and support a black woman's leadership at the helm of an independent City office. There is also an opportunity to correct Police reform by working with the community and law enforcement to bridge and fill the gaps of inequities and systemic racism. With the right leadership, the CPC can put processes and policies in place that keep the community safe from bad policing and adhere to the Constitution and America's laws.

I believe I am the person that not only can honor the founders of the CPC but connect and collaborate with the new CPC. The current CPC has to evolve, change/adapt to the current times that we're in. And the first thing to do to make sure that we are successful while honoring our founders is to ensure that the Community understands and is knowledgeable about the consent decree and the sustainment plan and what true bargaining means in Seattle. It's truly time to give the Community a true seat at the table; it is time to finally pull in the true expertise and experience and knowledge base of the people that are the most impacted; it is time to put power to policies since we all know there is power in policy as we see time and time again in legislation and laws.

The CPC has an opportunity to also move past the distractions and the barriers that have kept us from completing the work that we need to be doing in honor of community and public safety. There is officially a time out for anything that does not breed true collaboration, honesty, and transparency. And respectfully so take an aggressive stance on what will no longer work around poor policing policies and structure.

We not only owe it to Community, but we also owe it to law enforcement to help move them beyond a system of racism and antiquated laws and policies that were originally stemmed and based on pure and unadulterated racism.

Any system where you are not penalized for your actions begets an environment of system breakdowns, inequities, poor decision-making, loss of control, lack of support, and finally allows great officers to be overshadowed by bad ones. Sadly, but true when you strip away everything that has happened over the last several months, years, and decades even centuries to be a matter of fact, one layered question remains. "How do we keep the public safe?" "How do we trust in the people that are supposed to keep us safe?" And, "How do we create opportunities where we are not asking people to do a job that in some cases, they are incapable of doing?" The question is layered, but it's all the same. I want to continue the work I've already started as a Commissioner. As the Interim Executive Director, we can pivot this office in the police accountability world like never before.

Thank you for your time and consideration,

Brandy Grant, MHR

[REDACTED]

Operational Reorganization / Senior-Level Leadership, Strategic Planning, Goal setting & Visioning Board Committee Participation, Strategic Planning and Organizational Assessment & Alliance & Partnership Formation, Summit Management and Development, Police Reform

Cross-Functional Team Leadership Employee Development, Mentoring & Coaching Community Relations / PR / Media Outreach Legislative Advocacy & Cause-Based/ Advocacy and Education, Organizational & Program Development, Organizing, Campaign Management

Brandy Grant



### Emphasis on Non-Profits / Programming / Social Enterprises / Issue & Advocacy Organizations

Senior level leadership with 15+ years of expertise driving breakthrough results for highly innovative and mission-focused organizations including education, mental health, direct service, program development, and outreach for Community Based Services in marginalized and low-income neighborhoods. Currently working with startup organizations to build funder and donor relationships with partners and funding relationships I have built throughout the years that want bridge building with deserving organizations. Able to set vision, goals, and provide steady guidance during unstable and uncertain times. Proven fundraiser and change agent. Passionate about applying best practices to improve organizational agility. Master communicator skilled at addressing diverse audiences of all ages, spanning all socioeconomic and ethnic backgrounds.

#### AREAS OF EXPERTISE

#### EDUCATIONAL CREDENTIALS

Master of Human Relations emphasis in Organizational Development and Counseling, University of Oklahoma, Tulsa University Undergraduate Degree, Sociology/ Psychology Arts and Sciences B. A. Tulsa, OK

#### CAREER HISTORY & KEY ACCOMPLISHMENTS

SEATTLE COMMUNITY POLICE COMMISSION INTERIM EXECUTIVE DIRECTOR Seattle, WA: 8/2020-PRESENT

##### Key Wins & Results:

- CCW Ban Recommendations
- Drafted and began the process for an Independent State Legislative Agenda for the Community Police Commission
- Audit Task Force for closed officer complainant cases
- Recommendation Tracker for Policy recommendations and processes as outlined in the accountability partners workplaces and SPD.
- Website Development
- Hiring and Training a whole new team/Onboarding Process (New/Improved)
- Internship Program Development

Oversee a staff of 9 who works in alignment with The Community Police Commission (CPC) which was mandated under the Consent Decree to provide community input on needed reforms. The City of Seattle established the CPC by ordinance, and it began work in 2013. Under landmark Accountability Legislation adopted in 2017, the CPC was made permanent, its scope of responsibilities and authority broadened, and the number of Commissioners increased. While it continues to be responsible for its obligations related to the Consent Decree, it now is mandated to also provide ongoing, community-based oversight of SPD and the police accountability system.

SEATTLE COMMUNITY POLICE COMMISSION COMMUNITY POLICE COMMISSIONER VOLUNTEER  
Seattle, WA: 4/2019-August 2020

I was appointed by the City Council and was sworn in this past April 2019 for the Community Police Commission the only one of its kind in the US since 2015 after the wrongful deaths of civilians in Seattle by the hands of police officers. I work with a group of 20 others with the City to oversee Police Reform and Accountability. She works with the Mayor's office, OPA Office of Police Accountability, OIG The Office of the Inspector General, and the DOJ department of justice to speak on behalf of district communities to hold police accountable. I will serve for 2-3 and at that time can be reappointed.

ALLIANCE FOR GUN RESPONSIBILITY FOUNDATION  
8/5/2020

PROGRAM DIRECTOR Seattle, WA: 11/2017-8/5/2020

Key Wins & Results:

- **Public Health:** Co-Planned, led outreach, and creation of two days of dialogue and learning with community leaders, people with lived experience, representatives from public health, the legal and justice system, health care and others we can work to prevent more lives being affected by and lost to gun violence. The summit concluded and ended with the regularly scheduled July 2019 Board of Health meeting, where the Board will review the learning and dialogue that took place during the previous two evenings and identify its path forward on addressing this public health crisis.
- **Policy:** Drafted, co-sponsored legislation and successfully led a coalition and budget strategy for the following bills SB 6628 and SB 6188, which through the use of legislative contacts and community engagement, organizing, and advisement, that was submitted for consideration a pair of bills to the WA State House of Representatives for the 2020 session. The bills below awaited the Governor's signature and were signed into law.
  - **SB 6288:** Creates an Office of Firearm Safety and Violence Prevention which will administer a grant program to community-based intervention and prevention programs and will gather gun violence data.
  - **SB 6168:** The Supplemental Operating Budget contains \$14.3 million for gun violence prevention programs, to support implementation of newly passed gun laws and research into gun violence.
- **Education to Action:** Our Education to Action or Ed2Ac workshops have become an integral part of collaborative efforts to reduce gun violence in some of the most impacted communities in our state. Ed2Ac prepares young people to become an integral part of the legislative process – organizing, testifying for the legislature, and informing policy. So far this year, the Alliance for Gun Responsibility Foundation has completed eight workshops with over 250 participants in south Seattle. Workshops in Seattle Public Schools alone reached 110 youth participants. Building on this success, we will bring workshops to Rainier Beach High School, West Seattle High School, and Franklin High School during the 2018-19 school year.
- **Implementation:** Created CJTC Student Handbook pilot task-force team. Working closely with Law Enforcement entities, Judge Levinson, and King County DV Unit to build, examine and implement the Washington State Criminal Justice Training Commission Basic Law Enforcement Academy Domestic Violence Student Handbook for Training purposes. Looking over the evaluation, objectives, curricula, and possible certification to incentivize officers and agencies.
- Took students to first National Student led summit to create "Student Bill of Rights." The AFT, National Education Association, Guns Down, Students for Change, Everytown, Students Demand Action, and the Brady campaign will bring students from across the nation together with teachers in Washington D. C. to review existing student plans to reduce gun violence and combine them into a single "Student Bill of Rights" on school safety along with a corresponding action plan.
- Establish new community partners and introduce Ed2Ac over 75 partners.
- Planned and coordinated largest African American Legislative Lobby Day Bremerton, Tacoma, Mill Creek, Seattle WCLC Churches.
- Trained over 200 new advocates throughout 2017-2019.

Focus Areas: Youth Advocacy and Education, Legislation, Workshops, Implementation work, research and community engagement.

ATLANTIC STREET CENTER FAMILY RESOURCE CENTER PROGRAM MANAGER  
3/2016-8/2017

Seattle, WA:

Key Wins & Results:

- Within 4 months increased program visibility and attendance outcomes by 40% and increased enrolled participants to Family Resource Center from 600 to 1000 people.

- Primarily focused on a quarter behind in performance commitments for contract and turned it around in 120 days.
- Forged strategic partnerships with over 30 plus community organizations and corporations including Seattle Tilth, Seattle Children's Hospital, Guided Pathways, Center for Multicultural Health, Amazon, Nordstrom, Atlantic Street Center, Liberty Mutual, Youth Care, Northwest Network, Street Youth Ministries, Public Health of King County, University of Washington, and City of Seattle.
- Carefully monitor all programs for accountability and to ensure performance against objectives and exceeded performance goals within a 120-days into a Quarter 2 contract compliance.
- Focus areas include Mental Health, Homelessness and Affordable Housing, Healthcare Access, Youth Development, and Food Insecurity. Passionate about fostering an effective and dynamic team and a positive work environment. Skilled at writing, administering, and monitoring contracts, grants, budgets and fiscal reports. Expertise in program development, planning, and assessment, staff development, change management, public and private grant writing, community organizing, program development and administration, m human resources, public health, healthcare access, youth development, public policy and advocacy, strategic planning, program evaluation, performance measurement, and compliance.

BRYDEN CONSULTING LLC

FOUNDER AND DIRECTOR

Seattle, WA: 2016-PRESENT

**Key Wins & Results:**

- Short-term contractual work with creative and thoughtful leadership style that focuses on collaboration and a commitment to social justice. Offering comprehensive organizational assessments for non-profit organizations including detailed analysis and recommendations on strategy, development, boards, Finances, policies and procedures, staffing, facilities, programs and more.
- Focus areas include Mental Health, Homelessness and Affordable Housing, Healthcare Access, Youth Development, and Food Insecurity. Passionate about fostering an effective and dynamic team and a positive work environment. Skilled at writing, administering, and monitoring contracts, grants, budgets and fiscal reports. Expertise in program development, planning, and assessment, staff development, change management, public and private grant writing, community organizing, program development and administration, m human resources, public health, healthcare access, youth development, public policy and advocacy, strategic planning, program evaluation, performance measurement, and compliance.

BRYDEN CONSULTING HEALTHCARE FOR THE HOMELESSNESS PROJECT DEVELOPMENT COORDINATOR  
Seattle, WA: 10/2016-1/2017

**Key Wins & Results:**

- After working with the ASC organization from October through January the Project Development Coordinator met weekly with the Executive Director for input and direction to determine that Housing, Healthcare, Financial Assistance, and Employment were key for Resource Development.
- After 12 weeks a detailed 96-page Resource Manual was prepared and presented to ASC. In addition, the Project Development Coordinator was able to identify Stakeholders for potential partnership and/or implementation of a Homelessness Prevention Program that would allow for an array of services at the ASC Family Resource Center.
- Primary focus was building, researching and verifying the information placed in the Resource Manual for referrals and assistance. Notes and connections are based on HCHN resource building for a more robust and comprehensive service base for Atlantic Street Center youth and families.
- Connections were made with Housing, Healthcare, Food, and Educational organizations. Should ASC implement the program they now have a Resource Manual and Potential Partners that are interested in providing additional support and resources on-site.

**Core Challenge:** Brought on board by this 28-year-old organization to lead a major restructuring/turn-around effort centered on improving programming, operational development, and staff development. Along with operational procedures, accounting process, IT processes, and policy and procedures. Identify new streams of revenue and maintain current revenue with a transitioning staff and board with difficulties with governance versus advisory.

TEEN FEED  
2014-2016

DIRECTOR OF PROGRAMS AND OPERATIONS

Seattle, WA:

**Key Wins & Results:**

- Created office presence, establishing all operations, infrastructure, policies, and procedures for ac- counting, human resources, and IT.

- Established pro bono relationships and decreased outsourced labor for operational departments for a small organization of 5-14 employees.
- Building partnerships and innovative solutions towards affordable healthcare access and homelessness prevention.
- Worked with the Executive Director to pilot, implement and oversee YAC Youth Access to Care an integrated component of the organization's case management programs which provided outreach, enrollment, and navigation services for homeless, at-risk, and food insecure young people in need of health- care.
- Established the organization as a contracted In-Person Assister Organization working in partnership with the Washington Health Benefit Exchange and Washington Health Plan Finder.
- Re-Established and started key partnerships with Auburn Youth Resources and Atlantic Street Center for meal programming, healthcare coordination, and basic needs. Supported educational efforts and advocacy within new and current partnerships.
- Worked to apply networking knowledge of local philanthropic community and funding opportunities and extensive knowledge of the local nonprofit communities within South and North King County.
- Restructured and elevated Volunteer program increased number of participants, established recognition events to thank donors and volunteers. Established new relationships with University of Washington Social Work program for BSW and Master's level interns to offer social work to clients and help develop programming.
- Prepared, hired intern to conduct and gather data for programmatic survey of services, needs, and ways to improve from 2014-2016. Established a 45-60% increase in program participation and visibility in the community.
- Provided senior level oversight of the agency's meal program, case management, healthcare access, and street outreach programs.
- Initiated a new stream of revenue for Case Management services to be paid for by external agency.
- Established funding for staff development and training through a grant for service providers who work with LGBTQ youth and young adults and youth of color who have experienced family violence and/or domestic violence.
- Started new mobile health clinic relationship for organizations clients with King County Health the program brings mobile medical clinics to free meal programs, food banks, and encampments throughout Seattle and South King County.
- Onsite the mobile medical team offers clients: Walk-in primary care for acute and chronic conditions STD, HIV and Hepatitis C testing, Family planning, Access to behavioral health and chemical dependency specialists Naloxone overdose prevention training and kits
- Forged strategic partnerships with over 30 plus community organizations and corporations including Microsoft, Seattle Children's Hospital, Amazon, Nordstrom, Atlantic Street Center, Liberty Mutual, Youth Care, Northwest Network, Street Youth Ministries, Public Health of King County, University of Washington, and City of Seattle.
- Carefully monitor all programs for accountability and to ensure performance against objectives
- Lead quarterly Strategy Sessions w/Board/Staff to ensure continued focus, alignment, and momentum
- Serve as key regional advocate and data reviewer for the YYA (Youth and Young Adult Committee for LGBTQ and Youth of Color) Disproportionality Committee with the King County Committee to End Homelessness, City of Seattle, and various other entities for data collection sharing and planning.

Core Challenge: Lead the development and planning for new programs and new partnerships for education and positive behavioral supports in an educational setting.

DAYBREAK FAMILY SERVICES  
2011-2014

SCHOOL BASED LEAD THERAPIST

TULSA, OK:

Key Wins & Results:

- Developed a series of new programs, educational positive behavioral supports in the middle school and high school feeder pattern.
- Partnered with TRIO Education Services and Department of Education Nutrition services to increase summer school enrollment, provide intervention and education to successfully prepare for junior college and 4-year college with informational, parent support groups, and student peer support groups.
- Provided individual, group and family therapy, and therapeutic intervention to clients in school, community/home-based settings, while maintaining financial viability of the program.
- Intervene in crisis in a calm appropriate manner that maintains staff and youth safety. Complete, submit and verify accuracy of paperwork including, initial assessments, treatment plans, therapy notes, and other required clinical documentation for all services provided, while maintaining CARF, JAICO, and Medicaid standards Provides clinical consultation to Behavior Specialist and school

- Attends meetings and provides consultation to, and advocates for clients with schools, participates in CST/IEP meetings, coordinates services with community agencies, and cooperates with other providers to meet client and client system needs.
- Maintains a flexible caseload and completes other duties as assigned by supervisor, including participating in on-call Establish and maintain effective working relationships with the Behavior Specialist, school administrators and school personnel, and engage in regular communication. Work effectively with youth in groups and facilitate with the Behavior Specialist, including planning/ implementing a summer program. On-call responsibilities as assigned. All other duties as assigned by supervisor.

**YOUTH CARE CONTRACT THERAPIST**

**TULSA, OK: 2010-2011**

**Key Wins & Results:**

- Weekly and bi-weekly individual therapy and family therapy. Individual assessments and treatment plan development and extensions on a fee for service basis.
- Developed a series of new programs, educational positive behavioral supports in the middle school and high school feeder pattern.
- Partnered with TRIO Education Services and Department of Education Nutrition services to increase summer school enrollment, provide intervention and education to successfully prepare for junior college and 4-year college with informational, parent support groups, and student peer support groups.
- Provided individual, group and family therapy, and therapeutic intervention to clients in school and community/home-based settings, while maintaining financial viability.

**ASSOCIATED CENTERS FOR THERAPY DIRECTOR OF CHILDREN'S SERVICES  
COMMUNITY AND SCHOOL BASED**

**Tulsa, OK: 2004-2010**

**Key Wins & Results:**

- Provide support and oversight to program staff, enhancing the clinical component of the program by strengthening staff's ability to assess mental health needs and provide psycho-education to the staff in efforts to provide trauma informed and client centered care.
- Working with principals and school administration to provide services for the students with outside agencies and partners to promote education and emotional well-being. Able to establish a welcoming environment working with clinical, administrative, and support staff. Must possess organizational skills, initiative, and flexibility to design a viable program.
- Oversee all staff trainings, workshops, and activities to support staff development components of all programs.
- Work closely in conjunction with the Development Team to engage potential funders, build on current funding relationships, and represent organization at fundraising events.
- Monitor program activity to ensure contractual compliance, including budgets, data collection, and report submissions.
- Oversee Budget and revenue over 1.7 million dollars for the 2007 Fiscal year, responsible for hiring, and program development.
- Ensure timely, accurate, and complete Medicaid and Department of Mental Health charting. Ensure timely and accurate collection of client information and billing of all services provided by assigned staff by researching and tracking billing.

**FAMILY AND CHILDREN'S SERVICES DIRECTOR/TEAM LEAD OF PSYCHOSOCIAL REHABILITATION SERVICES**

**TULSA, OK: 2001-2004**

**Key Wins & Results:**

- Program Development and support for educational services for adults to learn daily living skills and ability to return to school or the workforce.
- Pilot relocation and additional programming and services for Homeless Adults with Co-Occurring disorders with state funding.

**DVIS OVERNIGHT SHELTER RELIEF PART-TIME**

**TULSA, OK: 2001-2002**

**TULSA HOUSING AUTHORITY SERVICE COORDINATOR FOR RESIDENT SERVICES**

**TULSA, OK: 1999-2001**

**Key Wins & Results:**

- Development of Resources for Youth and Young Adults to have educational and employment services within the community in which they lived.

## PAID INTERNSHIPS

Q2 CONSULTING/UNIVERSITY OF TULSA PROJECT EVALUATOR, RESEARCH ANALYST AND FOCUS  
GROUP FACILITATOR TULSA, OK: SUMMER 2001

GIRL SCOUTS OF AMERICA "PROJECT MEND" TRAINED CHILD LIASION, MENTOR, AND ADVOCATE  
TULSA, OK: FALL 2000

ST FRANCIS LAUREATE PSYCHIATRIC CLINIC OVERNIGHT PSYCH TECH TULSA, OK: WINTER 2000

## COMMUNITY LEADERSHIP / BOARD ROLES

JUNIOR LEAGUE OF TULSA | MEMBER AND VOLUNTEER Tulsa, OK: 2011-Present

Our mission of training volunteers in community service continues to be our priority

The Junior League of Tulsa, Inc., is an organization of women committed to promoting volunteerism, developing the potential of women and improving the community through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

YOU GROW GIRL | RESOURCE DEVELOPMENT COMMITTEE Seattle, WA: 2016-Present

You Grow Girl! Provides comprehensive services for young women to reach their authentic self through the development of life skills, confidence and self-respect. The committee oversees all fundraising activities on behalf of You Grow Girl! Activities include but are not limited to organizing the Give BIG, Adopt Her Family and #GivingTuesday campaigns, host annual events such as the Summer Sip and She Gives Back brunch

BABIES OF HOMELESSNESS | COMMUNITY ENGAGEMENT OFFICER Bothell, WA: 2016-Present

Babies of Homelessness mobilizes the community to deliver essential items to babies, toddlers and young children living in homeless encampments, in their cars/RVs and shelters. Through no fault of their own, these invisible children are often victims of neglect, abuse and sometimes living in deplorable conditions. Our goal is to shed light on an issue that is too often hidden from view of most locals.

KING COUNTY COMMITTEE TO END HOMELESSNESS | YOUTH AND YOUNG ADULT

DISPROPORTIONALITY COMMITTEE

Seattle, WA: 2014-2016

The Homeless Youth and Young Adult Initiative is King County's community-wide response to prevent and end homelessness among young people. The Initiative is led by the King County Committee to End Homelessness, richly advised by agency and government leaders, supported by private philanthropy and the public sector, and grounded in the voices and input of homeless and formerly homeless young people.

More than 100 stakeholders, including private philanthropy, organizations providing services to youth and young adults, government agencies, and homeless youth and young adults themselves, came together to create and fund Priority Action Steps to Prevent and End Youth/Young Adult Homelessness.

The plan has three primary goals:

\*Coordinated data collection and reporting so we can measure our progress amongst youth of color and LGBTQ youth.

MENTAL HEALTH ASSOCIATION OF TULSA | ADVOCATE AND SUPPORTER Tulsa, OK: 2006-2017

Core member of this advocacy group dedicated to identifying and eliminating the root causes of mental health awareness and support.

MISSION

Mental Health Association Oklahoma is dedicated to promoting mental health, preventing mental disorders and achieving victory over mental illness through advocacy, education, research, service and housing.

VISION

Mental Health Association Oklahoma envisions a just, humane and healthy society in which all people are accorded respect, dignity and the opportunity to achieve their full potential, free from stigma and prejudice.

Vision /Mission

A community empowered to ignite opportunities and eliminate disparities for all people across the lifespan. To be a leader in confronting challenges to health, social, education and economic opportunities, and strategically advancing effective community-based solutions. We do this through research, planning, networking, and mobilizing resources.

Key Committees: Success for Children, Youth and Young Adults, Access to Critical Resources for Help, Good Health and Accessible Healthcare, and Community Schools Coalition.

HIB (Harassment, Intimidation, and Bullying) COMMITTEE NORTSHORE SCHOOL DISTRICT  
| POLICY TEAM Bothell, WA2017-Present

NAACP KING COUNTY MEMBER 2019

Brandy Grant's Work and Related News clips & Articles

<https://gunresponsibility.org/blog/charles-roland-african-american-legislation-day-2019/>

<https://gunresponsibility.org/blog/call-action-gun-violence-awareness-lets-talk-listen-act/>

<https://gunresponsibility.org/blog/first-annual-advocacy-heart-field-trip/>

<https://www.google.com/amp/s/www.seattlepi.com/local/politics/amp/Connelly-Franklin-High-message-stop-violence-guns-12979556.php>

Brandy Grant's Work and Related News clips & Articles

<https://gunresponsibility.org/blog/partner-spotlight-choose-180/>

<https://gunresponsibility.org/news/cpc/>

<https://www.instagram.com/p/Bw5MD6rDHer/?igshid=1va0jzg8v838g>

Brandy was appointed by the City Council and was sworn in this past April for the Community Police Commission the only one of its kind in the US since 2015 after the wrongful deaths of civilians in Seattle by the hands of police officers. She works with a group of 20 others with the City to oversee Police Reform and Accountability. She works with the mayor's office, OPA Office of Police Accountability, OIG The Office of the Inspector General, and the DOJ department of justice to speak on behalf of district communities to hold police accountable. She will serve for 2-3 and at that time can be reappointed.

