

SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, November 28, 2023 9:30 AM

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

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

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

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SEATTLE CITY COUNCIL

Public Safety and Human Services Committee Agenda November 28, 2023 - 9:30 AM

Meeting Location:

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

Committee Website:

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

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

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

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at

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

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

Pursuant to Council Rule VI.10., this committee meeting will broadcast members of the public in Council Chambers during the Public Comment period.

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

Please Note: Times listed are estimated

- A. Call To Order
- B. Approval of the Agenda
- C. Public Comment

(20 minutes)

- D. Items of Business
- 1. <u>Appt 02655</u> Appointment of Cali Mortenson Ellis, as Executive Director of the Seattle Community Police Commission.

Attachments: Appointment Packet

Supporting

Documents: City Council Questions and Responses

Briefing, Discussion, and Possible Vote (30 minutes, to 10:20 a.m.)

Presenters: Patricia Hunter and Joel Merkel, Community Police

Commission Co-Chairs

2. CB 120714

AN ORDINANCE relating to the transfer of City real property for housing development; amending Ordinance 124917 to transfer jurisdiction of the former Dumar Substation, 1605 SW Holden Street, to the Office of Housing for the purpose of developing permanently affordable homeownership; authorizing the Director of the Office of Housing or the Director's designee ("Director") to issue a request for proposals and to select a developer and thereafter to execute and deliver a contract for transfer of land, deed, and related documents; and ratifying and confirming certain prior acts.

Attachments: Att A - Term Sheet for Dumar Property Transfer

<u>Supporting</u>

Documents: Summary and Fiscal Note

Summary Att 1 - Dumar Property Maps

Presentation

Briefing, Discussion, and Possible Vote (20 minutes, to 10:40 a.m.)

Presenters: Andrea Akita and Kelli Larsen, Office of Housing

E. Adjournment



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 02655, Version: 1

Appointment of Cali Mortenson Ellis, as Executive Director of the Seattle Community Police Commission.

The Appointment Packet is provided as an attachment.

City of Seattle



Executive Director Seattle Community Police Commission

Confirmation Packet August 24, 2023

Cali Ellis



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

August 18, 2023

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

Dear Councilmember Herbold:

It is our pleasure to transmit to the City Council the following confirmation packet for the Community Police Commission's appointment of Cali Ellis as Executive Director of the Seattle Community Police Commission. The materials in this packet are divided into two sections:

A. Cali Ellis

This section contains Dr. Ellis' appointment and oath of office forms, and her resume.

B. <u>Background Check</u>

This section contains the report on Dr. Ellis' background check from his initial appointment in July.

Dr. Cali Ellis has served as the Interim Executive Director of the CPC since January 2023 after serving as the commission's Policy Director. She holds a PhD in Public Policy and Political Science from the University of Michigan and has served as both an educator and a researcher in public policy at the Evergreen State College and the University of Southern California. She previously worked on policy analysis in the offices of the Governor and the Attorney General of Michigan, and in that state's Department of Military and Veterans Affairs.

A proud Latina, Dr. Ellis moved to Seattle in 2017. Since then, she has become active in her community and she volunteers her free time to support survivors of domestic violence. Her lived experience has focused her commitment to the principle that the people of Seattle deserve public safety delivered by a police department that respects and upholds their fundamental civil liberties.

Over the past seven months Dr. Ellis has guided CPC staff through the challenges of a sudden and unexpected leadership change. During this time she supported the CPC Co-Chairs and Commissioners by working to build bridges with community and affected stakeholders, and by providing leadership and analysis that focused direction of resources and staff toward fulfilling the commission's statutory mission. She also worked to enhance public trust in the CPC by implementing evidence-based approaches that incorporate best practices from other civilian oversight organizations across the country while respecting the distinct voices of Seattle's diverse communities.

Using merit-based criteria, the CPC voted to appoint Dr. Ellis during the CPC regular meeting on August 16, 2023. The appointment was made after a national search process. As part of the interview process candidates were asked to submit written responses to questions that were made available to the public through the CPC website. In addition to interviewing with the CPC finalists met with stakeholders including CPC staff, Inspector General Lisa Judge of the Office of Inspector General of Public Safety, Gino Betts Director Office of Police Accountability, Andrew Myerberg Chief Innovation Officer with the Mayor's Office, and Newell Aldrich Legislative Assistant to Councilmember Lisa Herbold. A community survey was conducted to gather feedback from the public and a recorded candidate forum was hosted by the Seattle Channel and moderated by Brian Callanan.