<https://gunresponsibility.org/blog/we-wore-orange/>

<https://foundation.gunresponsibility.org/blog/gun-violence-prevention-summit/>

<https://youtu.be/fd7mPCys5XY>

Alliance for Gun Responsibility News and Information Clips  
July 22, 2019

Important Highlights

- Continued coverage of King County Board of Health Summit

Alliance for Gun Responsibility News and Commentary

Q13 (Staff): "What is the effect of continuous gun violence on families?" "King County hosted a series of gun violence forums and one of the topics of discussion was the effect on families." [Q13, 7/19/19]

KOMO Radio (Staff): “Gun violence was addressed as a public health issue with King County leaders. Brandy Grant with the Alliance for Gun Responsibility said gun violence still unequally affects people of color. She told the council about advocates’ biggest challenge: ‘Funding and capacity. You all had the opportunity to hear again from some remarkable organizations that most of the time are only ran by 5 to 13 people on any given day, and most of that is on a volunteer basis. That comes after a two-day summit on gun violence prevention.’ [KOMO Radio, 7/18/19] Also on KNKX, KPLU

KIRO Radio (Hanna Scott): “It wrapped up Wednesday night and yesterday, the King County Board of Health and others went over what came out of those discussions to figure out what they can do next. So often when we talk about gun violence prevention people focus on mass shootings, but this is about much more than that. Brandy Grant with the Alliance for Gun Responsibility says while most individual gun related deaths in the state are suicides there’s another big issue: ‘We also know that in King County, we see high rates of interpersonal gun violence--the kind of gun violence that disproportionately impacts black and brown communities. Reducing interpersonal gun violence in our communities will take meaningful, consistent investment in community-based programs working on the ground on prevention and intervention.’” [KIRO Radio, 7/18/19]

KPLU (Staff): “County leaders held a two-night summit this week to start working on next steps in their so-called public health approach to gun violence. The goal is to reduce deaths from guns including homicides, suicides, and accidents. Brandy Grant is with the Alliance for Gun Responsibility, she says the number one thing the county could consider is funding for groups already working with those affected by gun violence. ‘You it’s one thing to hear from people, but to collectively work with them to make sure that once you’ve heard it, what are the next steps. But I would say if I was advising, capacity building.’ The county board of health is reviewing ideas coming out of the summit.” [KPLU, 7/18/19]

#### Brandy Grant’s Work and Related News clips & Articles

Q13 (Steve Kiggins): “County council considers how to treat gun violence as public health threat”. “Many worry that gun violence is an epidemic in our country and now local health officials are looking at ways to reduce the threat in our area. A recent two-day summit between community members, elected leaders and health officials sought to explore ideas to help make an impact. On Thursday, the King County Council heard from summit participants. Council says the idea is to hear from people on the front lines and to develop strategies to reduce the number of victims. Also, it’s not just talking about people who end up being shot - even those who witness shootings can be at risk of trauma-related health problems.” [Q13, 7/18/19]

The Columbian (Jake Thomas): “I-1639 foes shoot for Battle Ground City Council seats”. “On Sunday, about 60 people gathered in Kiwanis Park for an event that featured American flags, military-style rifles and two candidates for city council. As people, some with families in tow, sat on the grass eating barbecue, Joey Gibson, the founder of right-wing protest group Patriot Prayer, introduced Shauna Walters and Josh VanGelder, two candidates for Battle Ground City Council. Since Washington voters overwhelmingly passed a gun-control initiative in November, Gibson, who made a name holding rallies in Portland and other liberal enclaves, has turned his attention to trying to keep the new law from taking root.” [The Columbian, 7/19/19]

KLEW (Staff): “Sheriff Hilderbrand needs more staff for new gun law, creates more checks more work”. “Asotin County Sheriff John Hilderbrand says he needs more staff members because of the new gun law that took effect earlier this month. Initiative-1639 was passed by the voters last November. It requires more background checks, restricts the sale of assault rifles to those at least 21 years of age, along with numerous other requirements. Sheriff Hilderbrand said the amount of work that comes with that is substantial. He said last year there were more than a thousand purchases in the county, and the new law creates more checks and more work.” [KLEW, 7/19/19]

Skagit Valley Herald (Charles Biles): “Law enforcement struggles with provisions of I-1639”. “About 60 people filed into Sedro-Woolley City Hall recently, all with questions about a gun law that went into effect July 1. Sedro-Woolley police officer Chris Rogers used a PowerPoint presentation to answer questions about gun safety, storage and how to legally transfer or sell firearms. ‘A lot of this stuff is logic and common sense,’ Police Chief Lin Tucker said. Initiative 1639 has brought about a number of changes to the state’s gun laws, particularly for those wishing to purchase semiautomatic assault rifles. It was approved in November by nearly 60% of voters.” [Skagit Valley Herald, 7/22/19]

Peninsula Daily News (Paul Gottleib): “Clallam sheriff tells group he is fulfilling gun law provisions”. “Clallam County Sheriff Bill Benedict, who opposed firearms Initiative 1639, is fulfilling the new law’s provisions, most of which went into effect July 1, but remains unconvinced of its effectiveness. He told Kiwanis Club of Port Angeles luncheon participants Thursday that he’s spending an amount equal to about 0.5 full-time equivalents (FTE) to conduct annual background checks for owners of firearms, required as part of the law approved by more than 60 percent of voters last November.” [Peninsula Daily News, 7/22/19]

## Opposition News and Commentary

Ammoland (Dave Workman): “‘Public Health Summit’ Typifies One-Sided National Approach to ‘Gun Violence’”. “A controversial two-day ‘public health summit’ held near Seattle typifies the one-sided approach toward solving the nation’s so-called ‘gun violence’ dilemma because the discussion over two evening sessions failed to include important representation from specialists on gun safety: gun owners and representatives from any firearm rights group.” [Ammoland, 7/18/19]

## Local Gun News

The Guardian (Kim Kelly): “‘If others have rifles, we’ll have rifles’: why US leftist groups are taking up arms”. “The van lumbered down one of Seattle’s many steep hills. A half dozen people packed inside but despite the heat, most wore long pants and boots, and several sported black hoodies. The atmosphere was subdued, except for the occasional joke. It wasn’t so much tension as seriousness - there was work to be done. The people in the van are members of the Puget Sound John Brown Gun Club (PSJBGC). Their stated aim is to fight white supremacy and build community defense in America’s Pacific north-west, and their presence has become a fixture of protests in the Seattle and Tacoma areas, where the group is often invited to provide security against rightwing aggression.” [The Guardian, 7/22/19]

## Brandy Grant’s Work and Related News clips & Articles

The Seattle Times (Asia Fields): “Two arrested in N. Seattle shooting that killed man who spoke up against robbery”. “Seattle police arrested two young men they say robbed a man in North Seattle last month, then circled back so one of them could shoot a 59-year-old man who spoke up against the robbery. That man, Angelo G. Pope, died from a gunshot wound to the chest after being shot on June 19, according to the King County Medical Examiner’s Office. A family member said Pope died the way he lived, “always being the protector.” [The Seattle Times, 7/18/19]

Seattle Pi (Staff): “2 dead in suburban Seattle shooting”. “A woman and man are dead after a shooting in the Seattle suburb of Kent. KIRO-TV reports officers responded to the shooting at about 1:45 p.m. Wednesday and found a woman lying on the ground and a man nearby with a gun in his hand. Police say the woman was unresponsive and lifesaving measures were performed but she died at the scene.” [Seattle Pi, 7/18/19]

Q13 Fox (Robin Dich): “Homeowner shoots armed burglar in South Seattle”. “Seattle Police are investigating after a homeowner shoots a burglar outside of her home in the South Park neighborhood. Police say the homeowner shot and injured a burglar in the 600 block of Riverside Drive... Officers had to coax the homeowner who was still armed with a rifle down from the roof before they could safely approach the suspected burglar.” [Q13 Fox, 7/18/19]

## Initiative 1639 became law 7/1/2019

INITIATIVE 1639 is a comprehensive gun violence prevention measure. The initiative, which is based on the best available data on gun violence and some of the most effective gun laws in other states, is designed to help prevent the kinds of gun violence that plague our country and are all too common in Washington. By creating enhanced background checks for semi-automatic assault rifles, raising the minimum purchase age for these particularly dangerous weapons, incentivizing secure storage practices, and making sure gun buyers are aware of risk, Initiative 1639 will make our schools and communities safer for all Washingtonians.

## HERE’S HOW INITIATIVE 1639 WORKS:

- Raises the minimum purchase age to 21 for all semi-automatic assault rifles to match the rules for handguns.
- Creates an enhanced background check for semi-automatic assault rifles.
- Requires a local law enforcement check of the most up-to-date court, criminal, and mental health records, like the checks currently required for handguns.
- Requires a 10-day wait period to ensure local law enforcement checks are complete.
- Requires training for purchasers of semi-automatic assault rifles, including a course on basic safety and secure storage rules, safe handling, and state and federal firearms laws.
- Incentivizes secure storage practices through Dangerous Access Prevention.
- Holds gun owners accountable if a child or other prohibited person accesses and uses an unsafely stored firearm to hurt themselves or someone else.
- Requires gun dealers to offer secure storage devices.
- Ensures gun buyers are aware of risks associated with firearms.
- Requires that purchasers be provided with information about risks of injury, suicides, domestic violence, and homicide associated with firearms so they can take appropriate steps to keep themselves and their families safe.

Saving lives and preventing gun violence in our state requires consistent, dedicated work from all of us. INITIATIVE 1639 will allow us to continue the progress we have made towards preventing gun violence over the

Attachments area

Preview YouTube video Gun Violence Summit Report - Board of Health



Gun Violence Summit Report - Board of Health



**For Immediate Release  
February 4, 2021**

### **Seattle CPC selects Brandy Grant Executive Director**

The Seattle Community Police Commission (CPC) has selected Brandy Grant to be its next Executive Director. This comes after an extensive search that involved many well-qualified candidates from around the country and input from the Seattle community. Her selection is subject to confirmation by the Seattle City Council.

Brandy has served as the interim Executive Director of the CPC since August 2020. Prior to that she was a CPC commissioner. Brandy holds a Master's degree in Organizational Development and has worked as a non-profit management professional for close to twenty years. She spent much of the last seven years developing public health programming that led to learning with community leaders, people with lived experience, representatives from public health, the legal and justice system, health care, and others to work to prevent more lives being affected by and lost to gun violence.

"I am incredibly honored by this opportunity. At this critical time in police accountability, our commission has the ability and duty to make sure that we are leveraging the community's ideas, experience, and expertise. I'm confident that by doing this, we can build toward a public safety system that our community can have faith in," **Brandy Grant**.

"In our first major action as Co-chairs we are pleased to have presided over the selection of Brandy Grant as Executive Director for the CPC. Brandy brings the leadership, experience and deep community connections that will serve the CPC in fulfilling our mission to ensure that the Community voice is centered in the accountability system in Seattle," **CPC Co-chairs Erin Goodman and La Rond Baker**.

While the CPC is led by our commissioners, the Executive Director plays a crucial role in commission leadership, staff management, and implementation of the community's police accountability priorities. Under the landmark 2017 Accountability Ordinance, the CPC Executive Director is appointed for a six-year term.

###

## **SECTION**

### **B**



# City of Seattle

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## Seattle Department of Human Resources

Bobby Humes, Director

**February 23, 2021**

**TO:** Pam Inch, Senior Executive Recruiter SDHR

**FROM:** Annie Nguyen, Seattle Department of Human Resources

**SUBJECT:** Background check for Brandy Grant

The Seattle Department of Human Resources has received a copy of **Brandy Grant's** background check provided by Global Screening Solutions. There were no finds that would impact their employment eligibility.

Cc: Personnel File

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Seattle Department of Human Resources

Seattle Municipal Tower, 700 5<sup>th</sup> 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](http://www.seattle.gov/jobs)

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





Legislation Text

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**File #:** CB 120011, **Version:** 1

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**CITY OF SEATTLE**

**ORDINANCE \_\_\_\_\_**

**COUNCIL BILL \_\_\_\_\_**

AN ORDINANCE relating to appropriations for the Human Services Department; approving a spending plan; amending Ordinance 126237, which adopted the 2021 Budget; lifting a proviso; and ratifying and confirming certain prior acts.

WHEREAS, The City of Seattle’s 2021 Adopted Budget appropriated \$12 million for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity; and

WHEREAS, The City of Seattle’s 2021 Adopted Budget included a proviso on \$10 million in the Human Services Department related to the scaling up of community-led organizations whose work increases public safety; and

WHEREAS, the proviso in Council Budget Action HSD-008-A-003 specifies that, “Of the appropriations in the 2021 budget for the Human Services Department’s (HSD’s) Supporting Safe Communities (HSD-BO-HS-H40000) Budget Summary Level, \$10 million is appropriated solely for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity (including HSD’s associated administrative costs) and may be spent for no other purpose, notwithstanding powers provided to the Mayor by Section 3 of the Proclamation of Civil Emergency dated March 3, 2020. These funds are intended to support the Council’s re-imagining of community safety work. Furthermore, none of the \$10 million so appropriated may be spent until the City Council approves by ordinance a proposed spending plan organized within the Intercept Model framework submitted by HSD to the Public Safety and Human Services committee and the City Council

Central Staff Director."; and

WHEREAS, the Human Services Department submitted the described spending plan to the City Council in conjunction with this ordinance, in accordance with HSD-008-A-003; NOW, THEREFORE,

**BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

Section 1. The City Council approves the Community Safety Capacity Building RFP Spending Plan, Attachment 1 to this ordinance.

Section 2. The restrictions imposed by the following budget proviso, which limits spending on the following item, are removed because the conditions set forth in the proviso have been satisfied and they are no longer restrictions for any purpose, including those set forth in subsection 1(b) of Ordinance 126237:

Item	Department	2021 CBA	Proviso	Budget Summary Level
2.1	Human Services Department	HSD-008-A-003	"Of the appropriations in the 2021 budget for the Human Service Department's (HSD's) Supporting Safe Communities (HSD-BO-HS-H4000) Budget Summary Level, \$10 million is appropriated solely for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity (including HSD's associated administrative costs) and may be spent for no other purpose, notwithstanding powers provided to the Mayor by Section 3 of the Proclamation of Civil Emergency dated March 3, 2020. These funds are intended to support the Council's re-imagining of community safety work. Furthermore, none of the \$10 million so appropriated may be spent until the City Council approves by ordinance a proposed spending plan organized within the Intercept Model framework submitted by HSD to the Public Safety and Human Services committee and the City Council Central Staff Director."	HSD - BO-HS-H4000 - Supporting Safe Communities

Section 3. Any act consistent with the authority of this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

Section 4. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the \_\_\_\_\_ day of \_\_\_\_\_, 2021, and signed by me in open session in authentication of its passage this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
President \_\_\_\_\_ of the City Council

Approved / returned unsigned / vetoed this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Jenny A. Durkan, Mayor

Filed by me this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Monica Martinez Simmons, City Clerk

(Seal)

Attachments:  
Attachment 1 - Community Safety Capacity Building RFP Spending Plan

**Date:** March 2, 2021  
**To:** Public Safety and Human Services Committee  
**From:** Helen Howell, Interim Director, Human Services Department  
**Subject:** Community Safety Capacity Building RFP Spending Plan

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The Community Safety Capacity Building RFP Spending Plan seeks to satisfy the requirements of HSD-009-A-003 and SPD-025-B-002, which appropriate \$10M and \$2M, respectively, for community-led public safety investments.

This report includes:

- I. Background
- II. Community Engagement Learnings
- III. Inventory of Community Responses in the Intercept Model and along the Prevention-Intervention Continuum
- IV. Community Safety Capacity Building Request for Proposals (RFP)
- V. Spending Plan
- VI. Coordination and Evaluation
  - Appendix A: Community Engagement Themes
  - Appendix B: Intercept Model – Organizations

**I. Background**

Council is investing a total of \$12M “for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity.” Per Council Budget Action (CBA) direction, these investments are being developed in partnership with impacted communities, and should “move the City’s community safety strategy toward a public health-centered, harm reduction model of restorative justice, crime prevention, and ameliorating the harm caused by the criminal legal system to individuals and communities most impacted.”

Both CBAs direct that the spending plan be framed within the Sequential Intercept Model. The Sequential Intercept Model (“the Intercept Model”) illustrates how individuals enter and move through the criminal justice system at six distinct points or intercepts. Designed to support individuals experiencing mental illness or substance abuse, the Intercept Model helps communities identify gaps and resources at each intercept.

Table 1 illustrates a timeline of key deliverables in implementing both CBAs.

**Table 1: Timeline of Key Deliverables**

<b>Date</b>	<b>Deliverable and Review Schedule</b>
February 23	Transmit Ordinance to Council
March 1	Community Safety Capacity Building RFP Release
March 9	Council Committee Briefing
May 6	Council Committee Briefing
June 4	Mayor’s Office Review Award Recommendations
June 11	Applicant Award Announcement <i>HSD has moved announcing awards to applicants from May 13 to June 11, 2021. Contracts will start on July 1, 2021, on target. Through community engagement,</i>

Date	Deliverable and Review Schedule
	<i>there was overwhelming feedback to interview all applicants as part of the RFP process.</i>
June 24	Public Announcement of Awards

## II. Community Engagement Learnings

HSD has conducted 36 stakeholder engagement sessions from January-February 2021. These sessions have been small group conversations comprised of community members with lived experiences of systemic racism and violence, and harm from the criminal legal system as well as frontline staff at community-based organizations (CBOs) many of whom also have lived experience of systemic racism and violence. Each session averaged one hour but more time was allotted if community members had more to share. Conveners followed a script and allowed for flexibility if participants preferred to lead the conversation in a particular direction or wanted to focus on a particular aspect of community safety. The standard questions were:

1. How do you define a strong healthy community? What is your definition of community safety?
2. How do you measure success with regard to community safety?
3. What does your community need to feel safe?
4. What does community capacity building mean to you?
5. Who is missing from the table? Who do we especially need to hear from?
6. If CBO: What do you need to strengthen your organization?
7. If CBO: Where do you see yourself in prevention to intervention continuum? Intercept Model? Share diagram.
8. If CBO: What does a public health approach to community safety mean to you?
9. If CBO: Do you see your services as responding to violent and non-violent crimes? As replacing a police function?
10. As time permitted: What do you most want the city to know?

Participants expressed themes around community ownership, self-determination and resiliency, and had an expansive view of “community safety” that reached beyond reducing gun violence or domestic and sexual violence to a broader sense of safety and well-being. Key themes included:

- Community safety is broad and must be defined and owned by individuals and groups for themselves
- The definition of community safety must be holistic and inclusive
- There is an aspect to community safety which involves healing from systems of oppression, like the criminal legal system, or acts of violence (ranging from physical to emotional), as well as a feeling of hope and self-determination
- Healing for both those who cause harm and those who experience harm
- It is important to honor the wisdom of our community; avoid getting stuck on a particular model or national practice; – our community knows what it needs
- Reimagining community safety cannot simply be alternatives to police functions

When service provider staff were involved in community engagement conversations they expressed themes around capacity, which included:

- The definition of capacity building must be broad and not just include building and strengthening structures

- Capacity building with one-time only funding requires groups to have maximum flexibility and discretion in spending
- HSD must be clear about allowable and not allowable expenses
- Contracting must be streamlined and allow for upfront funding for smaller agencies

HSD met with lead researchers of the Black Brilliance Research Project who confirmed themes and alignment with their community research. Conversations will continue with this research team. See Appendix A for a full list of themes. Some themes—particularly around the existence of systemic racism, the need for culturally-appropriate services and relationship-based community building, and barriers and opportunities to accessing funding—are similar to themes and recommendations from other recent reports: [Mapping Prevention 2020: A Preliminary Report of the Coalition Ending Gender-Based Violence \(October 2020\)](#), and the [Cities United Report Reimagining Public Safety \(September 2020\)](#).

### **III. Inventory of Community Responses in the Intercept Model and along the Prevention-Intervention Continuum**

HSD placed self-identified community responses on both the Intercept Model and the Prevention-Intervention Continuum. Many participants vocalized some version of “we do many/all activities on this continuum.” Further inquiry resulted in HSD being able to specify one or more distinct points in each framework (see Tables 2 and 3).

The RFP will not establish predetermined funding levels for prevention and intervention services, nor for services falling within an intercept. Instead, applicants will be invited to define what community safety means to their communities and how they will measure success. This feedback was consistently provided at community convenings.

Note, of the 36 interviewees, 10 providers identified with either replacing a police function or seeing themselves aligned with Intercept 1 (Law Enforcement).

Several providers described how they could offer high value when police are involved, such as providing culturally competent de-escalation or other intervening services, in nonemergency situations. HSD interprets provider feedback to mean that they could be a potential co-responder, but they are not necessarily positioned to replace a police function.

See Appendix B for a full list of organizations by Intercept.

**Table 3. Community Engagement Participants Identifying Within the Prevention-Intervention Continuum**

Continuum of Care	%
All, except intervention	15.15%
All, except intervention, with a strong focus on crisis response	3.03%
All, except intervention, with a strong focus on Prevention/Diversion	3.03%
All, except intervention, with a strong focus on Prevention/Intervention	3.03%
Prevention	27.27%
Prevention/Diversion/Restoration	6.06%
Prevention/Restoration	21.21%
Restoration	21.21%
<b>Total</b>	<b>100.00%</b>

**IV. Community Safety Capacity Building Request for Proposals (RFP)**

HSD will fund safety providers through an open, low-barrier RFP funding process. The RFP design is informed by community engagement learnings such as those noted above. The RFP will have two parts: part one will include guidelines for a written application, and part two will include applicant interviews. Contracts for this one-time funding will span 18 months, from July 1, 2021-December 31, 2022.

The RFP will fund efforts to expand community-led capacity to re-envision solutions to safety—including ending violence and reducing crime—as the community and policy makers re-evaluate the function and role of Seattle Police Department (SPD) in Seattle’s broader community safety system. Traditional capacity building investments may be unhelpful and even harmful to Black, Indigenous, Latinx, Pacific Islander, and Immigrant and Refugee-led organizations and communities. Additionally, Seattle’s community safety landscape is changing given the additional resources allocated to community-led solutions to safety.

For the purposes of the RFP, capacity building is defined as the: "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive."<sup>1</sup>

Based on initial community engagement and stakeholder feedback, this RFP takes a transformational approach to capacity building that sees the growth of organizations as:

- being grounded in deep trust
- working to understand and address the underlying patterns and beliefs of the organizations’ culture
- encouraging groups to be specialists, not generalists
- cultivating networks to generate power, and change systems
- investing in the inner well-being and growth of leaders
- providing simultaneous, multilayered capacity building opportunities<sup>2</sup>

<sup>1</sup> Blumenthal, Investing in Capacity Building: A Guide to High-Impact Approaches, 2003

<sup>2</sup> Nishimura, Sampath, Le, Sheikh, Valenzuela, *Transformative Capacity Building*, Stanford Social Innovation Review, Fall 2020, pp 33-36

Any organization doing violence prevention and community safety work in Seattle is encouraged to apply. HSD’s community engagement in 2019 and 2021, and the Coalition Ending Gender-based Violence/King County Department of Community and Human Services’ *Mapping Prevention 2020: A Preliminary Report of the Coalition Ending Gender-based Violence*, identified trust-centered and transformational approaches as best practices in building a culture of safety.

Proposals will be reviewed by a panel of raters, recruited for community knowledge and centering on anti-racist practices. This group will make funding recommendations to HSD’s Department Director.

Through community engagement, HSD received feedback strongly encouraging HSD to provide applicant technical assistance. HSD will be contracting with two technical assistance consultants:

- **Manal Al-ansi, MAT, Esq**, is an attorney and the Principal Equity Consultant of T.E.N. Consultants LLC., a Seattle-based equity firm founded and led by Women of Color specializing in racial equity strategies, competence-building, goal operationalization, and cultural-shifting within organizations. She is also Director of Racial Equity Advancement at Seattle Public Schools. Manal has worked to institutionalize racial equity and promote sustainable development in education, community ownership and wealth, healthcare, criminal justice, public transportation, workforce management, and local, state and federal government.
- **Yasmin Habib** is a consultant to nonprofits. She is also the founder and executive director of the World Mind Creation Academy (WMCA), a grassroots youth development organization led by first and second- generation immigrant women with a vision for a more holistic and equitable approach to youth development. Yasmin has extensive experience in nonprofit leadership and management, and a commitment to supporting person of color-led organizations.

The Seattle Office for Civil Rights and HSD co-vetted the consultants.

**V. Spending Plan**

Community engagement feedback, which is consistent with a public health approach to safety, has informed the \$12M Community Safety Capacity Building budget. Table 4 outlines HSD’s spending plan.

**Table 4: Spending Plan**

Item	Dates/Duration	Budget
Agency Contracts	July 1, 2021 - December 31, 2022	\$10,400,000
Community Member Honorariums	February - July 2021	\$20,730
Translate Guidelines and Application	March 1, 2021 - April 9, 2021	\$12,000
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Post Award Convener(s)	July 1, 2021 - December 31, 2022	\$57,072
External Evaluation Team – Black or Native-led	July 1, 2021 - December 31, 2022	\$120,000
Indirect	January 1, 2021 - December 31, 2022	\$752,000
<b>Total</b>		<b>\$12,000,000</b>

## **VI. Coordination and Evaluation**

Program level metrics will be customized and built from the awarded proposals. HSD will provide technical assistance to grantees and will negotiate metrics based on each organization's vision, award amount, and capacity. Awarded applicants will be required to participate in monthly city-wide systems coordination meetings (meeting frequency subject to change) facilitated by the Seattle Community Safety Initiative. Systems coordination will increase provider knowledge of available services, encourage referral processes, and reinforce a community-driven safety net of services.

HSD has met with the Black Brilliance Research Project lead researchers, Seattle University's Department of Criminal Justice Crime and Justice Research Center and the Headwater – a team of Indigenous evaluators and community organizers – to inform the selection of an external evaluation team.

Following the Community Safety Capacity Building RFP, HSD may release a Request for Qualifications (RFQ) for a community-led evaluation team that will work with grantees to develop community-level indicators.

## Appendix A. Community Engagement Themes

Emergent themes drawn from the 36 community engagement sessions, as of February 12, are presented below. Community engagement will conclude on February 25<sup>th</sup>.

<p><b>Definition of community safety</b></p> <ul style="list-style-type: none"> <li>• Everyone’s basic needs are met, including food, shelter, housing, and a stable job to support family</li> <li>• People feel empowered</li> <li>• People are able to address intergenerational trauma</li> <li>• Community Safety is doing the upstream and systemic work</li> <li>• Safety must be felt and experienced at the individual, family, and community level</li> <li>• Each person has a different definition of safety</li> <li>• Environments for safety must be intentionally created</li> </ul>
<p><b>Measuring success</b></p> <ul style="list-style-type: none"> <li>• Should be individual-based</li> <li>• Quantity should not be the only measurement of success</li> <li>• Are the clients’ needs being met?</li> <li>• Capacity building must not just include expanding but also deepening</li> <li>• Metrics need to be customized</li> <li>• Concerns about the sensitive information CBOs would be required to report</li> <li>• Have the flexibility to report outcomes specific to what the organization does</li> <li>• Flexibility of being able to report deliverables without the pressure of getting their payment</li> <li>• More focus on the narrative and focus group methods; numbers don’t convey the realities of the work and people they’re serving</li> </ul>
<p><b>Community-Based Organization (CBO) perception of role as alternative to police function</b></p> <ul style="list-style-type: none"> <li>• Some CBOs see themselves as a bridge between the victims/perpetrators and police</li> <li>• CBOs can effectively deescalate the situation more than police</li> <li>• CBOs can translate and communicate effectively with the victim/perpetrator and police to make an accurate assessment of the situation</li> <li>• CBOs help all parties involved navigate the legal systems and provide appropriate legal options</li> <li>• CBOs may have stronger relationships, culturally competency, social services skills, and client knowledge than police</li> <li>• The trust and relationship CBOs have with community will make them more effective in de-escalating a situation</li> </ul>
<p><b>Community -Based Organization (CBO) role as partner with police and other systems</b></p> <ul style="list-style-type: none"> <li>• Coordination between community-based organizations (CBOs) and systems (education, judicial, police, law enforcement) factor in how they do work</li> <li>• Some CBOs utilize schools, courts, and police systems to connect with their program participants</li> <li>• Police have the infrastructure and capacity to address violent crimes that CBOs don’t do or haven’t historically done in the past; CBOs don’t see themselves as chasing down criminals</li> <li>• CBOs do see themselves as a resource/partners as an alternative to calling the police; they see themselves as people that can de-escalate a situation, both from the police and perpetrators’ side</li> </ul>

### **Funding for capacity building**

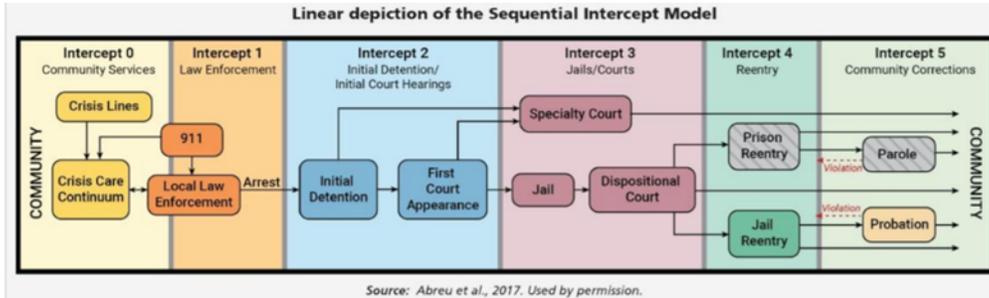
- Capacity building is rare and not readily available for community based organizations
- Capacity building funding has been a need for organizations for a while and appreciate that there's now money being allocated for it
- This needs to be sustained funding
- Potential harm can be put on organizations in provide funding only to take it away
- Concerns about scaling up and hiring more support staff only to let them go after the funding is gone or reduced
- It is preferred to allocate full proposed funding to those awarded rather than partial funding
- Communities lose relationships and trust with CBOs if they are not able to be consistent with their programming over time
- If it is one time funding, it must be very flexible
- Concerns about reimbursement because of the financial limitations of small agencies; make accommodations for "up-front" funding

### **Specific funding priorities**

- Competitive staff compensation rates
- Hiring skilled leadership administrative staff to provide support for the organization
- Can services be outside of the city if organizations can demonstrate that participants live in Seattle
- Money for organizations to hire third party evaluators to help them strategize, know their weaknesses, gaps, strengths, and provide long term planning to be more effective and impactful to community
- Due to gentrification, funding needs to be able to address the changing geography of communities most impacted by safety
- Dedicated funding that approach ethnic populations in culturally reflective ways and who have built in relationships with that community (East African, immigrant and refugee, Native American, etc.)

## Appendix B. Intercept Model – Organizations

Not all Community Engagement participants identified placement within a specific Intercept. Currently contracted HSD Safety Programs who did not participate in community engagement sessions will be inventoried by February 25, 2021.



Intercept 0	Intercept 1	Intercept 2	Intercept 3	Intercept 4	Intercept 5
African American Leadership Forum	Boys and Girls Clubs of King County	Boys and Girls Clubs of King County		Boys and Girls Clubs of King County	African American Leadership Forum
Atlantic Street Center	County	Building Cultural Gaps		Building Cultural Gaps	Boys and Girls Clubs of King County
Boys and Girls Clubs of King County	Building Cultural Gaps	Choose 180		Chief Seattle Club	Brothers United in Leadership (BUILD) 206
Brothers United in Leadership (BUILD) 206	Choose 180	Community Passageways		Choose 180	Building Cultural Gaps
Building Cultural Gaps	Community Passageways	Consejo Counseling and Referral Services		Collective Justice	Chief Seattle Club
Choose 180	Passageways	Mother Nation		Community Passageways	Choose 180
Coalition Ending Gender-based Violence	Consejo	Powerful Voices		Consejo Counseling and Referral Services	Collective Justice
Collective Justice	Counseling and Referral Services	Progress Pushers		East African Community Services	Community Passageways
Community Passageways	Referral Services	Refugee Women's Alliance		Freedom Project	Consejo Counseling and Referral Services
Consejo Counseling and Referral Services	Mother Nation	YMCA		Jewish Family Services	Services
Creative Justice	Progress Pushers			Mother Nation	Creative Justice
Domestic Abuse Women's Network (DAWN)	Rainier Beach Community			People of Color Against AIDS Network	East African Community Services
East African Community Services	Empowerment Coalition			AIDS Network	Freedom Project
Interim CDA	Coalition			Pioneer Human Services	Jewish Family Services
Mother Nation	YMCA			Progress Pushers	Mother Nation
Northwest Justice Project				R3 Community Services	People of Color Against AIDS Network
Powerful Voices				Rainier Beach Community Empowerment Coalition	Pioneer Human Services
Progress Pushers				The Passion Center dba: Walk Away City Collaborative	Progress Pushers
Rainier Beach Community Empowerment Coalition				Collaborative	R3 Community Services
Rainier Valley Corp				Unkititwa	Rainier Beach Community Empowerment Coalition
Refugee Women's Alliance				Urban League of Metropolitan Seattle	Roots Young Adult Shelter
Roots Young Adult Shelter				YMCA	The Passion Center dba: Walk Away City Collaborative
Seattle Neighborhood Group					City Collaborative
The Passion Center dba: Walk Away City Collaborative					Unkititwa
Urban League of Metropolitan Seattle					Urban League of Metropolitan Seattle
YMCA					YMCA

## SUMMARY and FISCAL NOTE\*

<b>Department:</b>	<b>Dept. Contact/Phone:</b>	<b>CBO Contact/Phone:</b>
Human Services Department	Tanya Kim/206-643-2358	Arushi Kumar/206-684-0225

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

### **1. BILL SUMMARY**

**Legislation Title:** AN ORDINANCE relating to appropriations for the Human Services Department; amending Ordinance 126237, which adopted the 2021 Budget; lifting a proviso; and ratifying and confirming certain prior acts.

**Summary and background of the Legislation:** This legislation lifts a budget proviso placed on funds in Human Services Department related to the scaling up of community-led organizations whose work increases public safety (HSD 008-A-003). The 2021 Adopted Budget includes \$10 million to support these efforts. Council adopted a proviso on these funds which states:

"Of the appropriations in the 2021 budget for the Human Service Department's (HSD's) Supporting Safe Communities (HSD-BO-HS-H4000) Budget Summary Level, \$10 million is appropriated solely for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity (including HSD's associated administrative costs) and may be spent for no other purpose, notwithstanding powers provided to the Mayor by Section 3 of the Proclamation of Civil Emergency dated March 3, 2020. These funds are intended to support the Council's re-imagining of community safety work. Furthermore, none of the \$10 million so appropriated may be spent until the City Council approves by ordinance a proposed spending plan organized within the Intercept Model framework submitted by HSD to the Public Safety and Human Services committee and the City Council Central Staff Director."

As a companion to this legislation, HSD has transmitted the described report to the City Council.

These funds will be invested, in combination with the \$2 million appropriated to HSD through council budget action (SPD-025-B-002), through a Request for Proposal (RFP) to scale up community-led agencies whose work increases community safety.

### **2. CAPITAL IMPROVEMENT PROGRAM**

**Does this legislation create, fund, or amend a CIP Project?** \_\_\_ Yes X No

### **3. SUMMARY OF FINANCIAL IMPLICATIONS**

**Does this legislation amend the Adopted Budget?** X Yes \_\_\_ No

**Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?**

No

**Is there financial cost or other impacts of *not* implementing the legislation?**

No.

#### **4. OTHER IMPLICATIONS**

**a. Does this legislation affect any departments besides the originating department?**

No.

**b. Is a public hearing required for this legislation?**

No.

**c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?**

No.

**d. Does this legislation affect a piece of property?**

No.

**e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?**

This legislation moves the City's community safety strategy toward a public health-centered, harm reduction model of restorative justice, crime prevention, and ameliorating the harm caused by the criminal legal system to individuals and communities most impacted. These strategies aim to prevent, reduce and mitigate both violent and non-violent crime.

The investments have been developed in cooperation with impacted communities to help community members examine the current legal system through a public health framework, understand the range of existing community safety programs, identify gaps or duplications in safety programs, and to identify effective investments in new or expanded programs and person-centered outcomes for those investments.

The guidelines and documents related to the Request for Proposals (RFP) will be translated into other languages.

**f. Climate Change Implications**

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

No.

2. **Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle’s resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.**

No.

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

Community-led organizations and community members, in partnership with the Human Services Department, will develop the program goals and outcomes to measure increased community safety.

**List attachments/exhibits below:**

Summary Attachment A – Community Capacity Building RFP Spending Plan and Report

# Community Safety Capacity Building Investment

Public Safety and Human Services Committee

March 9, 2021

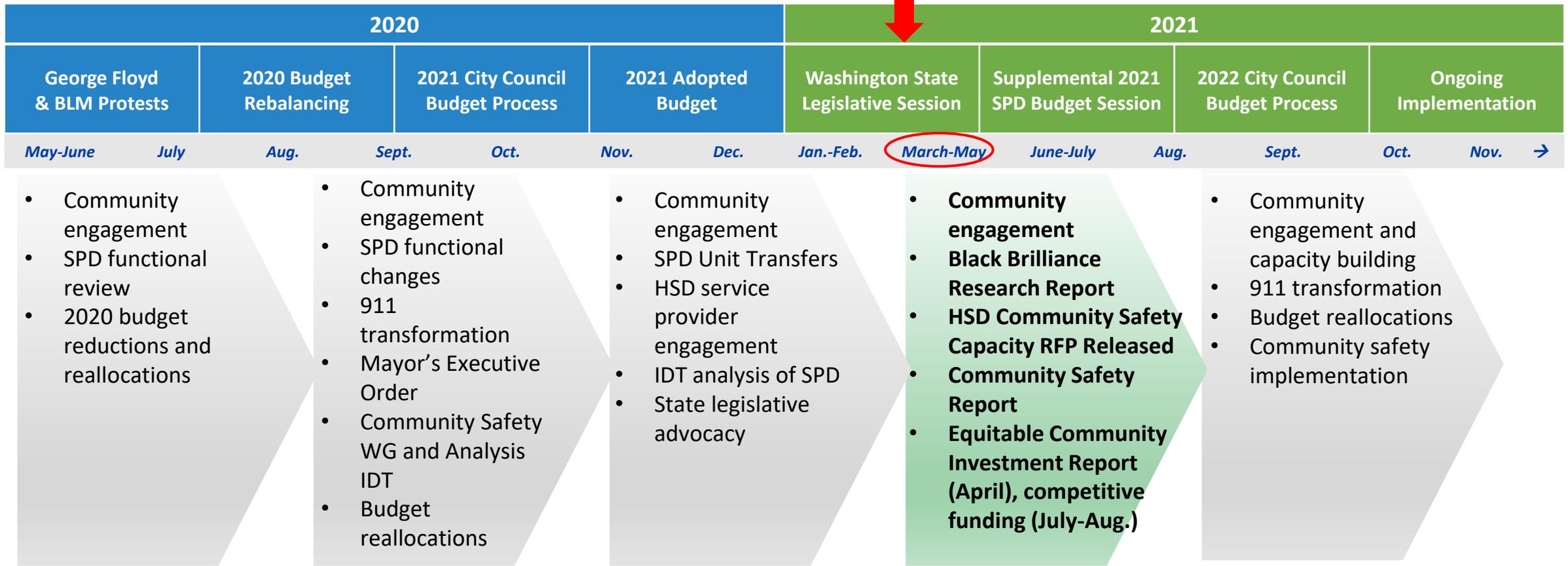


# Overview

- Reimagining Community Safety
- Community Engagement
- Request for Proposal (RFP)
- Coordination & Evaluation
- Spending Plan
- Question and Answer

# Reimagining Community Safety

*We are here!*



# Community Engagement

process and findings



# Highlights

- 36 stakeholder convenings
- Community members who experience racism and harm from the criminal legal system
- Small and medium CBOs doing safety work
- Themes
  - Self-determination and resiliency
  - Cannot simply be alternatives to police functions
  - Requires flexibility and discretion in spending
- Inform the funding process design

# Feedback

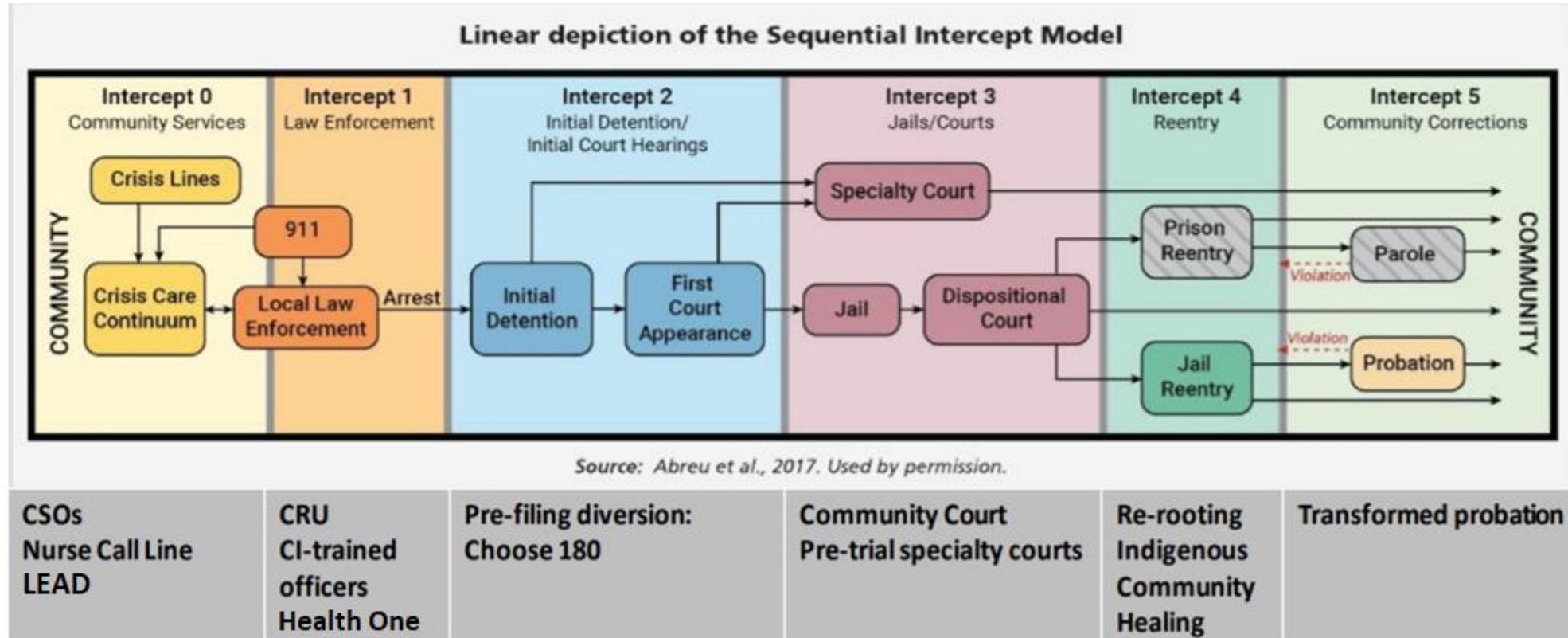
***"Don't define community safety for us. Ask us to define it for you. It's different for every community."***

Gender-based Violence Survivor

***"We don't really see ourselves in national models. We do our work by meeting people where they are at."***

Youth Violence Prevention Provider

# Intercept Model



# Community Safety RFP Released

released on March 1, 2021



# Highlights

- Open competitive process
- \$10.4 million in one-time funds
- RFP Released: March 1, 2021
- RFP Applications Due: 12:00 pm (noon) on Friday, April 9, 2021
- This RFP is open to organizations that meets HSD's standard eligibility
- Up to 40 proposals may be funded
- Contracts: July 1, 2021 to December 31, 2022

# Strategy & Focus

- **Capacity Building:** Expanding the capacity of community-led solutions that contribute to overall community safety by developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive.
- **Focus Populations:** Black, Indigenous, and People of Color (BIPOC) led communities, with a specific focus on Black, Indigenous, Latinx, Pacific Islander, and Immigrant and Refugee communities

# Program Requirements

- Applicants are community-led groups or organizations:
  - Majority (51% or more) of the people in charge of the organization are from the communities they serve;
  - Commitment to building power in the community and/or supporting healing from the impact of oppression;
  - Committed to addressing internalized oppression; and/or
  - Affirming of all members of the community and are committed to ending all forms of oppression, including ableism, homophobia, transphobia, and misogyny

# Coordination & Evaluation

Once RFP awards are made, selected providers are expected to engage in the following:

- **Contract Performance Metrics:** Develop performance metrics based on proposals, award amount, and capacity
- **Coordination:** Attend regular city-wide systems coordination meetings
- **External Evaluation:** Work with external evaluator(s) to develop community-level indicators of success

# Spending Plan

Item	Dates/Duration	Budget
Community-based Organization Contracts	January 1, 2021 - December 31, 2022	\$10,400,000
Community Member Honorariums	February - July 2021	\$20,730
Translate Guidelines & Application	March 1, 2021 - April 9, 2021	\$12,000
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Indirect	January 1, 2021 - December 31, 2022	\$752,000
<b>Total</b>		<b>\$12,000,000</b>

# Question and Answer

**Date:** March 2, 2021  
**To:** Public Safety and Human Services Committee  
**From:** Helen Howell, Interim Director, Human Services Department  
**Subject:** Community Safety Capacity Building RFP Spending Plan

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The Community Safety Capacity Building RFP Spending Plan seeks to satisfy the requirements of HSD-009-A-003 and SPD-025-B-002, which appropriate \$10M and \$2M, respectively, for community-led public safety investments.

This report includes:

- I. Background
- II. Community Engagement Learnings
- III. Inventory of Community Responses in the Intercept Model and along the Prevention-Intervention Continuum
- IV. Community Safety Capacity Building Request for Proposals (RFP)
- V. Spending Plan
- VI. Coordination and Evaluation
  - Appendix A: Community Engagement Themes
  - Appendix B: Intercept Model – Organizations

**I. Background**

Council is investing a total of \$12M “for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity.” Per Council Budget Action (CBA) direction, these investments are being developed in partnership with impacted communities, and should “move the City’s community safety strategy toward a public health-centered, harm reduction model of restorative justice, crime prevention, and ameliorating the harm caused by the criminal legal system to individuals and communities most impacted.”

Both CBAs direct that the spending plan be framed within the Sequential Intercept Model. The Sequential Intercept Model (“the Intercept Model”) illustrates how individuals enter and move through the criminal justice system at six distinct points or intercepts. Designed to support individuals experiencing mental illness or substance abuse, the Intercept Model helps communities identify gaps and resources at each intercept.

Table 1 illustrates a timeline of key deliverables in implementing both CBAs.

**Table 1: Timeline of Key Deliverables**

<b>Date</b>	<b>Deliverable and Review Schedule</b>
February 23	Transmit Ordinance to Council
March 1	Community Safety Capacity Building RFP Release
March 9	Council Committee Briefing
May 6	Council Committee Briefing
June 4	Mayor’s Office Review Award Recommendations
June 11	Applicant Award Announcement <i>HSD has moved announcing awards to applicants from May 13 to June 11, 2021. Contracts will start on July 1, 2021, on target. Through community engagement,</i>

Date	Deliverable and Review Schedule
	<i>there was overwhelming feedback to interview all applicants as part of the RFP process.</i>
June 24	Public Announcement of Awards

## II. Community Engagement Learnings

HSD has conducted 36 stakeholder engagement sessions from January-February 2021. These sessions have been small group conversations comprised of community members with lived experiences of systemic racism and violence, and harm from the criminal legal system as well as frontline staff at community-based organizations (CBOs) many of whom also have lived experience of systemic racism and violence. Each session averaged one hour but more time was allotted if community members had more to share. Conveners followed a script and allowed for flexibility if participants preferred to lead the conversation in a particular direction or wanted to focus on a particular aspect of community safety. The standard questions were:

1. How do you define a strong healthy community? What is your definition of community safety?
2. How do you measure success with regard to community safety?
3. What does your community need to feel safe?
4. What does community capacity building mean to you?
5. Who is missing from the table? Who do we especially need to hear from?
6. If CBO: What do you need to strengthen your organization?
7. If CBO: Where do you see yourself in prevention to intervention continuum? Intercept Model? Share diagram.
8. If CBO: What does a public health approach to community safety mean to you?
9. If CBO: Do you see your services as responding to violent and non-violent crimes? As replacing a police function?
10. As time permitted: What do you most want the city to know?

Participants expressed themes around community ownership, self-determination and resiliency, and had an expansive view of “community safety” that reached beyond reducing gun violence or domestic and sexual violence to a broader sense of safety and well-being. Key themes included:

- Community safety is broad and must be defined and owned by individuals and groups for themselves
- The definition of community safety must be holistic and inclusive
- There is an aspect to community safety which involves healing from systems of oppression, like the criminal legal system, or acts of violence (ranging from physical to emotional), as well as a feeling of hope and self-determination
- Healing for both those who cause harm and those who experience harm
- It is important to honor the wisdom of our community; avoid getting stuck on a particular model or national practice; – our community knows what it needs
- Reimagining community safety cannot simply be alternatives to police functions

When service provider staff were involved in community engagement conversations they expressed themes around capacity, which included:

- The definition of capacity building must be broad and not just include building and strengthening structures

- Capacity building with one-time only funding requires groups to have maximum flexibility and discretion in spending
- HSD must be clear about allowable and not allowable expenses
- Contracting must be streamlined and allow for upfront funding for smaller agencies

HSD met with lead researchers of the Black Brilliance Research Project who confirmed themes and alignment with their community research. Conversations will continue with this research team. See Appendix A for a full list of themes. Some themes—particularly around the existence of systemic racism, the need for culturally-appropriate services and relationship-based community building, and barriers and opportunities to accessing funding—are similar to themes and recommendations from other recent reports: [Mapping Prevention 2020: A Preliminary Report of the Coalition Ending Gender-Based Violence \(October 2020\)](#), and the [Cities United Report Reimagining Public Safety \(September 2020\)](#).

### **III. Inventory of Community Responses in the Intercept Model and along the Prevention-Intervention Continuum**

HSD placed self-identified community responses on both the Intercept Model and the Prevention-Intervention Continuum. Many participants vocalized some version of “we do many/all activities on this continuum.” Further inquiry resulted in HSD being able to specify one or more distinct points in each framework (see Tables 2 and 3).