If you have any questions about the attached materials or need additional information, please contact Pam Inch Senior Executive Recruiter with the Seattle Human Resources Department who will work with us to expediate your request.

We appreciate your consideration.

Sincerely,

Patricia L. Hunter
Patricia L. Hunter (Aug 18, 2023 10:09 PDT)

Joel Merkel (Aug 18, 2023 09:52 PDT)

Rev. Harriett Walden (Aug 18, 2023 13:08 PDT)

Rev. Patricia Hunter

Co-Chair

Community Police Commission

Joel Merkel Co-Chair

Community Police Commission

Rev. Harriett Walden

Co-Chair

Community Police Commission

SECTION

Α



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

August 17, 2023

Dear Cali,

On behalf of the Community Police Commission, congratulations on your nomination to serve as the Executive Director of the Seattle Community Police Commission (CPC). Your nomination is contingent upon confirmation by the Seattle City Council. Once confirmed you will serve an initial six-year term.

The following conditions apply to your appointment:

TERMS OF APPOINTMENT: The CPC Executive Director 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 work will be supervised by the CPC Co-Chairs.

SALARY: Prior to your confirmation, you will continue to be compensated as the Acting Director. Upon confirmation your salary will remain unchanged at \$201,408.48 (\$96.46/hr. based on 2088 hours). You will continue to be paid on a bi-weekly basis with pay days occurring every other Friday. 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: As a reminder, the City of Seattle offers a comprehensive benefits package for you and your eligible dependents. Your City benefits will remain largely unchanged. However upon your confirmation, 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. Your sick leave accrual will remain the same.

Cali congratulations again on your appointment as CPC Executive Director. If you have questions about your employment with the City, please contact Trina DeBiase, Sr. HR Business Partner, at 206-775-5154.

Sincerely,

Patricia L. Hunter

Joel Merkel (Aug 18, 2023 09:52 PDT)

Rev. Harriett Walden (Aug 18, 2023 13:08 PDT)

Rev. Patricia Hunter

Joel Merkel

Rev. Harriett Walden

Co-Chair

Co-Chair

Co-Chair

Community Police Commission

Community Police Commission

Community Police Commission

cc: Personnel File

Pam Inch, Sr. Executive Recruiter

Acceptance	of	Offe	r:
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Please indicate your acceptance of this job offer by signing and dating below and returning the document to Pam Inch via Adobe Sign. Please keep a copy for your files.

Cali Ellis (Aug 18, 2023 16:59 PDT)	8/18/2023
Signature:	Date:
Cali Ellis	



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:				
Cali Mortenson Ellis				
Board/Commission Name:			Position Title:	
Seattle Community Police Commission			Executive Director	
	(Council Con	firmat	ion required?
Appointment <i>OR</i> Reappoint	ment	⊠ Yes		
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Appointing Authority:	Date A	ppointed:	Term	of Position:
Council	8/16/2	023	City C	Council Confirmation to
Mayor	0, 10, 2	Six (6) years from confirmation date		
Other: Seattle Community Police			0 (0	, , , , , , , , , , , , , , , , , , , ,
Commission				
		\square Serving remaining term of a vacant posi		rving remaining term of a vacant position
Legislated Authority:				
Ordinance 125315 Section 35 (Uncodifie	d SMC 3	.29.320)		
Background:				
Dr. Cali Ellis has served as the Interim Executive Director of the CPC since January 2023 after serving as the commission's Policy Director. She holds a PhD in Public Policy and Political Science from the University of Michigan and has served as both an educator and a researcher in public policy at the Evergreen State College and the University of Southern California. She previously worked on policy analysis in the offices of the Governor and the Attorney General of Michigan, and in that state's Department of Military and Veterans Affairs.				
A proud Latina, Dr. Ellis moved to Seattle in 2017. Since then, she has become active in her community and she volunteers her free time to support survivors of domestic violence. Her lived experience has focused her commitment to the principle that the people of Seattle deserve public safety delivered by a police department that respects and upholds their fundamental civil liberties.				
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Authorizing Signature (original signature	e):	Appointin		- 1
Patricia L. Hunter Rev. Patricia Hunter, Co-Chair		· · ·		
Patricia L. Hunter (Aug 18, 2023 10:09 PDT)		■ Seattle Co	mmun	ity Police Commission

Authorizing Signature (original signature):	Appointing Signatory:
a	Joel Merkel, Co-Chair
Joel Merkel (Aug 18, 2023 09:52 PDT)	Seattle Community Police Commission
Authorizing Signature (original signature):	Appointing Signatory:
Refinite	Rev. Harriett Walden, Co-Chair
Rev. Harriett Walden (Aug 18, 2023 13:08 PDT)	Seattle Community Police Commission



CITY OF SEATTLE - STATE OF WASHINGTON OATH OF OFFICE

STATE OF WASHINGTON COUNTY OF KING

I, Cali Mortenson Ellis, 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 Seattle 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 Community Police Commission*.