The RFP will not establish predetermined funding levels for prevention and intervention services, nor for services falling within an intercept. Instead, applicants will be invited to define what community safety means to their communities and how they will measure success. This feedback was consistently provided at community convenings.

Note, of the 36 interviewees, 10 providers identified with either replacing a police function or seeing themselves aligned with Intercept 1 (Law Enforcement).

Several providers described how they could offer high value when police are involved, such as providing culturally competent de-escalation or other intervening services, in nonemergency situations. HSD interprets provider feedback to mean that they could be a potential co-responder, but they are not necessarily positioned to replace a police function.

See Appendix B for a full list of organizations by Intercept.

**Table 3. Community Engagement Participants Identifying Within the Prevention-Intervention Continuum**

Continuum of Care	%
All, except intervention	15.15%
All, except intervention, with a strong focus on crisis response	3.03%
All, except intervention, with a strong focus on Prevention/Diversion	3.03%
All, except intervention, with a strong focus on Prevention/Intervention	3.03%
Prevention	27.27%
Prevention/Diversion/Restoration	6.06%
Prevention/Restoration	21.21%
Restoration	21.21%
<b>Total</b>	<b>100.00%</b>

**IV. Community Safety Capacity Building Request for Proposals (RFP)**

HSD will fund safety providers through an open, low-barrier RFP funding process. The RFP design is informed by community engagement learnings such as those noted above. The RFP will have two parts: part one will include guidelines for a written application, and part two will include applicant interviews. Contracts for this one-time funding will span 18 months, from July 1, 2021-December 31, 2022.

The RFP will fund efforts to expand community-led capacity to re-envision solutions to safety—including ending violence and reducing crime—as the community and policy makers re-evaluate the function and role of Seattle Police Department (SPD) in Seattle’s broader community safety system. Traditional capacity building investments may be unhelpful and even harmful to Black, Indigenous, Latinx, Pacific Islander, and Immigrant and Refugee-led organizations and communities. Additionally, Seattle’s community safety landscape is changing given the additional resources allocated to community-led solutions to safety.

For the purposes of the RFP, capacity building is defined as the: "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive."<sup>1</sup>

Based on initial community engagement and stakeholder feedback, this RFP takes a transformational approach to capacity building that sees the growth of organizations as:

- being grounded in deep trust
- working to understand and address the underlying patterns and beliefs of the organizations’ culture
- encouraging groups to be specialists, not generalists
- cultivating networks to generate power, and change systems
- investing in the inner well-being and growth of leaders
- providing simultaneous, multilayered capacity building opportunities<sup>2</sup>

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The Seattle Office for Civil Rights and HSD co-vetted the consultants.

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External Evaluation Team – Black or Native-led	July 1, 2021 - December 31, 2022	\$120,000
Indirect	January 1, 2021 - December 31, 2022	\$752,000
<b>Total</b>		<b>\$12,000,000</b>

## **VI. Coordination and Evaluation**

Program level metrics will be customized and built from the awarded proposals. HSD will provide technical assistance to grantees and will negotiate metrics based on each organization's vision, award amount, and capacity. Awarded applicants will be required to participate in monthly city-wide systems coordination meetings (meeting frequency subject to change) facilitated by the Seattle Community Safety Initiative. Systems coordination will increase provider knowledge of available services, encourage referral processes, and reinforce a community-driven safety net of services.

HSD has met with the Black Brilliance Research Project lead researchers, Seattle University's Department of Criminal Justice Crime and Justice Research Center and the Headwater – a team of Indigenous evaluators and community organizers – to inform the selection of an external evaluation team.

Following the Community Safety Capacity Building RFP, HSD may release a Request for Qualifications (RFQ) for a community-led evaluation team that will work with grantees to develop community-level indicators.

## Appendix A. Community Engagement Themes

Emergent themes drawn from the 36 community engagement sessions, as of February 12, are presented below. Community engagement will conclude on February 25<sup>th</sup>.

<p><b>Definition of community safety</b></p> <ul style="list-style-type: none"> <li>• Everyone’s basic needs are met, including food, shelter, housing, and a stable job to support family</li> <li>• People feel empowered</li> <li>• People are able to address intergenerational trauma</li> <li>• Community Safety is doing the upstream and systemic work</li> <li>• Safety must be felt and experienced at the individual, family, and community level</li> <li>• Each person has a different definition of safety</li> <li>• Environments for safety must be intentionally created</li> </ul>
<p><b>Measuring success</b></p> <ul style="list-style-type: none"> <li>• Should be individual-based</li> <li>• Quantity should not be the only measurement of success</li> <li>• Are the clients’ needs being met?</li> <li>• Capacity building must not just include expanding but also deepening</li> <li>• Metrics need to be customized</li> <li>• Concerns about the sensitive information CBOs would be required to report</li> <li>• Have the flexibility to report outcomes specific to what the organization does</li> <li>• Flexibility of being able to report deliverables without the pressure of getting their payment</li> <li>• More focus on the narrative and focus group methods; numbers don’t convey the realities of the work and people they’re serving</li> </ul>
<p><b>Community-Based Organization (CBO) perception of role as alternative to police function</b></p> <ul style="list-style-type: none"> <li>• Some CBOs see themselves as a bridge between the victims/perpetrators and police</li> <li>• CBOs can effectively deescalate the situation more than police</li> <li>• CBOs can translate and communicate effectively with the victim/perpetrator and police to make an accurate assessment of the situation</li> <li>• CBOs help all parties involved navigate the legal systems and provide appropriate legal options</li> <li>• CBOs may have stronger relationships, culturally competency, social services skills, and client knowledge than police</li> <li>• The trust and relationship CBOs have with community will make them more effective in de-escalating a situation</li> </ul>
<p><b>Community -Based Organization (CBO) role as partner with police and other systems</b></p> <ul style="list-style-type: none"> <li>• Coordination between community-based organizations (CBOs) and systems (education, judicial, police, law enforcement) factor in how they do work</li> <li>• Some CBOs utilize schools, courts, and police systems to connect with their program participants</li> <li>• Police have the infrastructure and capacity to address violent crimes that CBOs don’t do or haven’t historically done in the past; CBOs don’t see themselves as chasing down criminals</li> <li>• CBOs do see themselves as a resource/partners as an alternative to calling the police; they see themselves as people that can de-escalate a situation, both from the police and perpetrators’ side</li> </ul>

### **Funding for capacity building**

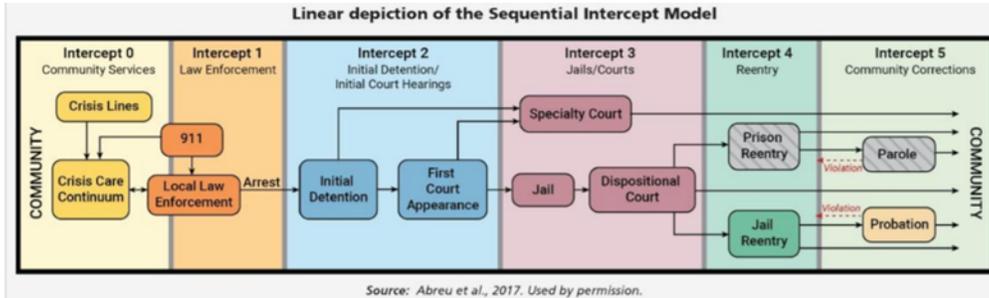
- Capacity building is rare and not readily available for community based organizations
- Capacity building funding has been a need for organizations for a while and appreciate that there's now money being allocated for it
- This needs to be sustained funding
- Potential harm can be put on organizations in provide funding only to take it away
- Concerns about scaling up and hiring more support staff only to let them go after the funding is gone or reduced
- It is preferred to allocate full proposed funding to those awarded rather than partial funding
- Communities lose relationships and trust with CBOs if they are not able to be consistent with their programming over time
- If it is one time funding, it must be very flexible
- Concerns about reimbursement because of the financial limitations of small agencies; make accommodations for "up-front" funding

### **Specific funding priorities**

- Competitive staff compensation rates
- Hiring skilled leadership administrative staff to provide support for the organization
- Can services be outside of the city if organizations can demonstrate that participants live in Seattle
- Money for organizations to hire third party evaluators to help them strategize, know their weaknesses, gaps, strengths, and provide long term planning to be more effective and impactful to community
- Due to gentrification, funding needs to be able to address the changing geography of communities most impacted by safety
- Dedicated funding that approach ethnic populations in culturally reflective ways and who have built in relationships with that community (East African, immigrant and refugee, Native American, etc.)

## Appendix B. Intercept Model – Organizations

Not all Community Engagement participants identified placement within a specific Intercept. Currently contracted HSD Safety Programs who did not participate in community engagement sessions will be inventoried by February 25, 2021.



Intercept 0	Intercept 1	Intercept 2	Intercept 3	Intercept 4	Intercept 5
African American Leadership Forum	Boys and Girls Clubs of King County	Boys and Girls Clubs of King County		Boys and Girls Clubs of King County	African American Leadership Forum
Atlantic Street Center	County	Building Cultural Gaps		Building Cultural Gaps	Boys and Girls Clubs of King County
Boys and Girls Clubs of King County	Building Cultural Gaps	Choose 180		Chief Seattle Club	Brothers United in Leadership (BUILD) 206
Brothers United in Leadership (BUILD) 206	Choose 180	Community Passageways		Choose 180	Building Cultural Gaps
Building Cultural Gaps	Community	Consejo Counseling and Referral Services		Collective Justice	Chief Seattle Club
Choose 180	Passageways	Mother Nation		Community Passageways	Choose 180
Coalition Ending Gender-based Violence	Consejo	Powerful Voices		Consejo Counseling and Referral Services	Collective Justice
Collective Justice	Counseling and Referral Services	Progress Pushers		East African Community Services	Community Passageways
Community Passageways	Referral Services	Refugee Women's Alliance		Freedom Project	Consejo Counseling and Referral Services
Consejo Counseling and Referral Services	Mother Nation	YMCA		Jewish Family Services	Creative Justice
Creative Justice	Progress Pushers			Mother Nation	East African Community Services
Domestic Abuse Women's Network (DAWN)	Rainier Beach			People of Color Against AIDS Network	Freedom Project
East African Community Services	Community			AIDS Network	Jewish Family Services
Interim CDA	Empowerment Coalition			Pioneer Human Services	Mother Nation
Mother Nation	YMCA			Progress Pushers	People of Color Against AIDS Network
Northwest Justice Project				R3 Community Services	Pioneer Human Services
Powerful Voices				Rainier Beach Community Empowerment Coalition	Progress Pushers
Progress Pushers				The Passion Center dba: Walk Away City Collaborative	R3 Community Services
Rainier Beach Community Empowerment Coalition				Collaborative	Rainier Beach Community Empowerment Coalition
Rainier Valley Corp				Unkititwa	Roots Young Adult Shelter
Refugee Women's Alliance				Urban League of Metropolitan Seattle	The Passion Center dba: Walk Away City Collaborative
Roots Young Adult Shelter				YMCA	Unkititwa
Seattle Neighborhood Group					Urban League of Metropolitan Seattle
The Passion Center dba: Walk Away City Collaborative					YMCA
Urban League of Metropolitan Seattle					
YMCA					

March 4, 2021

**MEMORANDUM**

**To:** Public Safety and Human Services Committee  
**From:** Amy Gore, Analyst  
**Subject:** Council Bill 120011: Community Safety Capacity Building Proviso Lift

On Tuesday, March 9, 2021, the Public Safety and Human Services (PSHS) Committee will consider and potentially vote on Council Bill (CB) 120011 which (1) approves the Community Safety Capacity Building Spending Plan (“Spending Plan”), (2) amends [Ordinance 126237](#), which adopted the 2021 Budget, and (3) lifts a proviso. This memorandum provides background information, describes the Spending Plan, and outlines next steps for the Committee’s consideration.

**Background**

The 2021 Adopted Budget included \$12 million in funds in the Human Services Department’s (HSD) budget for contracts to build capacity in community-led organizations which are focused on community safety. The budget imposes a proviso on the \$12 million and requires that Council pass an ordinance approving a spending plan organized within the [Intercept Model](#) framework in order to lift the proviso on \$10 million of those funds.

*Table 1. Proviso Summary*

CBA	Amount	Proviso
<a href="#">HSD-008-A-003</a>	\$10M	<i>"Of the appropriations in the 2021 budget for the Human Service Department’s (HSD’s) Supporting Safe Communities (HSD-BO-HS-H4000) Budget Summary Level, \$10 million is appropriated solely for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity (including HSD’s associated administrative costs) and may be spent for no other purpose, notwithstanding powers provided to the Mayor by Section 3 of the Proclamation of Civil Emergency dated March 3, 2020. These funds are intended to support the Council’s re-imagining of community safety work. Furthermore, none of the \$10 million so appropriated may be spent until the City Council approves by ordinance a proposed spending plan organized within the Intercept Model framework submitted by HSD to the Public Safety and Human Services committee and the City Council Central Staff Director."</i>
<a href="#">SPD-025-B-002</a>	\$2M	<i>"Of the appropriations in the 2021 budget for the Human Service Department’s (HSD’s) Supporting Safe Communities (HSD-BO-HS-H4000) Budget Summary Level, \$2.0 million is appropriated solely for community-led efforts to scale up organizations to increase public safety through technical support, capacity building, and expansion of capacity (including HSD’s associated administrative costs) and may be spent for no other purpose."</i>
<b>Total:</b>	<b>\$12M</b>	

## Spending Plan

The Human Services Department submitted the Spending Plan, which is Attachment 1 of CB 120011, to the Chair of the PSHS committee on March 2. The Spending Plan includes the following:

- an overview of the community outreach and engagement used to develop the Request for Proposals (RFP), including process and key findings;
- an inventory of community safety programs organized within the Sequential Intercept Model, while noting that many organizations view their work as within multiple intercepts;
- a description of the [Community Safety Capacity Building RFP](#), described below;
- a description of the activities that will support organizations that are funded through the RFP, such as monthly systems coordination meetings, and evaluation activities, including the development of metrics and engaging a third-party community-led evaluation team; and
- a break-down of the planned activities to be funded with the \$12 million (*Table 2*).

*Table 2. Detail from Spending Plan*

Item	Dates/Duration	Budget
Agency Contracts	07/01/2021 – 12/31/2022	\$10,400,000
Community Member Honorariums	02/2021 – 07/2021	\$20,730
Translate Guidelines and Application	03/01/2021 – 04/09/2021	\$12,000
Applicant Technical Assistance	03/01/2021 – 06/30/2021	\$60,000
Community Rater Honorariums	Application & Interview Periods	\$24,000
Staffing – 3 FTE Senior Grants & Contracts Specialists	07/01/2021 – 12/31/2021	\$554,198
Post Award Convener(s)	07/01/2021 – 12/31/2021	\$57,072
External Evaluation Team – Black or Native-led	07/01/2021 – 12/31/2021	\$120,000
Indirect	07/01/2021 – 12/31/2021	\$752,000
<b>Total:</b>		<b>\$12,000,000</b>

## Request for Proposal and Award Process

The [Community Safety Capacity Building RFP](#) was published on March 1, 2021. A total of \$10.4 million is available to fund community proposals from July 1, 2021 to December 31, 2022. The RFP reflects the community feedback in several ways:

- Does not include pre-determined set-asides or requirements by intercept in order to allow community organizations maximum flexibility;
- All organizations who apply will have the opportunity for an interview;

- Technical assistance for developing a proposal is available, and prioritized for the focus populations (Black, Indigenous, Latinx, Pacific Islander and Immigrant and Refugee communities) and for small organizations; and
- Provides honorariums to community members who participate in development of the RFP or participate in the community review panel.

RFP Applications are due April 9, 2021 and the award notification is planned for June 11, 2021.

### **Next Steps**

On March 9, 2021 the PSHS Committee will discuss and potentially vote on CB 120011. The Committee may:

1. Recommend passage of CB 120011, lifting the proviso and releasing \$10M;
2. Amend the bill to provide additional guidance and recommend passage;
3. Recommend that Council does not pass CB 120011, maintaining the proviso until additional work is completed or additional information is provided.

Please send me requests for amendments to the legislation by Friday (March 5, 2021) at noon.

cc: Dan Eder, Interim Central Staff Director  
Aly Pennucci, Policy and Budget Manager



Legislation Text

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**File #:** CB 119981, **Version:** 1

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**CITY OF SEATTLE**

**ORDINANCE \_\_\_\_\_**

**COUNCIL BILL \_\_\_\_\_**

AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and adding or modifying provisos.

WHEREAS, Resolution 31962, adopted by the City Council (“Council”) on August 10, 2020, stated that the

Council would not support any budget amendments to increase the Seattle Police Department’s (SPD) budget to offset overtime expenditures above the funds budgeted in 2020 or 2021, and expressed the Council’s intent to reduce SPD’s budget in phases and increase funding for community-led research and participatory budgeting; and

WHEREAS, the ordinance introduced as Council Bill 119970, introduced after adoption of the 2021 Budget, increases SPD’s 2020 budget by \$5.4 million; and

WHEREAS, the Council believes that SPD would have had sufficient appropriation authority to cover the \$5.4 million had it not overspent its overtime budget, due largely to over-deployment of officers during the largely peaceful demonstrations in the summer of 2020, including a deployment of officers that exceeded \$10 million in overtime costs in less than 60 days; and

WHEREAS, the Council anticipates that there will be salary savings in SPD’s budget achieved in 2021 due to higher than anticipated attrition that has already occurred in October 2020 and may continue to occur during November 2020 and December 2020; and

WHEREAS, reducing SPD’s 2021 appropriation authority offsets the increased authority provided in 2020 and increases funding for the community-led participatory budgeting work called for in Resolution 31962;

NOW, THEREFORE,

**BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

Section 1. The appropriations for the following items in the 2021 Adopted Budget are reduced from the funds shown below:

Item	Department	Fund	Budget Summary Level/BCL Code	Amount
1.1	Seattle Police Department	General Fund (00100)	Special Operations (00100-BO-SP-P3400)	(\$5,388,072)
<b>Total</b>				<b>(\$5,388,072)</b>

Section 2. In order to pay for necessary costs and expenses incurred or to be incurred in 2021, but for which insufficient appropriations were made due to causes that could not reasonably have been foreseen at the time of making the 2021 Budget, appropriations for the following items in the 2021 Budget are increased from the funds shown, as follows:

Item	Department	Fund	Budget Summary Level/BCL Code	Amount
2.1	Finance General	General Fund (00100)	General Purpose (00100-BO-FG-2QD00)	\$5,388,072
<b>Total</b>				<b>\$5,388,072</b>

Section 3. This ordinance imposes a proviso, as follows:

“Of the appropriation in the 2021 budget for the Finance General, General Purpose Budget Summary Level (00100-BO-FG-2QD00), \$5,388,072 is appropriated solely to implement actions recommended to the City from the Participatory Budgeting process and may be spent for no other purpose. Furthermore, none of the money so appropriated may be spent until authorized by future ordinance. Council anticipates that such authority will not be granted until the Executive submits to the Council a plan for spending the funds in accordance with the Participatory Budgeting recommendations.”

Section 4. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the \_\_\_\_\_ day of \_\_\_\_\_, 2021, and signed by  
me in open session in authentication of its passage this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
President \_\_\_\_\_ of the City Council

Approved / returned unsigned / vetoed this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Jenny A. Durkan, Mayor

Filed by me this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Monica Martinez Simmons, City Clerk

(Seal)

**SUMMARY and FISCAL NOTE\***

<b>Department:</b>	<b>Dept. Contact/Phone:</b>	<b>CBO Contact/Phone:</b>
LEG	Aly Pennucci / 48148	n/a

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

**1. BILL SUMMARY**

**Legislation Title:** AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and adding or modifying provisos.

**Summary and background of the Legislation:** This legislation would reduce appropriations in the Seattle Police Department’s (SPD) 2021 Adopted Budget by \$5.4 million and increase appropriations in Finance General for participatory budgeting by the same amount and imposes a proviso.

Council Bill 119970, introduced after adoption of the 2021 budget and will be acted on by the City Council on December 14, 2020, will, if passed, increases SPD’s 2020 budget by \$5.4 million. Resolution 31962, adopted by the Council on August 10, 2020, stated that the City Council would not support any budget amendments to increase the SPD’s budget to offset overtime expenditures above the funds budgeted in 2020 or 2021 and expressed Council’s intent to reduce SPD’s budget in phases and increase funding for community-led research and participatory budgeting.

Reducing 2021 appropriation authority through separate legislation would offset the increased authority provided in 2020 and increase funding for the community-led work. Further, the Council expresses its intent that the anticipated amendment to SPD’s 2021 appropriation authority will recognize salary savings achieved by higher than anticipated attrition that has already occurred in October 2020 and may continue to occur during November 2020 and December 2020.

**2. CAPITAL IMPROVEMENT PROGRAM**

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

**3. SUMMARY OF FINANCIAL IMPLICATIONS**

**Does this legislation amend the Adopted Budget?**       Yes  No

If there are no changes to appropriations, revenues, or positions, please delete the table below.

Appropriation change (\$):	General Fund \$		Other \$	
	2021	2022	2021	2022
	\$0			

Estimated revenue change (\$):	Revenue to General Fund		Revenue to Other Funds	
	2021	2022	2021	2022
Positions affected:	No. of Positions		Total FTE Change	
	2021	2022	2021	2022

This proposed legislation cuts \$5.4 million from SPD’s budget and adds \$5.4 million to Finance general so overall it is a \$0 impact to the 2021 Adopted budget.

**Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?**  
 No

**Is there financial cost or other impacts of *not* implementing the legislation?**

If there are no changes to appropriations, revenues, or positions, please delete sections 3.a., 3.b., and 3.c. and answer the questions in Section 4.

**3.a. Appropriations**

**This legislation adds, changes, or deletes appropriations.**

If this box is checked, please complete this section. If this box is not checked, please proceed to Revenues/Reimbursements.

Fund Name and number	Dept	Budget Control Level Name/#*	2021 Appropriation Change	2022 Estimated Appropriation Change
General Fund (00100)	SPD	Special Operations (00100-BO-SP-P3400)	(\$5,388,072)	n/a
General Fund (00100)	Finance General	General Purpose (00100-BO-FG-2QD00)	\$5,388,072	n/a
<b>TOTAL</b>			<b>\$0</b>	

\*See budget book to obtain the appropriate Budget Control Level for your department.

This table should reflect appropriations that are a direct result of this legislation. In the event that the project/programs associated with this ordinance had, or will have, appropriations in other legislation please provide details in the Appropriation Notes section below. If the appropriation is not completely supported by revenue/reimbursements listed below, please identify the funding source (e.g. available fund balance) to cover this appropriation in the notes section. Also indicate if the legislation changes appropriations one-time, ongoing, or both.

**Is this change one-time or ongoing?**

One time

**Appropriations Notes:**

**3.b. Revenues/Reimbursements**

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

If this box is checked, please complete this section. If this box is not checked, please proceed to Positions.

### 3.c. Positions

**\_\_\_\_\_ This legislation adds, changes, or deletes positions.**

If this box is checked, please complete this section. If this box is not checked, please proceed to Other Implications.

**Position Notes:**

### 4. OTHER IMPLICATIONS

**a. Does this legislation affect any departments besides the originating department?**

Yes, this legislation impacts the Seattle Police Department's 2021 budget and will increase funding available for the participatory budgeting process that may have an impact on the several Department's work in 2021

**b. Is a public hearing required for this legislation?**

No

**c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?**

No

**d. Does this legislation affect a piece of property?**

No.

**e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?**

This legislation is responding to both recent events and the efforts of decades of organizing related to the nation's and Seattle's history of racism and the current impact of institutional racism and structural racism that have resulted in over-policing and underinvestment in communities of color and especially in Black communities. This will reduce SPD's budget and funds for a community-led process to create an alternative to policing and support other programs to support community health and safety.

**f. Climate Change Implications**

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

N/A. Programs or services that are ultimately funded through the community-led participatory budgeting process will require approval by the City and additional consideration of the climate change implications.

- 2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle’s resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.**

N/A (as above)

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

N/A

**List attachments/exhibits below:**

January 26, 2021

## MEMORANDUM

**To:** Public Safety and Human Services Committee  
**From:** Greg Doss, Analyst, and Aly Pennucci, Budget Manager  
**Subject:** Council Bill 119981

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On January 26, 2021 the Public Safety and Human Services Committee will discuss [Council Bill \(CB\) 119981](#) which would cut \$5.4 million from the Seattle Police Department's (SPD's) 2021 Adopted Budget and add \$5.4 million to Finance General to implement recommendations stemming from the City's Participatory Budgeting process. A second hearing on CB 119981 is anticipated on February 8, 2021.

This memo:

- Briefly summaries CB 119981;
- Provides background information that prompted introduction of CB 119981;
- Describes Central Staff's analysis to date; and
- Outlines next steps.

### Bill Summary

CB 119981 would amend the 2021 Adopted Budget as follows:

1. Cut \$5.4 million from SPD's General Fund (GF) appropriations;
2. Add \$5.4 million to Finance General (FG) to fund recommendations stemming from the City's Participatory Budget process; and
3. Impose the following proviso on the \$5.4 million in FG:

"Of the appropriation in the 2021 budget for the Finance General, General Purpose Budget Summary Level (00100-BO-FG-2QD00), \$5,388,072 is appropriated solely to implement actions recommended to the City from the Participatory Budgeting process and may be spent for no other purpose. Furthermore, none of the money so appropriated may be spent until authorized by future ordinance. Council anticipates that such authority will not be granted until the Executive submits to the Council a plan for spending the funds in accordance with the Participatory Budgeting recommendations."

### Background:

[Resolution \(RES\) 31962](#), adopted by the Council on August 10, 2020, stated that the Council would not support any budget amendments to increase the SPD budget to offset overtime expenditures above the funds budgeted in 2020 or 2021, expressed the Council's intent to

reduce SPD's budget in 2021 in phases, and to increase funding for community-led research and participatory budgeting.

On December 14, 2020, the Council passed the 2020 Fourth Quarter (Q4) Supplemental Budget Ordinance ([ORD 126257](#)), which included \$5.4 million in new GF appropriation authority for SPD for the following three items:

1. FEMA Reimbursement (\$1.9 million): The Federal Emergency Management Agency (FEMA) Public Assistance Program provides funding to support eligible costs related to the Coronavirus Pandemic. The Executive had requested appropriation authority to cover FEMA reimbursement for \$1.9 million for (1) approximately \$1.0 million for overtime activities that include planning, staffing and traffic direction at first responder testing sites and backfill for individuals on leave due to COVID exposure; and (2) approximately \$900,000 that was used for COVID related emergency supplies including personal protective equipment.
2. Paid Parental Leave backfill (\$1.9 million): The Executive requested appropriation authority to reimburse SPD for costs associated with employees on Paid Parental Leave. The funding for this request was part of a General fund reserve balance that was also appropriated for the same purpose in the Seattle Fire Department and Seattle Law Department.
3. Separation Pay (\$1.6 million): The Executive requested appropriation authority to cover unforeseen expenditures related to separation pay. Separation pay has increased because more officers have left the department than projected, and separating officers receive compensation for unused vacation and compensatory time.

Although the request to add \$5.4 million to SPD's 2020 Budget for these specific activities was not directly in conflict with Resolution 31962, the sponsors of CB 119981 position, as stated in the recitals to CB 119811, was that:

- SPD would have had sufficient appropriation authority to cover the \$5.4 million had it not overspent its overtime budget, due largely to over-deployment of officers during the largely peaceful demonstrations in the summer of 2020, including a deployment of officers that exceeded \$10 million in overtime costs in less than 60 days; and
- That there would be salary savings in SPD's budget achieved in 2021 due to higher than anticipated attrition that has already occurred in October 2020 and may continue to occur during November 2020 and December 2020.

As such, the same day the Council passed the 2020 Q4 Supplemental Budget ORD, the Council introduced CB 119981 that would cut \$5.4 million from SPD's 2021 budget to offset the increase in 2020, redirecting that funding to support the participatory budgeting work consistent with RES 31962.

In addition to the background actions described above, the Council included in the 2021 Adopted Budget a proviso that restricts \$5 million of SPD appropriation authority until it is authorized by a future ordinance (Council Budget Action (CBA) [SPD-011-B-002](#)). The CBA assumes that SPD will realize up to \$5 million in sworn salary savings in 2021 due to differences between staffing projections and actual staffing. The CBA also states that if SPD does not realize as much as \$5 million in salary savings, then it is the intent of the Council to pass legislation during 2021 lifting this proviso and adding funds to address recommendations made through the participatory budgeting process. This is noted here as salary savings is discussed later in this memo.

## **Analysis:**

### Separations and Funding for Sworn Offices

SPD separated a total of 186 officers in 2020, which is more than twice the number of separations that were projected at the beginning of the year. The 2021 Adopted Budget, passed on November 23, 2020, did not fully account for the extraordinary number of officer separations that occurred late in 2020. Therefore, the 2021 Adopted Budget includes funding for salary and benefits for officers that are no longer on the force.

Central Staff estimates that the unanticipated additional sworn separations could result in as much as \$7.7 million in salary savings in 2021. However, that will be offset at least in part by the separation pay needed for additional departures that are now expected in 2021. (estimated to be about \$1.1 to \$1.8 million).<sup>1</sup>

### Funding for Sworn Staff and Recruits:

The 2021 Adopted Budget included funding for sworn staff and recruits at an annual average of 1,343 FTE,<sup>2</sup> enough to support 1,286 Fully Trained Officers<sup>3</sup> and to deploy 1,222 Officers In-Service.<sup>4</sup> The adopted budget also included funding to support 114 hires (assuming that there is a like number of separations through retirements or resignations).

Central Staff analyzed SPD's 2020 year-end staffing report and, due to the extraordinary officer separations, estimates that the Department will need funding to support no more than 1,289 average annual FTE, which would fund 1,220 Fully Trained Officers and allow SPD to deploy 1,139 Officers In-Service<sup>5</sup> (this analysis is what informed the estimated \$7.7 million in salary

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<sup>1</sup> The 2021 Proposed Budget assumed approximately 89 separations. The 2021 Adopted Budget assumes 114 separations and does not include enough funding to cover SPD's costs for separation pay.

<sup>2</sup> Annual average FTE is a measure of the salary and benefits needed to pay all fully trained officers, student officers and recruits.

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

<sup>4</sup> Officers In-Service: total count of Fully Trained Officers less those out on disability or extended leave.

<sup>5</sup> Due to the unprecedented number of officer departures, SPD is no longer including forward-looking projections in its sworn monthly staffing reports. Central staff have projected 2021 salary savings and officer metrics by assuming that the Department makes 114 hires and incurs 114 separations at an even distribution throughout 2021. This analysis assumes the number of separations in Council Budget Action SPD-025-B-002.

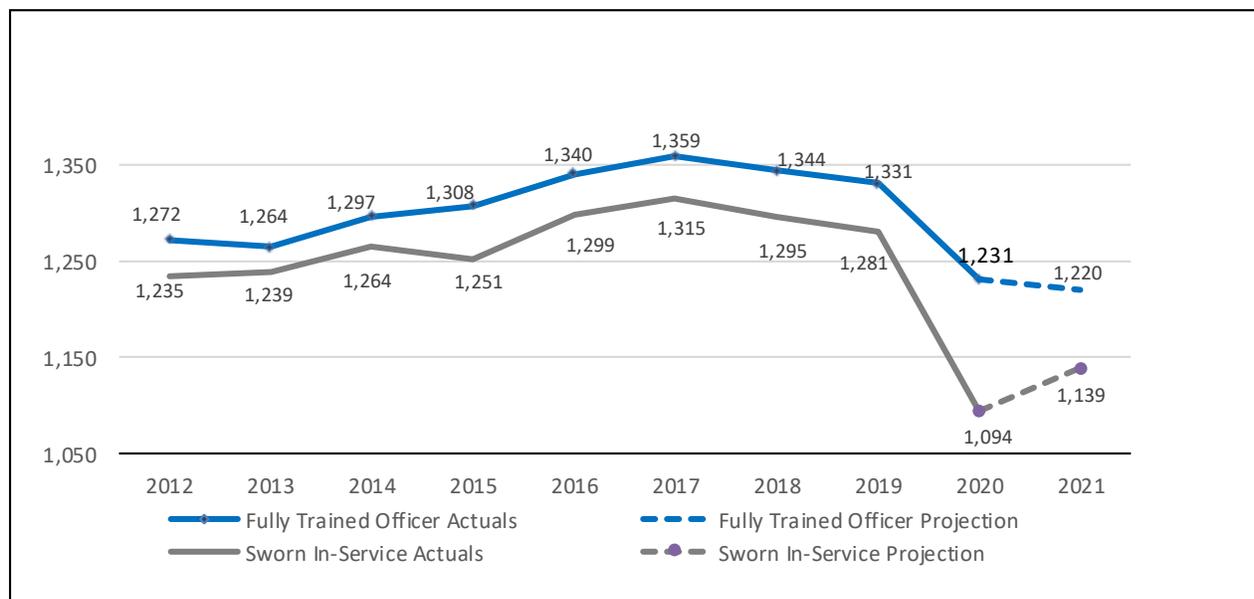
savings described previously). This estimate assumes (1) 114 hires and separations as noted above; and (2) that the monthly distribution of officer separations will return to historical averages and will reach 114 retirements or resignations by December 31, 2021.

Table 1: Number of FTEs Funded

	2021 Adopted Budget	Adjusted Based on CS Analysis	Difference
Average annual FTE	1,343	1,289	54
Fully Trained Offices	1,286	1,220	66
Officers-in-Service	1,222	1,139	83
New Hires	114	114	-
Assumed Separations	114	114	-

Chart 1 below shows a nine-year history of SPD staffing metrics. The 2021 Officer In-Service projections are based on SPD’s estimate of the number of Fully Trained Officers less the officers that are absent on disability or extended leave. The divergence from historical patterns reflect the fact that 137 officers were out on disability or extended leave at year-end. January 2021 data indicate that 143 officers are out on disability or extended leave.

Chart 1: Fully Trained Officers and Officers In-Service 2012-2020



**Sworn Staffing Impacts:**

SPD’s quarterly point-in-time counts of 911 responders, a good measure of Patrol strength, was 588 on December 31, 2020.<sup>6</sup> This is down from the 668 responders that were reported on

<sup>6</sup> The 588 total is a combination of 511 Officers and 77 Sergeants. (See Appendix 1 and Appendix 2)

September 30, 2020 and reflected Interim Chief Diaz's movement of 100 officers out of specialty and investigative positions and into 911 response positions. Service impacts (e.g., changes to 911 call responses or investigative case clearance rates) are not described in this memo but are addressed by SPD staff in Attachment 1.

#### Discussion:

SPD staff indicated that the \$5.4 million cut to SPD's 2021 Adopted Budget could be absorbed by the salary savings achieved that would have supported those officers that were not expected to separate from SPD in 2020.

However, this would leave no flexibility for the department to manage any unanticipated or unbudgeted costs in 2021 and could result in future appropriation requests that would require Council approval. SPD expects that it will continue to experience call response issues and there will be additional reductions in services due to these increased separations, combined with the proposed \$5.4 million cut. With that in mind, SPD has requested consideration of the following funding proposals to help mitigate service impacts; this would require a reduction or elimination of the \$5.4 million cut to SPD's budget proposed in CB 119811:

- \$1.1-\$1.8 million for separation pay;
- \$1.4 million for civilian hires; and
- Funding for technology upgrades (Amount TBD: SPD staff are working to determine this amount)

More details on the fiscal impacts and the service impacts associated with the unanticipated separations and budget reductions, and these specific funding requests, are described in more detail in the SPD memo provided in Attachment 1.

#### **Next Steps:**

The Public Safety and Human Services Committee will consider CB 119981 again on February 8, 2021. Committee members may wish to consider the following prior to the next committee meeting:

1. Reducing or eliminating the proposed \$5.4 million cut to SPD's 2021 budget and allowing SPD the flexibility to use those funds for:
  - a. Additional funding for separation pay, civilian hires and technology upgrades;
  - b. Overtime costs associated with patrol augmentation;
  - c. Special events in case a COVID vaccine allows for a resurgence in special events late in 2021; and/ or
  - d. Council identified priorities that address other needs in SPD or services that are provided by another City department.

2. Reducing or eliminating the proposed \$5.4 million cut to SPD's 2021 budget and imposing a proviso on remaining funds to provide more time to better understand what other funding may be needed in the department or elsewhere in 2020.

In addition to these considerations, staff will prepare a few technical amendments to ensure that any reductions to SPD's budget are cutting from the correct budget summary level, to correct a drafting error in the format of the appropriations table within the bill, and to correct the specific fund that is restricting by one proviso related to the Human Services Department 2021 budget.

**Appendices:**

1. SPD Patrol Staffing Report (12-31-2020)
2. SPD Patrol Staffing Report (9-30-2020)

**Attachments:**

1. SPD Memo on CB 119981

cc: Dan Eder, Interim Director

**Appendices 1 and 2: SPD Patrol Staffing Reports from 12/31/20 (Appendix 1) and 9/30/20 (Appendix 2)**

**These reports include the following:**

- Personnel who are unavailable due to vacation, training, limited duty, or short term illness or injury, which is addressed by shift relief analysis;
- Half time officers;
- Officers in acting sergeant assignments (counted as sergeants); and
- Phase III student officers, who have completed all officer training yet remain in probationary status.

**The report excludes the following:**

- Phase I (recruits) and Phase II student officers;
- Precinct detectives; and
- Personnel who are on extended sick leave or activated military leave.

**Appendix 1: Patrol Staffing Report 12/31/20**

Job Categories	CITYWIDE RESPONSE SECTION		EAST PCT		NORTH PCT		SOUTH PCT		SOUTHWEST PCT		WEST PCT		Grand Total
	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	
911	10	81	11	68	21	124	13	86	8	57	14	95	588
Beats											2	9	11
Seattle Center											1	2	3
Stationmaster						1				1		1	3
<b>Grand Total</b>	<b>10</b>	<b>81</b>	<b>11</b>	<b>68</b>	<b>21</b>	<b>125</b>	<b>13</b>	<b>86</b>	<b>8</b>	<b>58</b>	<b>17</b>	<b>107</b>	<b>605</b>

**Appendix 2: Patrol Staffing Report 9/30/20**

Job Categories	CITYWIDE RESPONSE SECTION		EAST PCT		NORTH PCT		SOUTH PCT		SOUTHWEST PCT		WEST PCT		Grand Total
	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	
911	11	90	9	77	21	140	14	106	9	68	13	110	668
ACT										1			1
Beats				2		1					2	14	19
Precinct Support								1					1
Seattle Center											1	2	3
Stationmaster						1				1			2
<b>Grand Total</b>	<b>11</b>	<b>90</b>	<b>9</b>	<b>79</b>	<b>21</b>	<b>142</b>	<b>14</b>	<b>107</b>	<b>9</b>	<b>70</b>	<b>16</b>	<b>126</b>	<b>694</b>



January 25, 2021

## MEMORANDUM

To: Greg Doss and Aly Pennucci  
Council Central Staff

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

Subject: CB 119981

### I. Executive Summary

On Tuesday, January 26, the Public Safety and Human Services Committee will consider CB 119981, which reduces appropriation in the Seattle Police Department's (SPD) 2021 Adopted Budget by \$5.4 million and increase appropriations in Finance General for participatory budgeting by the same amount and imposes a proviso. SPD respectfully submits this memorandum to describe the impacts of further cuts to the department's budget. The department is still assessing the effective impacts of the prior budget cuts and provisos. The preliminary results of that work are addressed herein.

To summarize:

- There will likely be additional salary savings available in 2021 due to late separations in 2020. However, if this vacancy savings is cut from the budget, SPD cannot absorb any unanticipated or unbudgeted costs in 2021.
- SPD is experiencing an extreme staffing shortage, the future effects of which are not fully known. The department has implemented some mitigation options (e.g., transfers into Patrol) to reduce the impact to emergency response services, namely 911 response. Other mitigation options, such as hiring more civilian support, are limited due to lack of budget resources and budget use restrictions.
- The department is committed to operating within its reduced overtime budget in 2021. To achieve this, SPD's capacity to work all types of events may be drastically reduced in 2021.
- The budget issues presented herein could be addressed through the supplemental budget process or separate legislation later in the year when more information is known.
- SPD will request funding from Finance General set aside for paid parental leave backfill in 2021. SPD's 2021 budget was developed with this funding transfer assumed. To increase transparency regarding this fully-anticipated allocation of centrally-held paid-parental resources, CBO will include this request in first supplement budget ordinance that will be submitted to Council.

## II. Background

Prior to the 2021 budget process, SPD was asked to use salary savings to cover personnel costs such as overtime, separation pay and other benefits. This approach generally allowed the department to have flexibility to adjust account-level budgets to meet operational needs. The use of salary savings to cover such unanticipated or unpredictable costs is standard practice throughout the City.

In the 2021 budget process, City Council made a policy decision to move away from this budget model to a more restrictive model that requires greater adherence to account-level budgets. During budget deliberations, Councilmembers expressed a strong preference for greater visibility into the department's budget and expenditures and more opportunities to review and approve specific budget appropriations in advance of work being performed.

## III. CB 119981

The stated intent of CB 119981 is to reduce SPD's budget by \$5.4M in 2021 to counteract the department's request for an equal appropriation in 2020 to reimburse the department for expenses tied to paid parental leave benefits, cash outs for higher-than-anticipated separations and citywide COVID response, including overtime for staffing testing sites and purchase of PPE for first responders. This bill has also been linked to SPD's anticipated staffing shortage attributable to additional sworn separations in the fourth quarter of 2020.

The department is providing this comprehensive overview of the 2021 budget to help inform Council's decision-making process. *While the impact of this cut cannot fully be known at this point in the year, the department herein outlines several budget issues for consideration alongside the subject bill.* Staffing and financial reports have also been provided for reference.

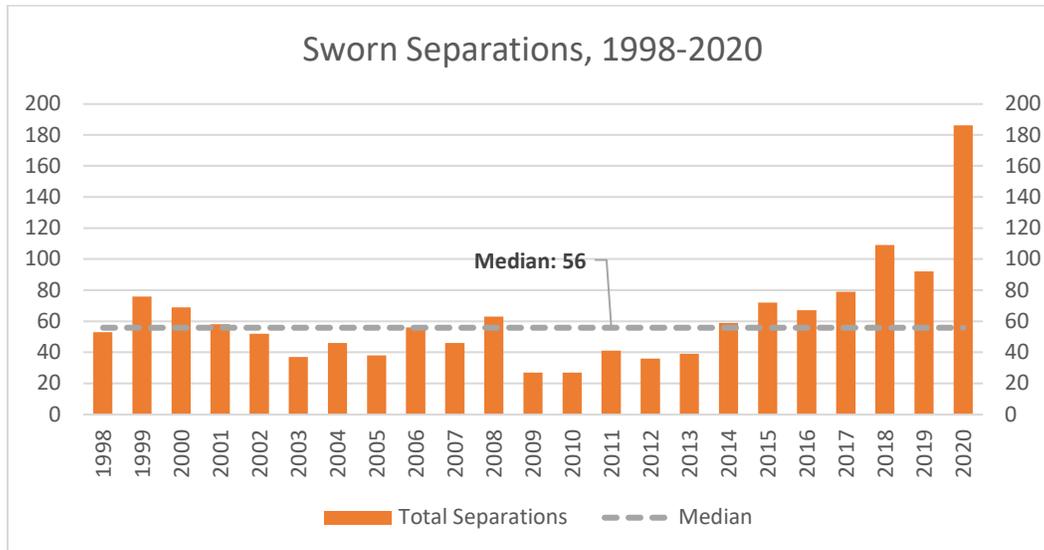
*NOTE: The COVID pandemic continues to stretch department resources, City operations and revenue streams. With the arrival of the COVID vaccine, some return to normalcy may be achieved in 2021. However, it is likely the department will continue to incur expenses related to COVID. CB 119981 was initiated, in part, because the department sought a year-end appropriation in 2020 for FEMA-reimbursable COVID-related expenditures. SPD will continue to incur costs in 2021 and will require future budget appropriations for these costs, the total of which is not known at this time and therefore excluded from this issue paper.*

*Also, the City has not closed the books on 2020. This impact statement does not factor in the year-end results, which will not be known until February 2021.*

## IV. Staffing Update

In 2020, SPD lost more officers than any other year on record. Of the 186 separations, 46% had 7 years of service or less. Combined with a hiring freeze, SPD realized a net loss of -135 officers. In a typical year, SPD would use its staffing plan (i.e., staffing model) to determine the number of hires needed to backfill for anticipated losses. This same tool has been used since 2002 with positive results until 2018 when attrition greatly exceeded calculated projections. Because it takes approximately 18 months to recruit, hire and train new officers, the efficacy of the staffing plan relies heavily on the department's ability to project future separations. Sworn separations were steady and largely predictable for the past two

decades. Attrition slowed predictably during and after economic recessions, but the proportion of fully trained leavers was in line with original attrition forecasts until 2018 when SPD lost over 100 officers, exceeding the annual attrition forecast by 51%.



The department has been asked by Council to provide updated attrition projections for 2021 for consideration alongside CB 119981. This is not possible given the variance seen in the last three years. Past attrition patterns no longer hold and advanced forecast models (e.g., autoregressive integrated moving average (ARIMA)) will not generate an attrition forecast because the inputs are not valid. Without an attrition forecast, the staffing model is not usable as a forecasting tool.

Additionally, the department's 2020 hiring projections are still in development pending the results of ongoing discussions with the Washington State Criminal Justice Training Center regarding SPD-only Academy classes. The department has contracted with the National Testing Network (NTN) to test new candidates in lieu of holding in-person tests during a pandemic. The test results for the NTN applicants will be available in February 2021. The department does not have data on the conversion rates of online applicants as this is a new process. That said, SPD has 26 candidates already scheduled for Academy starts in February 2021.

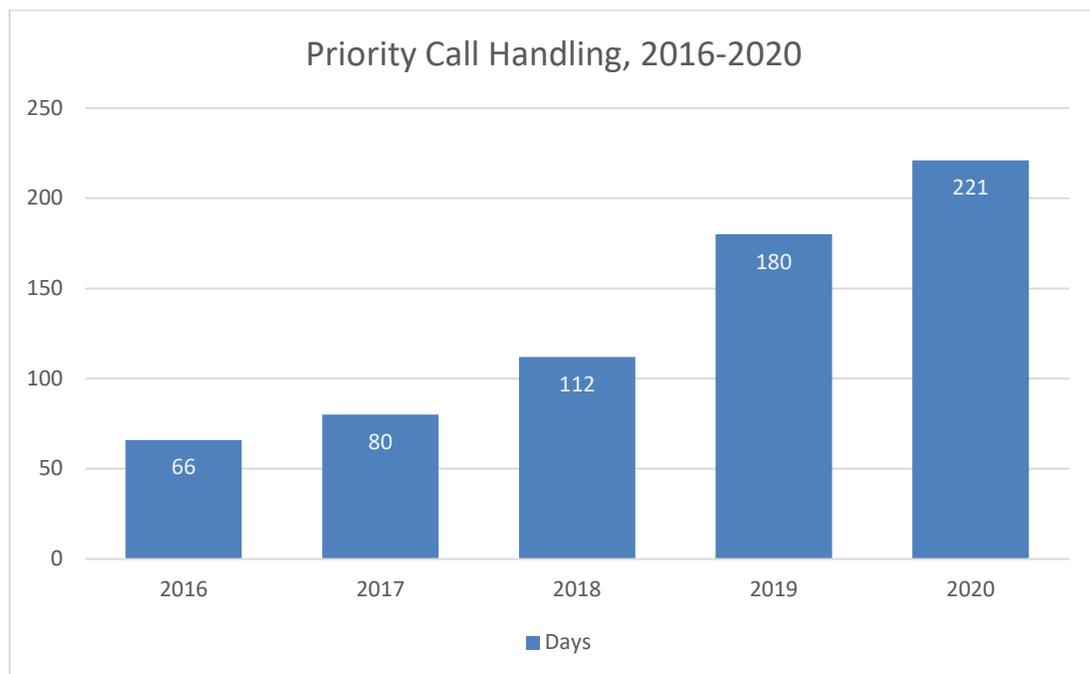
For now, the staffing model will only be updated with actuals until more information regarding future attrition and Academy availability is known. While SPD cannot provide staffing projections for the whole of 2021, the department can confirm that the loss of 49 fully trained police officers in the last two months of 2020 could generate a significant amount of salary savings in 2021. Some of these separations were already accounted for in the 2021 budget. We also know from recent history that high attrition comes with additional separation pay and overtime backfill costs. See page 9 for more information regarding separation pay.

### *Staffing Shortage*

SPD service levels will continue to decrease absent net new hires, meaningful changes to the list of police duties, an increase in overtime usage or a combination of these workload/staffing variables. The net change in deployable sworn personnel from December 2019 to December 2020 equates to a loss of 298,000 productive hours. The department and City cannot hire its way out of a police staffing shortage of this magnitude, and the remaining officers cannot be expected to completely fill this gap on overtime at the expense of employee wellness. As of today, alternative response models have not been established and emergency response duties have not been formally cut or redistributed to other entities.

Chief Diaz took steps in 2020 to move 100 officers into Patrol to address staffing and workload issues. To achieve this level of augmentation, problem-solving Community Police Teams were disbanded along with precinct-based Anti-Crime Teams. The Traffic Section was reduced to 50% capacity. Likewise, Harbor Patrol is down 40% due to attrition and could lose the ability to respond to certain types of maritime calls for service.