		Cali Mortenso	n Ellis
Subscrib ne	ed and sworn to be	fore (Affix	seal)
his	day of	, 2023	

Cali Mortenson Ellis, PhD



A committed leader with an evidence-based approach to organizational management and good governance of a critical municipal agency.

Organizational Leadership and Management – Seattle Community Police Commission (CPC)

- Guided CPC staff through challenges of sudden and unexpected leadership change
- Supported CPC Co-Chairs by providing regular, timely information and strategic planning
- Re-established relationships with key accountability partners in the Mayor's office, City Council, Office of Inspector General, Office of Police Accountability and Seattle Police Department through regular meetings, information sharing, and collaboration
- Hired three key staff, working with HR on position development, recruiting, and selection
- Developed a PDQ for and hired a temporary legislative aide
- Analyzed CPC budget and implemented cost reductions by eliminating redundant and unused equipment, subscriptions, and other materials; Paid unpaid invoices
- Guided CPC 2023 state legislative agenda through presentations at public CPC meetings, votes on key action items, and weekly video updates on social media
- Hosted an international delegation with current and former CPC Commissioners
- Held an in-person orientation for five new CPC Commissioners, introducing them to the CPC, the accountability system, and each other

Project Management, Policy Analysis, Writing, and Presentation – Evergreen State College and University of Michigan

- Five years of experience as a professor utilizing best practices in adult learning pedagogy to develop and present complex information to MPA students, both in person and online
- Advanced skills and experience in qualitative and quantitative research methodologies, both as a practitioner (program evaluation consulting) and professor
- Developed teaching materials (lectures, readings, activities) for MPA students in program evaluation, problem formulation, research design, research and survey methodology
- Primary advisor for more than 30 MPA original student research projects utilizing mixed methods approaches (survey methodology and interviews/focus groups); reviewed research and progress at all stages of development
- Co-author of one peer reviewed book (Why Leaders Fight. 2015. Cambridge University Press), six peer-reviewed academic publications, as well as policy reports and numerous policy memos for the Michigan Attorney General, Michigan Governor, and Michigan Governor's Homeland Security Advisor
- PhD Dissertation (independent mixed method data collection and comprehensive literature review of concepts from a variety of fields related to homeland security)
- Presented research findings to diverse audiences, including academics, students, policymakers, and the public on various topics including NGO-supported microeconomic interventions, historical studies of leadership, and interpersonal trust in the homeland security community, both in person and online

Policy Collaboration and Analysis – State of Michigan, Evergreen State College

- Collaborated with an international NGO (Save the Children UK) to conduct a systematic literature review, international webinar, policy report, and peer-reviewed publication
- Worked with a diverse team in the Michigan National Guard Homeland Security
 Directorate to provide advice to the Governor on a new policy area
- Chair of the Director Search Committee, leading a nationwide search for a new Evergreen MPA director, including regular collaboration with faculty and staff
- Evergreen MPA classes developed and taught as faculty (Foundations of Public Policy learning about the Washington legislature in real time, Negotiation Through a Feminist Lens, Negotiation in the Nonprofit and Public Sectors, Policy Challenges in Homeland Security and Emergency Management)

Qualitative Data Collection and Analysis – University of Michigan, Evergreen State College

- PhD Dissertation (independently conducted semi-structured interviews with a diverse set of stakeholders at the US-Canada border; coded themes for comparative analysis)
- Developed and taught Qualitative Research Methods class as Evergreen faculty instructing and mentoring graduate students on qualitative methods including semi-structured interview techniques and qualitative coding
- Why Leaders Fight book and other academic publications (primary source archival data collection at archives in the United States and Paraguay)
- Specialized training in qualitative data analysis from Institute for Qualitative and Multimethod Research, Syracuse University

Quantitative Policy and Data Analysis – University of Michigan, Evergreen State College