Despite efforts to address the staffing shortages in Patrol, SPD declared “priority call handling” status on 221 of 366 days last year, meaning the department delivered a reduced level of 911 services for at least part of the day because on-street resources from one or more precincts were depleted significantly below normal staffing. Under this circumstance, certain categories of callers are requested to re-contact SPD. They will be given an approximate time when routine services will be restored. Individual contacts are not logged. The 2020 level of priority call handling (in days) represents a 97% increase from 2018 and a 176% increase from 2017.



As mitigation options become increasingly limited, the department will be forced to make even more difficult decisions about what police services can be continued. The COVID pandemic has offered some relief in the form of reduced special event workload and decreases in certain enforcement activities. As staffing numbers continue to decline and budget resources are restricted and reduced in 2021, SPD will be forced to make additional reductions to investigative and specialty functions, most of which have already been impacted by attrition and/or prior transfer orders.

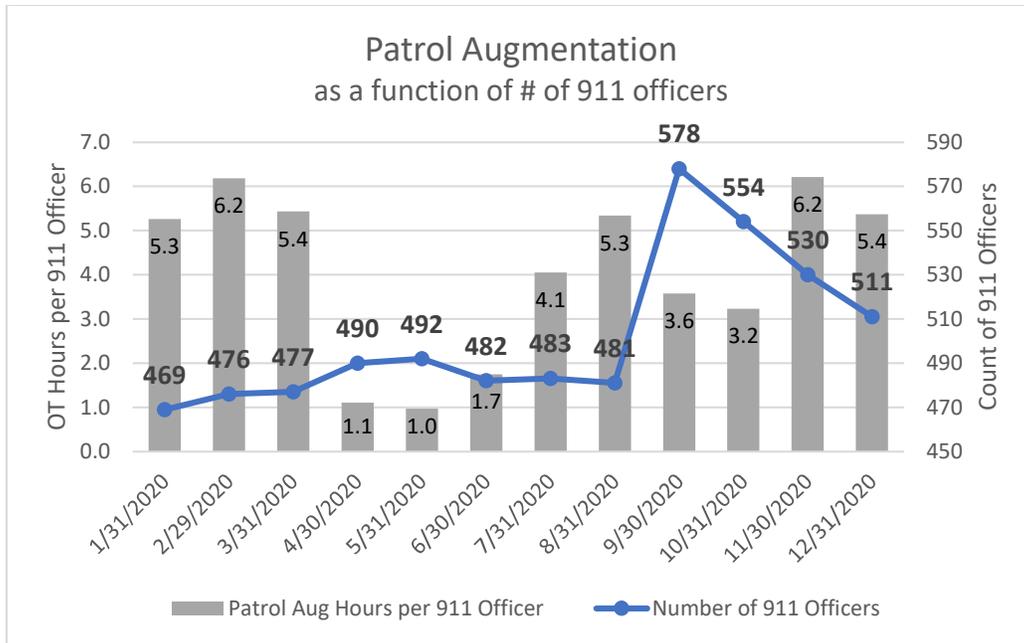
#### V. Budget Implications

With the \$5.4M savings generated by the year-end sworn separations, the department could potentially mitigate additional service impacts in the near term through various resource supplements described in the following sections. Without any additional resources or relief, the City must prepare for further, more drastic service impacts, such as increased response times, absence of police presence at City events (permitted and unpermitted events and demonstrations) and more instances of priority call handling.

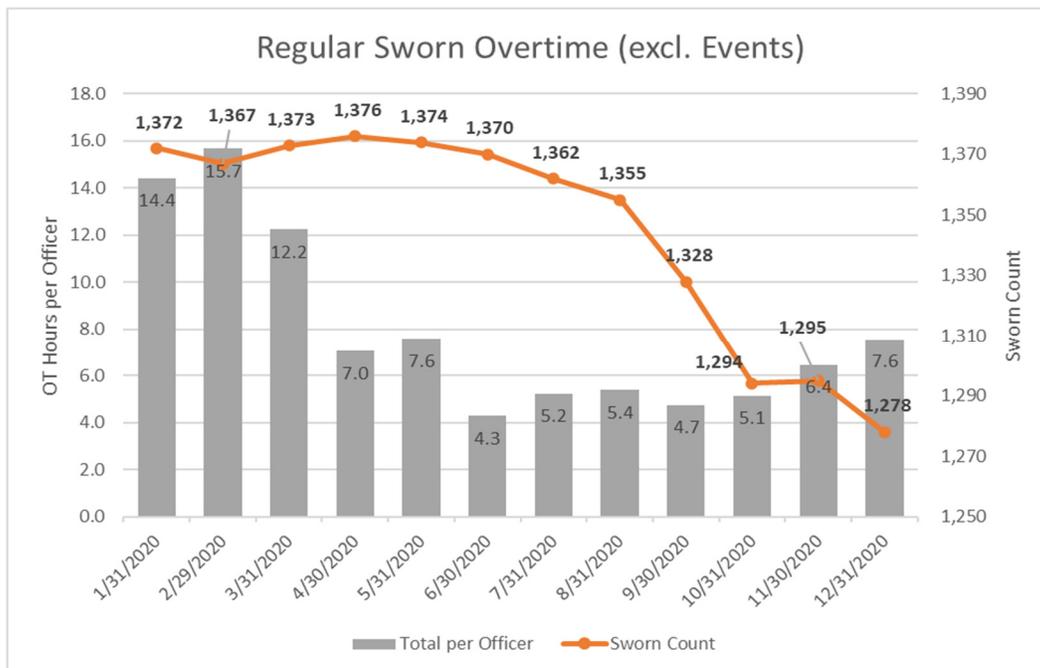
##### *Overtime*

For the last decade, it has been common practice for SPD to offset staffing shortages with overtime. The cost of a single overtime hour, typically paid at 1.5x an employee's pay rate, is actually less than the cost of a regular time hour when benefits are factored into the equation. Not only is it less expensive, it is more expedient to deploy an existing, fully trained police officer on overtime than it is to recruit, hire, outfit, train and deploy a new police officer to address increasing demands for police services. The department's capacity is expanded through the use of overtime. In fact, most ideal staffing model assessments/formulas call for a certain amount of overtime to meet overall demand, so that resources can be flexible based on need.

Under normal circumstances, overtime enables the department to do more work with fewer staff resources. That said, there are limits to how much overtime can be used to offset staffing shortages. Close monitoring of overtime usage has shown a considerable decrease in the number of overtime shifts being used in some areas where staffing has decreased. In other areas, overtime usage is increasing as staffing levels decline. The chart below shows a per capita increase in patrol augmentation overtime as precinct staffing levels decreased in the last quarter of 2020. Note, these staff counts include officers assigned to the Community Response Group created September 30, 2020. The sergeants who supervise 911 response officers have been excluded.



On the other hand, a look at all sworn overtime (excluding event overtime) in 2020 shows a lesser increase in overtime usage despite a dramatic decrease in the total number of sworn officers. It should be noted that the high levels in January and February must be considered in the face of the need for and calls for extra police presence in downtown, and investigative actions, following the mass shooting on January 22, 2020.



More work will need to be done to determine the relationship between staffing levels and overtime usage, especially where overtime is needed to meet minimum staffing requirements. There are analytic tools that can forecast likely costs of staffing shortages, which SPD seeks to use.

Finally, the department's overtime budget for 2021 was reduced by \$7.9M compared to the 2020 adopted overtime budget. As a result, SPD must prioritize overtime needs and expenditures and plan for contingencies in order to operate within the overall budget parameters set for this year. The department is still developing its overtime allocations for 2021. Early analysis suggests that the department has insufficient budget to staff all special events, meaning SPD may not be able to provide traffic control or other police services at all permitted or non-permitted special events in 2021.

Event overtime is being closely tracked and will be reported to Council on a recurring basis with the expectation that unbudgeted event overtime may require a future appropriation increase, including but not limited to overtime used to staff revenue-backed sporting events, City permitted events requiring police presence and non-permitted events with a high likelihood of traffic disruption.

### *Civilian Support*

In a normal year, public-facing civilian personnel like Crime Prevention Coordinators or Community Service Officers could help supplement precinct-based community safety services. However, SPD's budget for civilian personnel was reduced by over \$4M in 2021. To achieve this cut, the department must maintain a minimum of 40 civilian vacancies through the year.

SPD has several vacant civilian positions that could be funded through \$1.4M in sworn salary savings. The positions below provide important services and are considered a high priority to the department. SPD has been unable to fill most of these positions due to the ongoing hiring freeze initiated in 2020 and further budget cuts and provisos imposed in 2020 and 2021. Filling these positions would partially offset some of the impacts caused by the sworn staffing deficit:

- *Crime Prevention Coordinator (CPC) – North Seattle (2.0 FTE), one new and one vacant since April 2020, \$236,378*  
The department currently has 5 CPC positions. CPCs work with businesses, residents and crime victims to develop crime prevention strategies, disseminate information and promote community collaboration.
- *Community Service Officers (CSOs) – citywide (4.0 FTE) – one vacant since August 2020, 1 vacant since September 2020, 2 positions never filled, \$467,628*  
These four positions would join the newly formed CSO unit, currently comprised of 2 squads.
- *Community Service Officer Supervisor – citywide (1.0 FTE) – position never filled, \$128,825*  
This position is responsible for supervising the third CSO squad that was delayed due to the COVID pandemic and related hiring freeze.
- *Management Systems Analyst Supervisor – citywide (1.0 FTE) – vacant since November 2020, \$159,100*  
This position works in the Data-Driven Policing Section and is responsible for data management, analysis and dissemination via automated internal and external dashboards. If

- this position remains unfilled, the department will struggle to meet its data reporting requirements, including Council-mandated reports.
- *Admin Staff Analyst – citywide (2.0 FTE) – NEW, \$252,682*  
The department has two vacant administrative positions that could be repurposed to address SPD’s growing public disclosure backlog. Currently, the department has approximately 2,807 open requests, and the average PDR workload is estimated at 300-400 open requests per Public Disclosure Officer. In 2020, SPD received over 9,000 individual requests (as compared to 8,045 PDRs received in 2019, and 7,209 PDRs received in 2018).
  - *Sr. Management Systems Analyst – citywide (1.0 FTE) - NEW, \$149,336*  
In 2021, the number of recurring and one-time reports requested by Council increased dramatically (23 in 2020 versus approx. 110 in 2021) in addition to increased reporting as part of the Mayor’s Executive Order and new Consent Decree requirements. The majority of this work is being performed by the same four Budget/Finance staff responsible for budget development and monitoring. This group does not have capacity to meet the new reporting requirements in a timely manner. This position would also support the development of automated reports and public-facing budget dashboards.

If Council cuts \$5.4M from the department’s budget via CB 119981, SPD will be unable to fill these civilian positions in 2021.

### *Technology Needs*

The department is currently researching ways to leverage technology to address the growing staffing deficit and respond to calls for more transparency and accountability. In 2020, SPD processed 37% of its calls for service via online and telephone reporting, up 14% from 2019. Continued investment in online platforms is a cost-effective way to meet public demand for reporting services while reducing in-person police contacts.

Additionally, there is a critical need for investment in the maintenance of the Data Analytics Platform (DAP) and in new models for determining minimum police staffing (in response to questions about the appropriate size of the police department) and for predicting and guiding interventions for employees exhibiting signs they need support (in response to research findings that the threshold-based early intervention system (EIS) is relatively ineffective).<sup>1</sup> The department is looking to build on existing platforms, like version one of the DAP, which was instrumental in satisfying SPD’s initial obligations under the Consent Decree. DAP 1.0 has served to identify critical insights and gaps in our understanding but is based on an outdated and inefficient design, creating limitations that restrict its usefulness. DAP 1.0 was originally designed to respond to a specific set of requirements under the Consent Decree. Since then, the DAP use cases have grown dramatically as the platform was used to meet increasing demands for non-Consent Decree related information and analysis.

These new technology and automated services would help SPD rebuild community trust and promote a healthy agency culture. The referenced upgrades were identified as part of the ongoing re-envisioning work, with input from internal and external partners, and would provide invaluable insight and

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<sup>1</sup> James, S., James, L. & Dotson, L. Evaluating the effectiveness of a police department’s early intervention system. *J Exp Criminol* (2020). <https://doi.org/10.1007/s11292-019-09397-8>

enhanced capabilities to inform this important work. The department prefers to initiate these projects immediately to avoid unnecessary delays and impede progress. An additional cut to SPD's budget in 2021 will inhibit the financing of the critical technology upgrades and improvements needed to implement community safety reforms and deliver fair and equitable police services.

### *Separation Pay*

CB 119981 was initiated to reduce SPD's budget in 2021 for general fund reimbursement for separation pay in 2020. Due to the high number of separations in 2020 and a combined mid-year budget cut of \$19.5M, SPD was unable to absorb the increased cost of separation pay last year. Similarly, SPD will be unable to absorb the estimated \$1.1M to \$1.8M separation pay overage in 2021 due to the budget cuts already imposed during the 2021 budget process. The department could use the salary savings from officers who separated late in 2020; however, the subject cut removes that funding from SPD's budget. If the department is expected to absorb these costs in 2021, it would need to identify additional savings in other account categories. This would cause additional service interruptions and/or reductions (see above). Historically, SPD used salary savings to cover this expense.

For budget planning purposes, the department is currently using a range to estimate the cost of separation pay this year. For this estimate, the low-end sworn attrition estimate includes 79 separations and high-end includes 107. Note, recruits and Phase 2 student officers were excluded from the attrition count. The civilian separation counts were adjusted to account for the mid-year transfer of Parking Enforcement and Communications Center personnel.

<b>2021 Budget - Separation Pay</b>	<b>\$898,374</b>		
<b>2021 Separation Pay Estimate</b>	<b>Avg Unit Cost</b>	<b>Projected Expense (est.)</b>	<b>Budget Shortfall (est.)</b>
Low - 113 total separations	\$ 18,000	\$ 2,034,000	\$ (1,135,626)
High - 152 total separations	\$ 18,000	\$ 2,736,000	\$ (1,837,626)

### *Paid Parental Leave*

The City Budget Office (CBO) has historically recommended against providing City departments with an adopted budget appropriation for paid parental leave (PPL). As a relatively new benefit, CBO did not have a methodology to predict PPL needs by department. Because of this, all appropriation for PPL is kept in Finance General and distributed based on actual utilization within the departments. Because of this, SPD does not use salary savings to cover PPL costs and will continue to ask for a supplemental budget appropriation for these costs. In 2021, the department estimates backfill cost for PPL will be around \$1.8M. This estimate is based on 2020 needs.

If SPD, alone, is asked to cover these costs with its already reduced budget and, again, will not receive funds from the Finance General set-aside, the Chief will have to identify additional service reductions to ensure the department can cover the costs of back-filling these individuals. It is important to remember that a sworn officer on leave cannot be replaced by a temporary hire given the requirements for being a sworn officer. The only way to replace an officer who normally would be on the streets responding to community calls, is to supplement that position with an officer on overtime pay. Current staffing

realities further restrict the department's capacity to operationally absorb the provision of this benefit without the use of additional overtime funds.

#### VI. Conclusion

It is too early in the year to determine the full impact of the proposed \$5.4M budget transfer. While salary savings may accrue in 2021 as a result of year-end attrition, the department recommends that Council give thoughtful consideration to the challenges facing the department and recognize the uncertainty surrounding the budget issues outlined above before repurposing department funds.

#### Attachments:

- Overtime Actuals – 2019 and 2020
- Staffing model with actuals through 2020 and template for 2021-2022
- Precinct Staffing Reports for November and December 2020
- SPD Communications Center Policy and Directive regarding Priority Call Handling



SEATTLE CITY COUNCIL  
**CENTRAL STAFF**

# Council Bill 119981

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GREG DOSS, ANALYST & ALY PENNUCCI, BUDGET MANAGER

PUBLIC SAFETY AND HUMAN SERVICES COMMITTEE  
JANUARY 26, 2021

# CB 119981 Summary

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Amends the 2021 Adopted Budget as follows:

- Cuts \$5.4 million from SPD's 2021 Budget
- Adds \$5.4 million to Finance General (FG) to fund recommendations stemming from the City's Participatory Budget process; and
- Impose a proviso on the \$5.4 million in FG

# Background

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- Resolution (RES) 31962: Identifies steps Council intended to take to related to public safety, including:
  - Not supporting increases to SPD's budget to offset overtime expenditures above the funds budgeted in 2020 or 2021
  - Funding community-led activities to accompany defunding of the Police department
- Ordinance (ORD) 126257 - 2020 Q4 Supplemental Budget Ordinance
  - Added \$5.4 million to SPD's 2020 budget

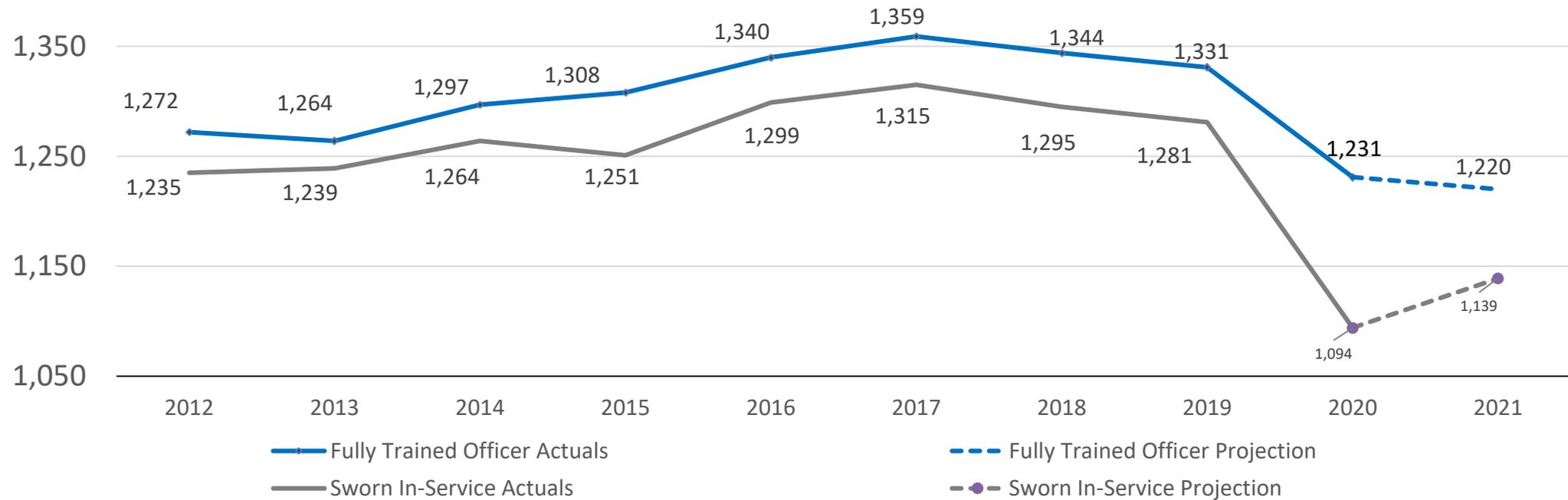
# Separations and Funding for Sworn Offices

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- SPD separated a total of 186 officers in 2020
- Could result in as much as \$7.7 million in salary savings in 2021

*\* However, those savings will be offset at least in part by the separation pay needed for additional departures that are now expected in 2021*

# Fully Trained Officers and Officers In-Service 2012-2020



# Number of FTEs Funded

	2021 Adopted Budget	Adjusted Based on CS Analysis	Difference
<b>Average annual FTE</b>	1,343	1,289	54
<b>Fully Trained Offices</b>	1,286	1,220	66
<b>Officers-in-Service</b>	1,222	1,139	83
<b>New Hires</b>	114	114	-
<b>Assumed Separations</b>	114	114	-

# SPD's Request for Funding Considerations

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- \$1.1-1.8 million for separation pay
- \$1.4 million for civilian hires
- Funding for technology upgrades  
*(Amount TBD)*

# Considerations for next Committee Discussion

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1. Reduce or eliminate the proposed \$5.4 million and flexibility to use those funds for:
  - Separation pay, civilian hires and technology upgrades;
  - Overtime costs associated with patrol augmentation;
  - Special events in case a COVID vaccine allows for a resurgence in special events late in 2021; and/ or
  - Council identified priorities
2. Reduce or eliminate the proposed \$5.4 million cut to SPD's 2021 budget and impose a proviso on remaining funds

# Questions?



January 25, 2021

## MEMORANDUM

To: Greg Doss and Aly Pennucci  
Council Central Staff

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

Subject: CB 119981

### I. Executive Summary

On Tuesday, January 26, the Public Safety and Human Services Committee will consider CB 119981, which reduces appropriation in the Seattle Police Department's (SPD) 2021 Adopted Budget by \$5.4 million and increase appropriations in Finance General for participatory budgeting by the same amount and imposes a proviso. SPD respectfully submits this memorandum to describe the impacts of further cuts to the department's budget. The department is still assessing the effective impacts of the prior budget cuts and provisos. The preliminary results of that work are addressed herein.

To summarize:

- There will likely be additional salary savings available in 2021 due to late separations in 2020. However, if this vacancy savings is cut from the budget, SPD cannot absorb any unanticipated or unbudgeted costs in 2021.
- SPD is experiencing an extreme staffing shortage, the future effects of which are not fully known. The department has implemented some mitigation options (e.g., transfers into Patrol) to reduce the impact to emergency response services, namely 911 response. Other mitigation options, such as hiring more civilian support, are limited due to lack of budget resources and budget use restrictions.
- The department is committed to operating within its reduced overtime budget in 2021. To achieve this, SPD's capacity to work all types of events may be drastically reduced in 2021.
- The budget issues presented herein could be addressed through the supplemental budget process or separate legislation later in the year when more information is known.
- SPD will request funding from Finance General set aside for paid parental leave backfill in 2021. SPD's 2021 budget was developed with this funding transfer assumed. To increase transparency regarding this fully-anticipated allocation of centrally-held paid-parental resources, CBO will include this request in first supplement budget ordinance that will be submitted to Council.

## II. Background

Prior to the 2021 budget process, SPD was asked to use salary savings to cover personnel costs such as overtime, separation pay and other benefits. This approach generally allowed the department to have flexibility to adjust account-level budgets to meet operational needs. The use of salary savings to cover such unanticipated or unpredictable costs is standard practice throughout the City.

In the 2021 budget process, City Council made a policy decision to move away from this budget model to a more restrictive model that requires greater adherence to account-level budgets. During budget deliberations, Councilmembers expressed a strong preference for greater visibility into the department's budget and expenditures and more opportunities to review and approve specific budget appropriations in advance of work being performed.

## III. CB 119981

The stated intent of CB 119981 is to reduce SPD's budget by \$5.4M in 2021 to counteract the department's request for an equal appropriation in 2020 to reimburse the department for expenses tied to paid parental leave benefits, cash outs for higher-than-anticipated separations and citywide COVID response, including overtime for staffing testing sites and purchase of PPE for first responders. This bill has also been linked to SPD's anticipated staffing shortage attributable to additional sworn separations in the fourth quarter of 2020.

The department is providing this comprehensive overview of the 2021 budget to help inform Council's decision-making process. *While the impact of this cut cannot fully be known at this point in the year, the department herein outlines several budget issues for consideration alongside the subject bill.* Staffing and financial reports have also been provided for reference.

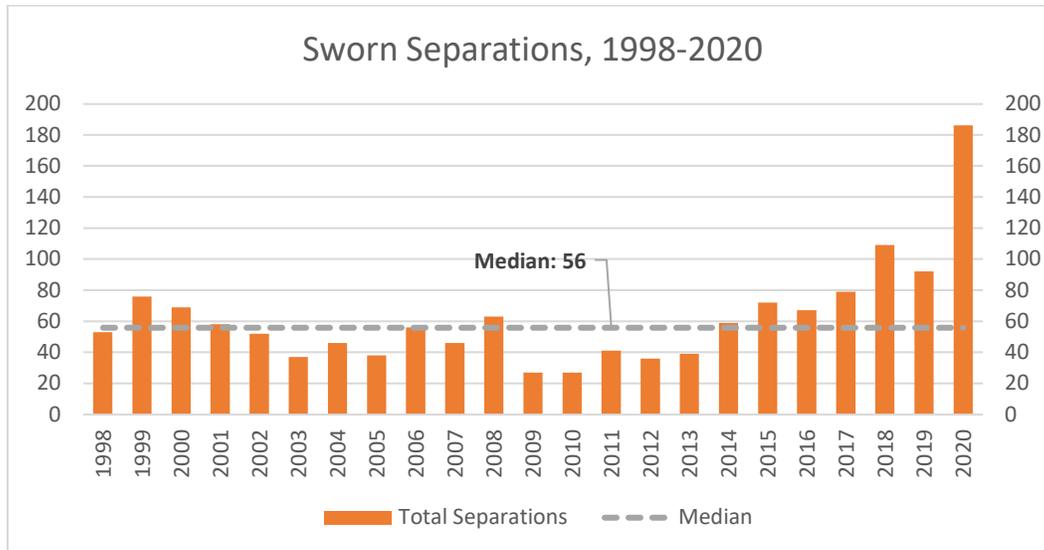
*NOTE: The COVID pandemic continues to stretch department resources, City operations and revenue streams. With the arrival of the COVID vaccine, some return to normalcy may be achieved in 2021. However, it is likely the department will continue to incur expenses related to COVID. CB 119981 was initiated, in part, because the department sought a year-end appropriation in 2020 for FEMA-reimbursable COVID-related expenditures. SPD will continue to incur costs in 2021 and will require future budget appropriations for these costs, the total of which is not known at this time and therefore excluded from this issue paper.*

*Also, the City has not closed the books on 2020. This impact statement does not factor in the year-end results, which will not be known until February 2021.*

## IV. Staffing Update

In 2020, SPD lost more officers than any other year on record. Of the 186 separations, 46% had 7 years of service or less. Combined with a hiring freeze, SPD realized a net loss of -135 officers. In a typical year, SPD would use its staffing plan (i.e., staffing model) to determine the number of hires needed to backfill for anticipated losses. This same tool has been used since 2002 with positive results until 2018 when attrition greatly exceeded calculated projections. Because it takes approximately 18 months to recruit, hire and train new officers, the efficacy of the staffing plan relies heavily on the department's ability to project future separations. Sworn separations were steady and largely predictable for the past two

decades. Attrition slowed predictably during and after economic recessions, but the proportion of fully trained leavers was in line with original attrition forecasts until 2018 when SPD lost over 100 officers, exceeding the annual attrition forecast by 51%.



The department has been asked by Council to provide updated attrition projections for 2021 for consideration alongside CB 119981. This is not possible given the variance seen in the last three years. Past attrition patterns no longer hold and advanced forecast models (e.g., autoregressive integrated moving average (ARIMA)) will not generate an attrition forecast because the inputs are not valid. Without an attrition forecast, the staffing model is not usable as a forecasting tool.

Additionally, the department's 2020 hiring projections are still in development pending the results of ongoing discussions with the Washington State Criminal Justice Training Center regarding SPD-only Academy classes. The department has contracted with the National Testing Network (NTN) to test new candidates in lieu of holding in-person tests during a pandemic. The test results for the NTN applicants will be available in February 2021. The department does not have data on the conversion rates of online applicants as this is a new process. That said, SPD has 26 candidates already scheduled for Academy starts in February 2021.

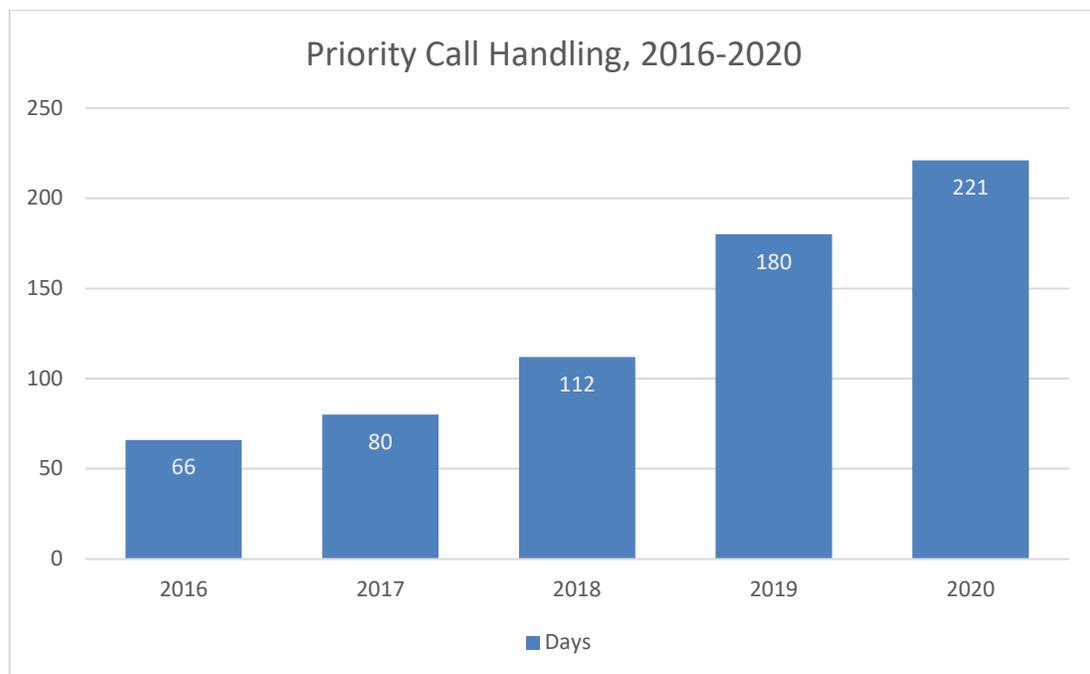
For now, the staffing model will only be updated with actuals until more information regarding future attrition and Academy availability is known. While SPD cannot provide staffing projections for the whole of 2021, the department can confirm that the loss of 49 fully trained police officers in the last two months of 2020 could generate a significant amount of salary savings in 2021. Some of these separations were already accounted for in the 2021 budget. We also know from recent history that high attrition comes with additional separation pay and overtime backfill costs. See page 9 for more information regarding separation pay.

### Staffing Shortage

SPD service levels will continue to decrease absent net new hires, meaningful changes to the list of police duties, an increase in overtime usage or a combination of these workload/staffing variables. The net change in deployable sworn personnel from December 2019 to December 2020 equates to a loss of 298,000 productive hours. The department and City cannot hire its way out of a police staffing shortage of this magnitude, and the remaining officers cannot be expected to completely fill this gap on overtime at the expense of employee wellness. As of today, alternative response models have not been established and emergency response duties have not been formally cut or redistributed to other entities.

Chief Diaz took steps in 2020 to move 100 officers into Patrol to address staffing and workload issues. To achieve this level of augmentation, problem-solving Community Police Teams were disbanded along with precinct-based Anti-Crime Teams. The Traffic Section was reduced to 50% capacity. Likewise, Harbor Patrol is down 40% due to attrition and could lose the ability to respond to certain types of maritime calls for service.

Despite efforts to address the staffing shortages in Patrol, SPD declared “priority call handling” status on 221 of 366 days last year, meaning the department delivered a reduced level of 911 services for at least part of the day because on-street resources from one or more precincts were depleted significantly below normal staffing. Under this circumstance, certain categories of callers are requested to re-contact SPD. They will be given an approximate time when routine services will be restored. Individual contacts are not logged. The 2020 level of priority call handling (in days) represents a 97% increase from 2018 and a 176% increase from 2017.



As mitigation options become increasingly limited, the department will be forced to make even more difficult decisions about what police services can be continued. The COVID pandemic has offered some relief in the form of reduced special event workload and decreases in certain enforcement activities. As staffing numbers continue to decline and budget resources are restricted and reduced in 2021, SPD will be forced to make additional reductions to investigative and specialty functions, most of which have already been impacted by attrition and/or prior transfer orders.

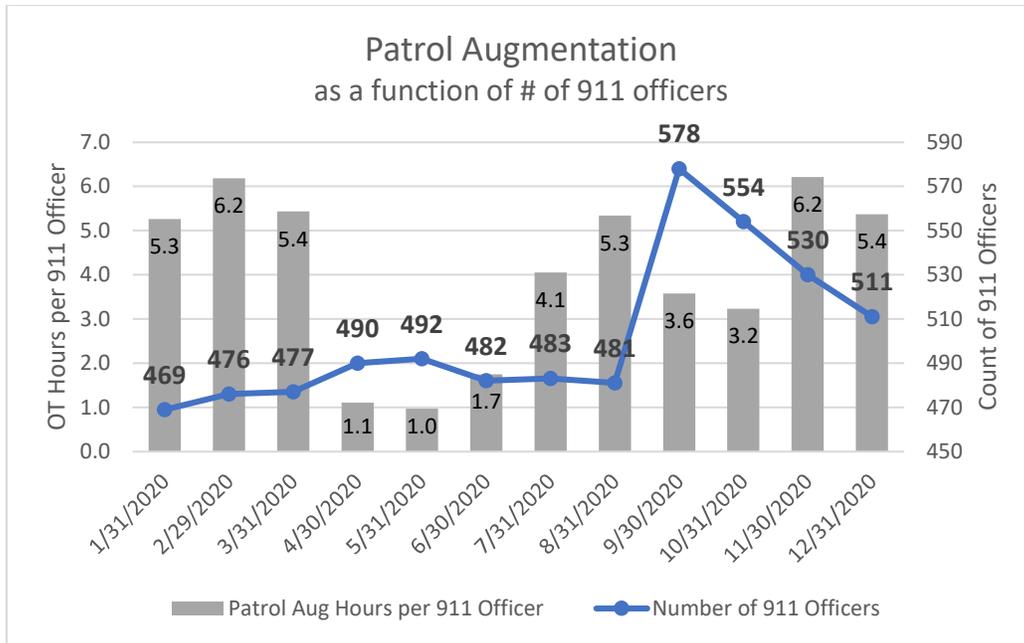
#### V. Budget Implications

With the \$5.4M savings generated by the year-end sworn separations, the department could potentially mitigate additional service impacts in the near term through various resource supplements described in the following sections. Without any additional resources or relief, the City must prepare for further, more drastic service impacts, such as increased response times, absence of police presence at City events (permitted and unpermitted events and demonstrations) and more instances of priority call handling.

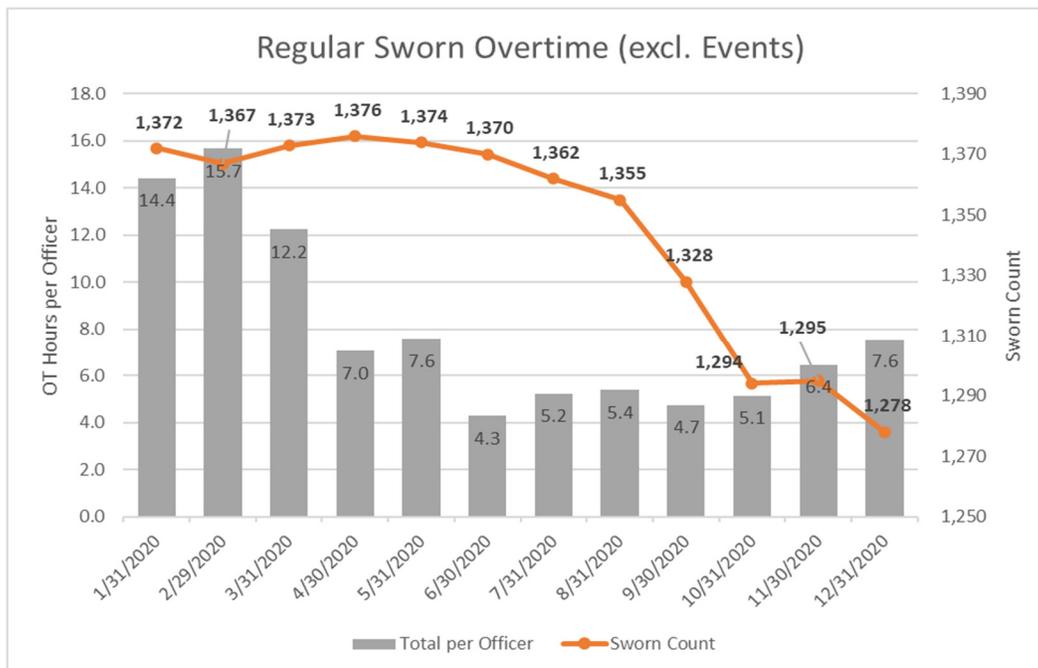
#### *Overtime*

For the last decade, it has been common practice for SPD to offset staffing shortages with overtime. The cost of a single overtime hour, typically paid at 1.5x an employee's pay rate, is actually less than the cost of a regular time hour when benefits are factored into the equation. Not only is it less expensive, it is more expedient to deploy an existing, fully trained police officer on overtime than it is to recruit, hire, outfit, train and deploy a new police officer to address increasing demands for police services. The department's capacity is expanded through the use of overtime. In fact, most ideal staffing model assessments/formulas call for a certain amount of overtime to meet overall demand, so that resources can be flexible based on need.

Under normal circumstances, overtime enables the department to do more work with fewer staff resources. That said, there are limits to how much overtime can be used to offset staffing shortages. Close monitoring of overtime usage has shown a considerable decrease in the number of overtime shifts being used in some areas where staffing has decreased. In other areas, overtime usage is increasing as staffing levels decline. The chart below shows a per capita increase in patrol augmentation overtime as precinct staffing levels decreased in the last quarter of 2020. Note, these staff counts include officers assigned to the Community Response Group created September 30, 2020. The sergeants who supervise 911 response officers have been excluded.



On the other hand, a look at all sworn overtime (excluding event overtime) in 2020 shows a lesser increase in overtime usage despite a dramatic decrease in the total number of sworn officers. It should be noted that the high levels in January and February must be considered in the face of the need for and calls for extra police presence in downtown, and investigative actions, following the mass shooting on January 22, 2020.



More work will need to be done to determine the relationship between staffing levels and overtime usage, especially where overtime is needed to meet minimum staffing requirements. There are analytic tools that can forecast likely costs of staffing shortages, which SPD seeks to use.

Finally, the department's overtime budget for 2021 was reduced by \$7.9M compared to the 2020 adopted overtime budget. As a result, SPD must prioritize overtime needs and expenditures and plan for contingencies in order to operate within the overall budget parameters set for this year. The department is still developing its overtime allocations for 2021. Early analysis suggests that the department has insufficient budget to staff all special events, meaning SPD may not be able to provide traffic control or other police services at all permitted or non-permitted special events in 2021.

Event overtime is being closely tracked and will be reported to Council on a recurring basis with the expectation that unbudgeted event overtime may require a future appropriation increase, including but not limited to overtime used to staff revenue-backed sporting events, City permitted events requiring police presence and non-permitted events with a high likelihood of traffic disruption.

### *Civilian Support*

In a normal year, public-facing civilian personnel like Crime Prevention Coordinators or Community Service Officers could help supplement precinct-based community safety services. However, SPD's budget for civilian personnel was reduced by over \$4M in 2021. To achieve this cut, the department must maintain a minimum of 40 civilian vacancies through the year.

SPD has several vacant civilian positions that could be funded through \$1.4M in sworn salary savings. The positions below provide important services and are considered a high priority to the department. SPD has been unable to fill most of these positions due to the ongoing hiring freeze initiated in 2020 and further budget cuts and provisos imposed in 2020 and 2021. Filling these positions would partially offset some of the impacts caused by the sworn staffing deficit:

- *Crime Prevention Coordinator (CPC) – North Seattle (2.0 FTE), one new and one vacant since April 2020, \$236,378*  
The department currently has 5 CPC positions. CPCs work with businesses, residents and crime victims to develop crime prevention strategies, disseminate information and promote community collaboration.
- *Community Service Officers (CSOs) – citywide (4.0 FTE) – one vacant since August 2020, 1 vacant since September 2020, 2 positions never filled, \$467,628*  
These four positions would join the newly formed CSO unit, currently comprised of 2 squads.
- *Community Service Officer Supervisor – citywide (1.0 FTE) – position never filled, \$128,825*  
This position is responsible for supervising the third CSO squad that was delayed due to the COVID pandemic and related hiring freeze.
- *Management Systems Analyst Supervisor – citywide (1.0 FTE) – vacant since November 2020, \$159,100*  
This position works in the Data-Driven Policing Section and is responsible for data management, analysis and dissemination via automated internal and external dashboards. If

this position remains unfilled, the department will struggle to meet its data reporting requirements, including Council-mandated reports.

- *Admin Staff Analyst – citywide (2.0 FTE) – NEW, \$252,682*

The department has two vacant administrative positions that could be repurposed to address SPD's growing public disclosure backlog. Currently, the department has approximately 2,807 open requests, and the average PDR workload is estimated at 300-400 open requests per Public Disclosure Officer. In 2020, SPD received over 9,000 individual requests (as compared to 8,045 PDRs received in 2019, and 7,209 PDRs received in 2018).

- *Sr. Management Systems Analyst – citywide (1.0 FTE) - NEW, \$149,336*

In 2021, the number of recurring and one-time reports requested by Council increased dramatically (23 in 2020 versus approx. 110 in 2021) in addition to increased reporting as part of the Mayor's Executive Order and new Consent Decree requirements. The majority of this work is being performed by the same four Budget/Finance staff responsible for budget development and monitoring. This group does not have capacity to meet the new reporting requirements in a timely manner. This position would also support the development of automated reports and public-facing budget dashboards.

If Council cuts \$5.4M from the department's budget via CB 119981, SPD will be unable to fill these civilian positions in 2021.

### *Technology Needs*

The department is currently researching ways to leverage technology to address the growing staffing deficit and respond to calls for more transparency and accountability. In 2020, SPD processed 37% of its calls for service via online and telephone reporting, up 14% from 2019. Continued investment in online platforms is a cost-effective way to meet public demand for reporting services while reducing in-person police contacts.

Additionally, there is a critical need for investment in the maintenance of the Data Analytics Platform (DAP) and in new models for determining minimum police staffing (in response to questions about the appropriate size of the police department) and for predicting and guiding interventions for employees exhibiting signs they need support (in response to research findings that the threshold-based early intervention system (EIS) is relatively ineffective).<sup>1</sup> The department is looking to build on existing platforms, like version one of the DAP, which was instrumental in satisfying SPD's initial obligations under the Consent Decree. DAP 1.0 has served to identify critical insights and gaps in our understanding but is based on an outdated and inefficient design, creating limitations that restrict its usefulness. DAP 1.0 was originally designed to respond to a specific set of requirements under the Consent Decree. Since then, the DAP use cases have grown dramatically as the platform was used to meet increasing demands for non-Consent Decree related information and analysis.

These new technology and automated services would help SPD rebuild community trust and promote a healthy agency culture. The referenced upgrades were identified as part of the ongoing re-envisioning work, with input from internal and external partners, and would provide invaluable insight and

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<sup>1</sup> James, S., James, L. & Dotson, L. Evaluating the effectiveness of a police department's early intervention system. *J Exp Criminol* (2020). <https://doi.org/10.1007/s11292-019-09397-8>

enhanced capabilities to inform this important work. The department prefers to initiate these projects immediately to avoid unnecessary delays and impede progress. An additional cut to SPD's budget in 2021 will inhibit the financing of the critical technology upgrades and improvements needed to implement community safety reforms and deliver fair and equitable police services.

### *Separation Pay*

CB 119981 was initiated to reduce SPD's budget in 2021 for general fund reimbursement for separation pay in 2020. Due to the high number of separations in 2020 and a combined mid-year budget cut of \$19.5M, SPD was unable to absorb the increased cost of separation pay last year. Similarly, SPD will be unable to absorb the estimated \$1.1M to \$1.8M separation pay overage in 2021 due to the budget cuts already imposed during the 2021 budget process. The department could use the salary savings from officers who separated late in 2020; however, the subject cut removes that funding from SPD's budget. If the department is expected to absorb these costs in 2021, it would need to identify additional savings in other account categories. This would cause additional service interruptions and/or reductions (see above). Historically, SPD used salary savings to cover this expense.

For budget planning purposes, the department is currently using a range to estimate the cost of separation pay this year. For this estimate, the low-end sworn attrition estimate includes 79 separations and high-end includes 107. Note, recruits and Phase 2 student officers were excluded from the attrition count. The civilian separation counts were adjusted to account for the mid-year transfer of Parking Enforcement and Communications Center personnel.

<b>2021 Budget - Separation Pay</b>	<b>\$898,374</b>		
<b>2021 Separation Pay Estimate</b>	<b>Avg Unit Cost</b>	<b>Projected Expense (est.)</b>	<b>Budget Shortfall (est.)</b>
Low - 113 total separations	\$ 18,000	\$ 2,034,000	\$ (1,135,626)
High - 152 total separations	\$ 18,000	\$ 2,736,000	\$ (1,837,626)

### *Paid Parental Leave*

The City Budget Office (CBO) has historically recommended against providing City departments with an adopted budget appropriation for paid parental leave (PPL). As a relatively new benefit, CBO did not have a methodology to predict PPL needs by department. Because of this, all appropriation for PPL is kept in Finance General and distributed based on actual utilization within the departments. Because of this, SPD does not use salary savings to cover PPL costs and will continue to ask for a supplemental budget appropriation for these costs. In 2021, the department estimates backfill cost for PPL will be around \$1.8M. This estimate is based on 2020 needs.

If SPD, alone, is asked to cover these costs with its already reduced budget and, again, will not receive funds from the Finance General set-aside, the Chief will have to identify additional service reductions to ensure the department can cover the costs of back-filling these individuals. It is important to remember that a sworn officer on leave cannot be replaced by a temporary hire given the requirements for being a sworn officer. The only way to replace an officer who normally would be on the streets responding to community calls, is to supplement that position with an officer on overtime pay. Current staffing

realities further restrict the department's capacity to operationally absorb the provision of this benefit without the use of additional overtime funds.

#### VI. Conclusion

It is too early in the year to determine the full impact of the proposed \$5.4M budget transfer. While salary savings may accrue in 2021 as a result of year-end attrition, the department recommends that Council give thoughtful consideration to the challenges facing the department and recognize the uncertainty surrounding the budget issues outlined above before repurposing department funds.

#### Attachments:

- Overtime Actuals – 2019 and 2020
- Staffing model with actuals through 2020 and template for 2021-2022
- Precinct Staffing Reports for November and December 2020
- SPD Communications Center Policy and Directive regarding Priority Call Handling



# Council Briefing:

Seattle Police Department Staffing Trends  
& 9-1-1 Call Response Impacts

March 9, 2021



## Overview

- 2021 Budget reductions
- Staffing Levels and Attrition Trends
- Impacts to 9-1-1 Call Response Times
- Public Safety & Consent Decree Obligations



# 2021 BUDGET REDUCTIONS

*The SPD budget was reduced by \$46M in the 2021 Adopted Budget.*





# CASCADING IMPACTS

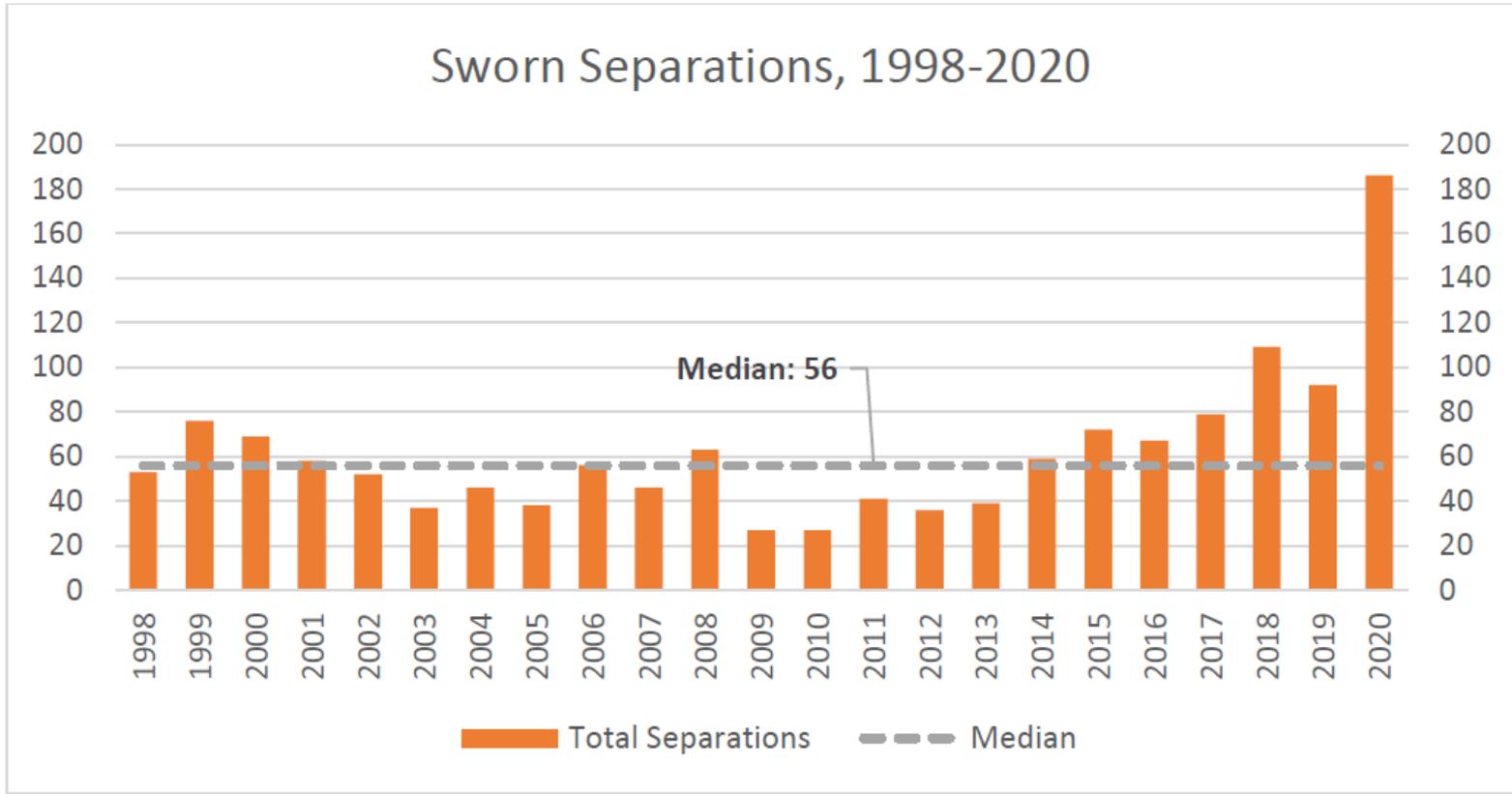
- Due to the cascading impacts of COVID-19, threats of lay-offs, and recent budget reductions, SPD is experiencing extreme staffing shortages, the future effects of which are not fully known.
- Mitigation options have been implemented to reduce impacts to emergency response services, namely 911 response. Other mitigation options, such as hiring more civilian support, are limited due to budget reductions and restrictions.
- The department is committed to operating within its reduced overtime budget in 2021. To achieve this, SPD's ability to support the COVID-19 vaccination effort may be limited and special event staffing capacity could be drastically reduced in 2021.