- PhD Dissertation (quantitative social network data collection and analysis with R)
- Advanced proficiency in all Microsoft products including Outlook, Word, and Excel, Teams, OneDrive, PowerPoint, and SharePoint
- Why Leaders Fight book and other academic publications (primary source data collection and statistical analysis with STATA)
- Taught Evergreen MPA student basic uses of Tableau; Intermediate knowledge of use of Tableau as a data presentation and analysis tool
- Evergreen MPA classes developed and taught as faculty (Analytical Techniques for Public Service, Feminist Approaches to Methods and Evaluation, Policy, Finance and Budgeting for Public Administration, Advanced Research Methods)

Employment

Seattle Community Police Commission, Seattle, WA
Policy Director, Interim Executive Director (October 2022 – Present)

The Evergreen State College, Olympia, WA

Member of the Faculty, Master of Public Administration Program (September 2017 – September 2022)

University of Southern California, Los Angeles, CA

Hayward R. Alker Postdoctoral Scholar Research Associate, Center for International Studies (July 2016 – July 2017)

RAND Corporation, Santa Monica, CA Doctoral Fellow (2007 – 2008)

Michigan National Guard – Homeland Security Directorate, Lansing, Michigan Departmental Analyst to the Governor's Homeland Security Advisor (2004-2007)

Michigan Office of the Governor – Public Policy Division, Lansing, Michigan Assistant Policy Advisor (2003 -2004)

Michigan Office of the Attorney General – Executive Division, Lansing, Michigan Executive Assistant to the Attorney General (2001 - 2002)

Education

University of Michigan - Ann Arbor

PhD in Public Policy and Political Science (December 2015)

Dissertation Title: Trust and Communication in Cross-Border Counterterrorism Networks MA in Political Science (December 2009); MPP (April 2001)

Bates College, Lewiston, ME

Bachelor of Arts (BA) in Economics (May 1998)

SECTION

В



Seattle Department of Human Resources

Kimberly Loving, Director

August 24, 2023

TO: Pam Inch – Senior Executive Recruiter SDHR

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for Cali Mortenson Ellis

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

Cc: Personnel File



Questions for Community Police Commission Executive Director position

- 1. The Community Survey results stated the top priorities for the next CPC Executive Director as:
 - "Engage in community outreach to obtain the perspectives of community members and SPD employees on police-community relations, SPD policies and practices, the police accountability system and other matters"
 - "Review and provide input on the police accountability system and Seattle Police Department (SPD) policies and practices" and
 - "Maintaining connections with representatives of disenfranchised communities and community groups"

Please explain your approach to how you will address these priorities.

Each of these priorities comes from the Police Accountability Ordinance 125315, which is our guiding document as an independent Commission. In 2017, the community and city leaders working together made a strong system of civilian oversight of policing part of the laws that govern this city. This system was thoughtfully designed to incorporate community input to build a strength that other cities struggled with in their own civilian oversight systems by including "the voice and values of the community that is being policed."

Subsection 3.29.300.D (1) requires that the CPC engage in community outreach to obtain perspectives of community members on a wide variety of policing-related concerns. Community Engagement is the **most important** work of the Community Police Commission. Led by the work of our full-time Community Engagement staff, the CPC works hard to learn from the lived experiences of a diverse variety of community members, fulfilling our mandate from the accountability ordinance to be "a Community Police Commission charged with significant oversight function intended to serve as a community voice for the entire City which should include voices from all corners of the City so that no geographic area is left out."

Subsection 3.29.300.C requires that the CPC review and provide input on the accountability system overall and SPD policies and practice. Working together with the CPC Co-Chairs, I have had regular meetings with the Monitoring Team and have also provided detailed input to Dr. Richard Rosenthal who is conducting the assessment of the accountability system in Seattle. I have regular meetings with SPD leadership and meetings with oversight partners that are specific to providing feedback on SPD policies. My approach is always to make sure that the CPC maintains regular connections with SPD and that we regularly bring relevant information from and to the Commissioners at CPC Bi-Monthly meetings. The most recent examples of this were a presentation from SPD about Truleo software in October 2023 and a presentation from Chief Diaz after the discovery of the tombstone in the East Precinct in September 2023.

Subsection 3.29.300.D (2) requires that the CPC maintain connections with representatives of disenfranchised communities. This occurs through the hard work of our CPC Community Engagement

staff, who regularly connect with community members to hear their concerns about policing at numerous events just in 2023. Please see the answer to Question 2 for more detail on this work.