# Staffing Levels and Attrition Trends

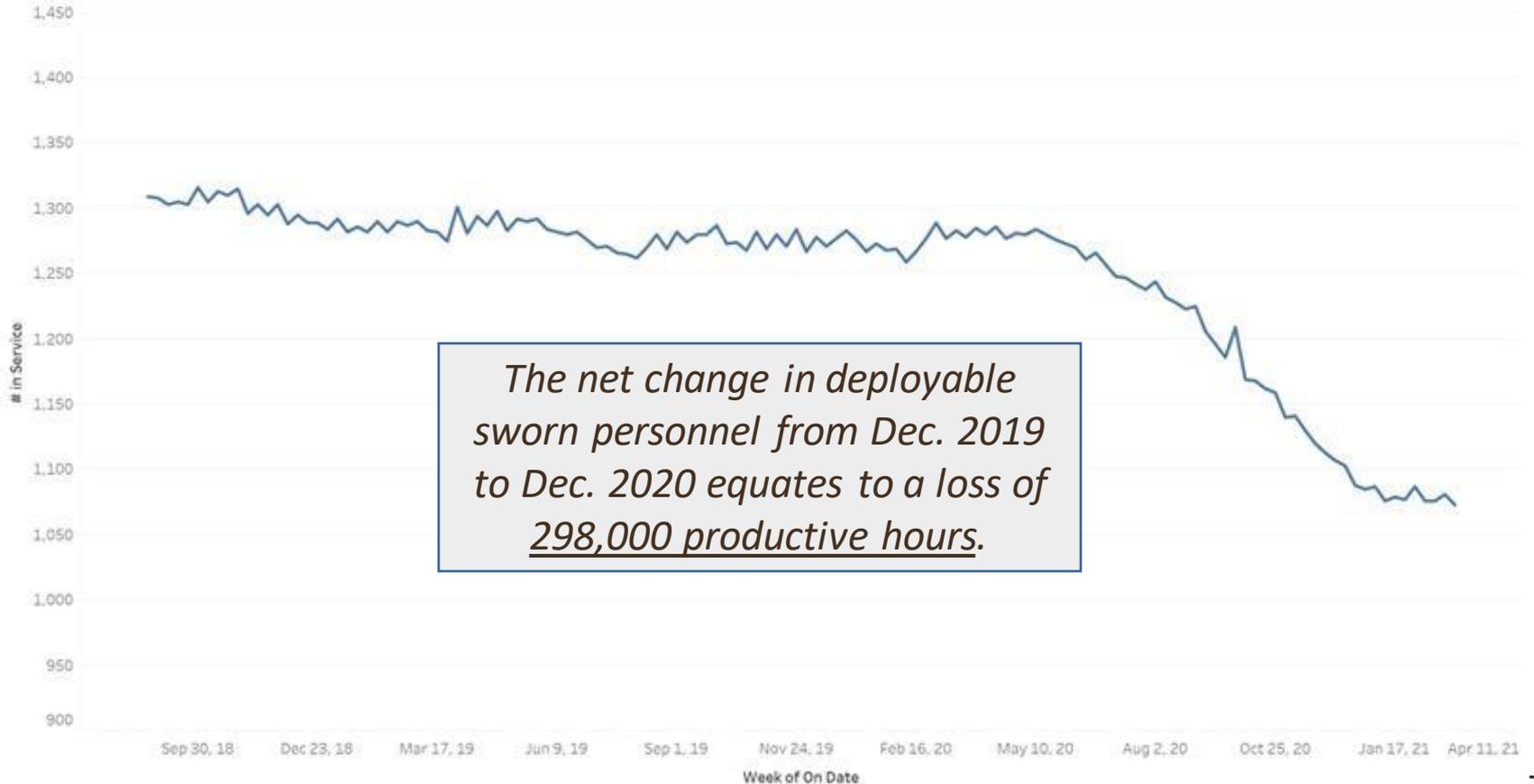


# RECORD HIGH ATTRITION





# DECREASE IN DEPLOYABLE OFFICERS

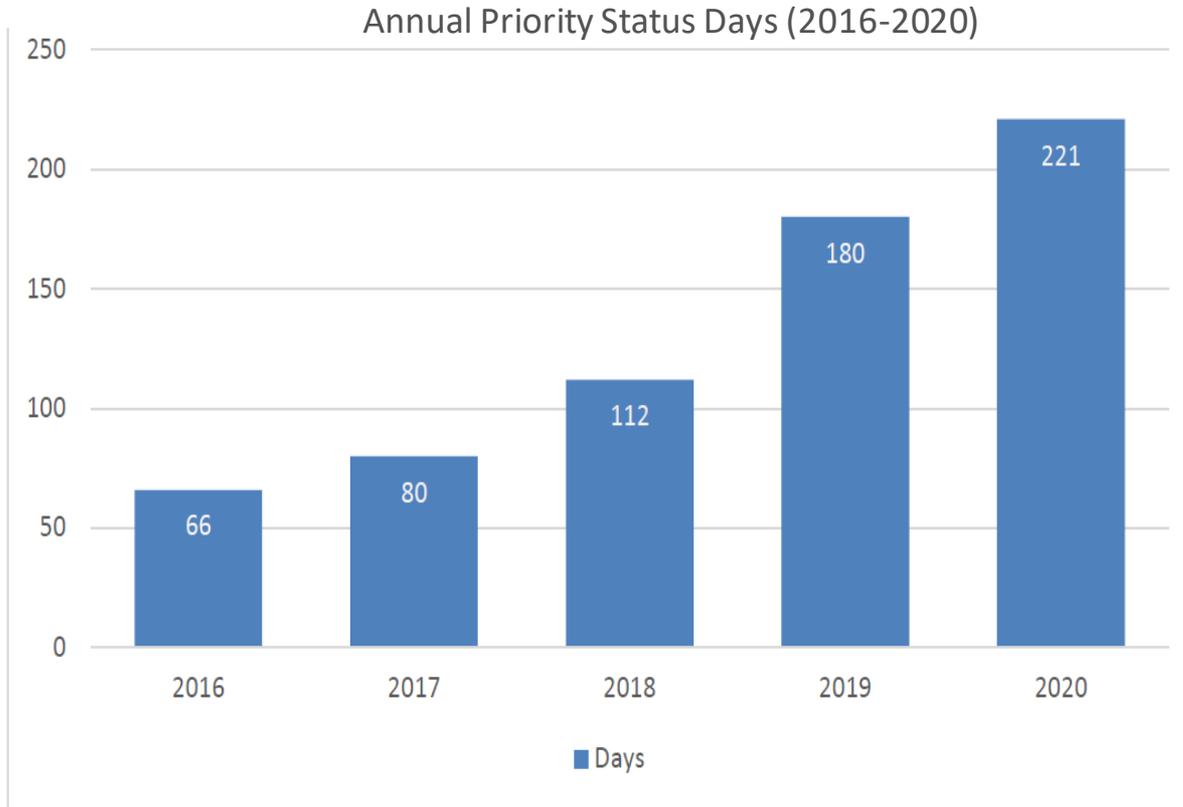




# Impacts to 9-1-1 Call Response Times



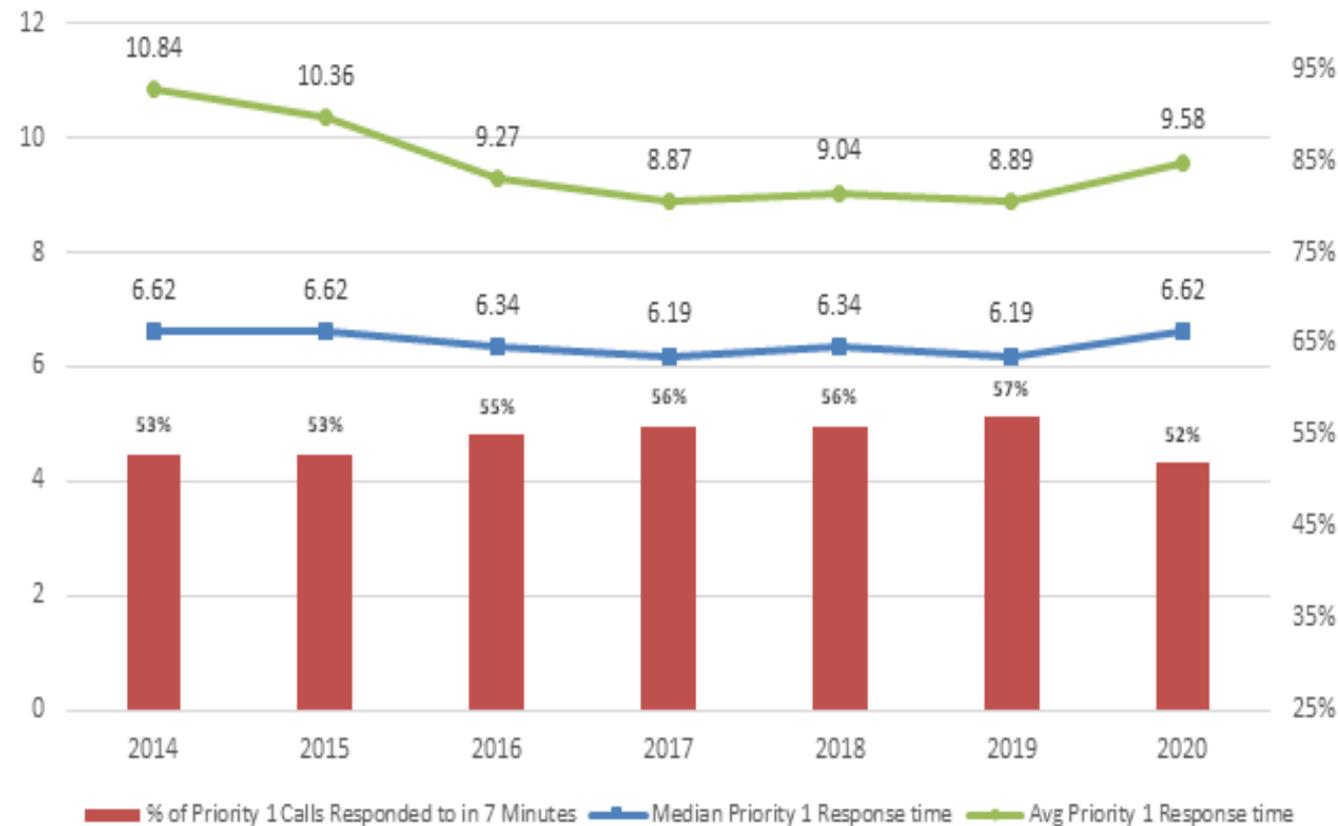
# HIGHEST LEVEL OF PRIORITY STATUS DAYS



*Number of days per year when at least one precinct, sometimes citywide, went to “priority call status ” where officers could only respond to Priority 1 and 2 calls due to staffing constraints or major incidents.*



# 9-1-1 RESPONSE TIMES INCREASING



## Priority 1 Call Examples

- Assault/Sexual Assault (In-progress/ Just Occurred)
- Domestic Violence (In-progress/ Just Occurred)
- Suicide
- Weapon/Shots Fired
- Burglary
- Missing Person
- Robbery
- Service/Welfare/Fire

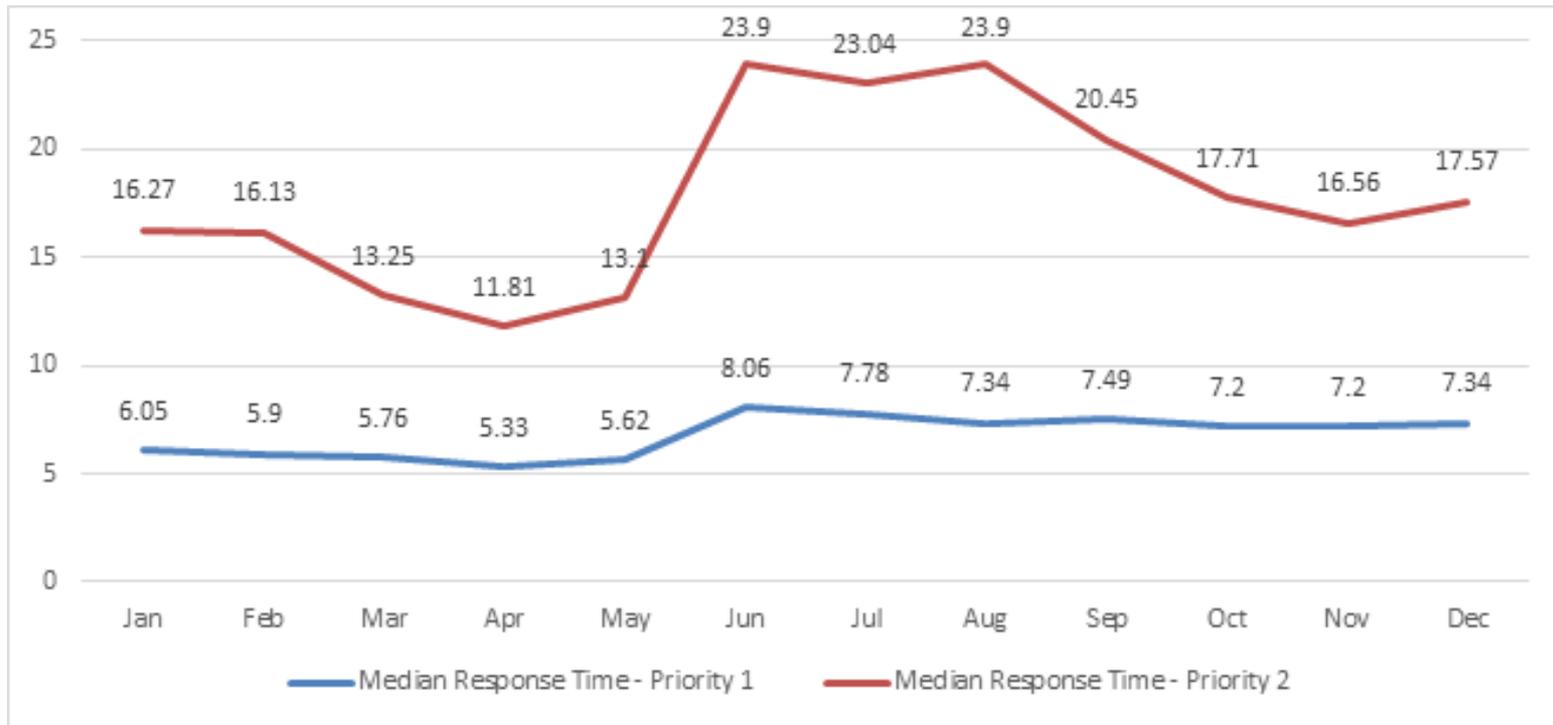
## Priority 2 Call Examples

- Disturbance
- Theft
- Hazard
- Domestic Violence
- Assault
- Alarms
- Threats
- Warrant
- Harassment



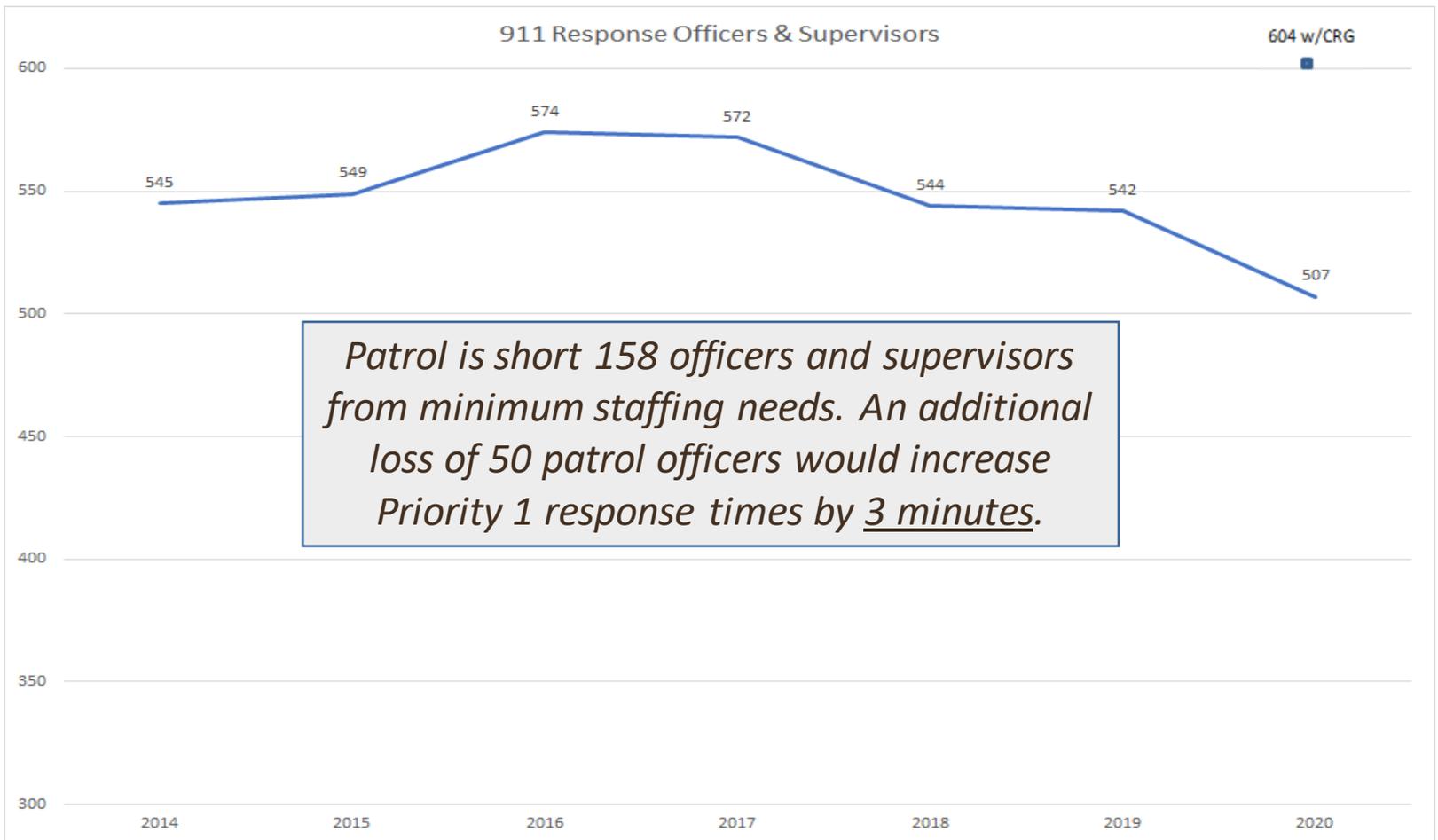
# SUSTAINED INCREASE IN RESPONSE TIMES

*For seven consecutive months, SPD has not met the seven-minute performance metric for Emergency and Urgent Calls (Priority 1 and 2).*





# Lowest Level of 911 Responders in 7 Years





# Public Safety & Consent Decree Obligations



# PUBLIC SAFETY OBLIGATIONS

Given record staffing shortages and the staffing needed to satisfy Consent Decree requirements, there will inevitably be conflicts for SPD in trying to meet the department's fundamental obligations to Seattle residents and the Court:

1. SPD's overarching charter obligation to, "Maintain adequate police protection in each district of the City."
2. Contractual obligations under the Consent Decree that include:
  - Patrol Staffing & Supervision
  - Professional Standards & Training
  - Investigations and Special Operations
  - Collaborative Policing
  - Technology & Continued Innovation
  - Officer Wellness & Early Intervention



# TECHNOLOGY

In 2020, SPD processed 37% of calls for service via online and telephone reporting, up by 14% from 2019. Continued investment in technology and online platforms is a cost-effective way to meet public demand for reporting services, while reducing in-person police contacts.

Council Reporting and Future-State Analytical Tools – IT Investments		
<b>Data Analytics Platform (DAP)</b>	DAP updates will allow more users, dashboards and capacity and support staffing, OT, and call responsiveness reporting. It will also allow analysis for 911-alternatives. Includes EIS software license.	\$950K
<b>Capacity Planning Tool</b>	This tool will evaluate demand for response, calculate staffing requirements and determine “future state” based on scenarios such as 911 alternate response.	\$625K
<b>Innovation Blueprint</b>	SPD is identifying digital strategies and online tools to increase transparency, build public trust, and improve police practices as called for by Executive Order 2020-10.	\$290K
<b>Early Intervention System (EIS)</b>	New models for predicting and guiding interventions for employees exhibiting signs they need support, DAP upgrade is required.	\$320K
<b>TOTAL</b>		<b>\$2.185M</b>



# CIVILIAN SUPPORT

The civilian positions below provide important services. SPD has been unable to address these personnel needs due to budget cuts and provisos imposed in 2020 and 2021. Filling these positions would partially offset some of the impacts caused by the sworn staffing deficit:

- *Crime Prevention Coordinator (CPC) – North Seattle (2.0 FTE), one new and one vacant since April 2020, \$236,378*
- *Community Service Officers (CSOs) – citywide (4.0 FTE) – one vacant since August 2020, 1 vacant since September 2020, 2 positions never filled, \$467,628*
- *Community Service Officer Supervisor – citywide (1.0 FTE) – position never filled, \$128,825*
- *Management Systems Analyst Supervisor – citywide (1.0 FTE) – Data Driven policing unit; Consent Decree-related; vacant since November 2020, \$159,100*
- *Admin Staff Analyst – citywide (2.0 FTE) – NEW, Public Disclosure Unit \$252,682*
- *Sr. Management Systems Analyst – citywide (1.0 FTE) - NEW, Finance & Budget for reporting (Council & Management) \$149,336*

**Total Civilian Hiring Costs: \$1.394M**



# SEPARATION PAY

- Due to the high number of separations in 2020 and a combined mid-year budget cut of \$19.5M, SPD was unable to absorb the increased cost of separation pay last year.
- Similarly, SPD will be unable to absorb the estimated \$1.1M to \$1.8M separation pay overage in 2021 due to the budget cuts already imposed during the 2021 budget process. Budget need will exceed \$1.8M if record high separation trend continues into 2021.
- The department could use salary savings from officers who separated late in 2020; however, the subject cut removes that funding from SPD's budget.

<b>2021 Budget - Separation Pay</b>	<b>\$898,374</b>		
<b>2021 Separation Pay Estimate*</b>	<b>Avg Unit Cost</b>	<b>Projected Expense (est.)</b>	<b>Budget Shortfall (est.)</b>
Low - 113 total separations	\$ 18,000	\$ 2,034,000	\$ (1,135,626)
High - 152 total separations	\$ 18,000	\$ 2,736,000	\$ (1,837,626)

*\*Estimates include sworn and civilian personnel*



# OPPORTUNITY COST

- Staffing mitigation efforts implemented due to unprecedented attrition rates challenge SPD's ability to fulfill Consent Decree commitments relating to policy, training, and administrative investigations and reviews.
- Additional SPD budget cuts will perpetuate the exodus of sworn officers, impact our ability to hire new officers, and could further increase 9-1-1 call response times.
- Salary savings from attrition must be invested in mitigation efforts:
  - Civilian hiring, technology upgrades and solutions
  - Officer wellness, lateral hires, separation and family leave pay
- The continued uncertainty of SPD's final 2021 budget makes it impossible for the department to responsibly plan for known and potential challenges.