- 2. The Community Survey listed the top three qualities the next Executive Director must have to be successful as:
 - "Creates trusted partnerships, builds bridges with disenfranchised communities, and connects with those experiencing police violence"
 - "Centers race and equity in processes and decisions"
 - "Lead people and operations to achieve measurable, equitable outcomes" and "Manage complex agency, community, and political relationships"

Please describe how you have demonstrated these leadership qualities. Please provide specific examples.

According to the Police Accountability Ordinance, the job of the CPC Executive Director (performed in consultation with and under supervision of the CPC Co-Chairs) is to:

- Oversee and manage the functions of the Office of the CPC to advance the mission of the Office.
- Hire, supervise, and discharge employees of the Office of the CPC.
- Manage the preparation of CPC's proposed budget, authorize necessary expenditures, and enter into contracts.
- Execute, administer, modify, and enforce such agreements and instruments as the Executive Director shall deem necessary to implement programs.
- Represent, together with Commissioners, CPC in providing testimony and expertise to City departments and offices, commissions, and other organizations.

Fulfilling these obligations is my focus as a city employee and a staff member in support of the independent CPC. The 2023 updates to the Police Accountability Ordinance, voted on unanimously by the independent CPC Commissioners, supported unanimously by City Council, and signed into law by Mayor Harrell in July 2023, strengthened the role of the Co-Chairs in providing strategic direction and guidance to the CPC Executive Director under their singular direction, authority and supervision.

With that in mind, I have worked in partnership with the CPC Co-Chairs and CPC Community Engagement staff to create trusted partnerships with disenfranchised communities and connecting with those who experienced police violence. CPC Community Engagement staff has connected with community members and heard their concerns about policing at numerous events just in 2023, including the Rainier Beach Community Health Fair, the city's Once Seattle Juneteenth 2023 celebration, the FAST (Fathers and Sons Together) Barbershop Conversations Event and many more. At our New Beginnings Annual Report event on August 31, 2023, the CPC was honored to host Rick Williams, brother of John T. Williams, who shared his experiences and desire for peace with community members.

I have supported the CPC Co-Chairs in accomplishing their objectives and centered race and equity in processes and decisions by providing regular, timely information and strategic planning that has helped the Commission move forward in important ways, including recruiting and onboarding five new

Commissioners who are representative of the diverse constituencies required in our governing ordinance and making connections with key stakeholders. As a small department, we have worked to engage staff in the budget development process. Specifically, the CPC Co-Chairs and CPC leadership solicited staff feedback for proposed changes to our governing ordinance, including the budget request for a new FTE Deputy Director for the agency. Staff feedback was incorporated into suggested changes brought to CPC Commissioners, who ultimately voted to support this budget request.

I have worked in partnership with the CPC Co-Chairs to achieve measurable outcomes by supporting Community Engagement staff in tracking their public interactions, supporting public statements and policy letters of the CPC and helping move forward revisions to our governing ordinance. Together, we have worked to re-establish relationships and trust with key accountability partners in the Mayor's office, City Council, Office of Inspector General, Office of Police Accountability and the Seattle Police Department through regular meetings, information sharing, and collaboration.

3. What is your understanding of the history of policing, the impact of racism, and the work of police accountability?

As with many departments nationwide, the Seattle Police Department has a long history of racial discrimination that resulted in brutality towards the communities it was meant to serve. According to Anne Frantilla of the Seattle Municipal Archives, 1955 was when Mayor Allen Pomeroy, working with the ACLU and the Urban League, made the first recommendation of the establishment of an Advisory Committee on Police Practices to address tensions between SPD and Seattle's growing Black community.

Throughout the 1950s and 1960s, the ACLU, Urban League, NAACP, the Seattle Congress of Racial Equality (CORE), and Seattle Area Committee on Civil Rights worked tirelessly to address specific incidents of police violence against Black community members and establish some form of independent oversight of SPD. Although a cultural sensitivity training program was established for SPD in 1965, the killings of Black community members Robert Reese in 1965 and Eddie Ray Lincoln in 1966 by SPD officers were ruled as justified, strengthening calls by Seattle's civil rights leaders and the Concerned Central Area Citizens (CCAC) for a police review board. Police shootings and killings of multiple Black residents throughout the 1970s, 1980s and 1990s further galvanized community support and calls for a robust system of oversight to protect residents of Seattle from police violence.

After the shooting of woodcarver John T. Williams by the Seattle Police Department in 2010, 35 organizations signed onto a letter to bring the Department of Justice to Seattle, beginning the consent decree process of reform from which the city is just beginning to emerge. In 2017, the city finally recognized the need to codify the patchwork of accountability systems that had been worked on for so many years by so many community members. This work is ongoing and requires a strong system of accountability that includes community voices. As evidenced by community concern over recent events such as the killing of Jaahnavi Kandula, the response by an SPD officer on body camera footage, and the display of a mock tombstone in the East Precinct, the CPC is a critical partner in this work.

4. How do you connect and communicate to diverse audiences in both formal and informal settings?

Before I came to the City of Seattle, I was an educator, and I can't help but bring these experiences with me to everything I do. As a college professor at the Evergreen State College at their campuses in Olympia and Tacoma, I taught a diverse range of students pursuing the next step of their careers as community leaders through the MPA (Master of Public Administration) program.

In that role, I prioritized learning about public administration through an equity lens. I implemented fundamental reforms in the core curriculum of the MPA program to better address these social needs and the needs of MPA students, making an understanding of institutional racism in research methods central to their learning.

The Evergreen MPA program attracts non-traditional students from a variety of fields and locations in Washington, and I was able to connect with and communicate with students from many different backgrounds to empower all students to learn about statistics, negotiation, research methods, and the legislative process in Olympia. I understand the critical need to implement and engage in authentic diversity practices in all aspects of public work, including as Interim Executive Director of the CPC.

5. Please explain your approach to project and staff management.

Since January 10, 2023, I sought to rebuild the CPC by successfully managing numerous projects that have resulted in measurable changes for the organization. I have guided CPC staff through challenges of sudden and unexpected leadership change and hired four permanent staff. I prepared a budget change request for 2024, including a new position of Deputy Director which was part of the 2023 Police Accountability Ordinance revisions. I prepared for and presented the required Mid-Year Report to the Public Safety and Human Services Committee. I supported CPC staff to carry out a very successful Annual Report meeting with community members, which had not been completed in two years. I stepped in to help the CPC Co-Chairs prepare for and manage local and national media appearances during an intense period after the release of the Officer Daniel Auderer body camera video.

With respect to staff management, since the City of Seattle no longer provides new supervisor orientation training to employees who are suddenly and unexpectedly put into leadership roles, it has been challenging to find the resources needed to support staff management since January 10, 2023. The City relies heavily on pre-recorded trainings on Cornerstone and LinkedIn Learning. However, I have tried to utilize the resources available to me to better understand the expectations of managers in the City of Seattle with respect to staff.

Most recently, I completed the city's Citywide *Emerging Leaders* training, a five-week live training that focuses on Self-Awareness and Emotional Intelligence, Communication and Conflict Resolution, Race & Social Justice Foundations, Career Development, and Leadership Development. Although this training was intended for employees who are not currently in supervisory roles, I found it useful to better understand the expectations of staff management by the City of Seattle. I also attended a session in October sponsored by Seattle Human Resources and the Seattle Management Association called *Leading From the Heart*, which helped me learn more about effective leadership practices for public managers.

6. The Strategic Plan 2022-2024 states:

"The Deep Learning phase of this strategic planning process revealed that there is a general Community sense that the CPC is neither adequately engaging Community members nor meaningfully involved in Community conversations.

CPC public meetings aren't providing space for conversation and deliberation, are often one-sided, and often focus on complex information that isn't clear to Community members... Community stakeholders reported feeling there is no mechanism for everyday people to provide input and receive updates. There is also wide confusion as to what the CPC is, how it functions, and the role of Community."

Please share your approach to addressing this finding.

While these selected passages from the Strategic Plan are concerning, they are also an opportunity. This CPC Strategic Plan began in 2021 under different leadership and different circumstances in the city. Since then, CPC has experienced significant changes in leadership, staff, and the CPC's governing ordinance. The CPC Co-Chairs and CPC Staff look forward to developing a new Strategic Plan that addresses these past concerns in light of the transition away from the federal consent decree and the changes to our governing ordinance.

In the meantime, in addition to the extensive re-engagement at in-person events by CPC Community Engagement staff in 2023, including tabling, informal discussions, and other forms of outreach to raise awareness about who the CPC is, I have participated in community events to make direct connections with community members. Most recently, I, along with the leadership of our accountability partners at OIG and OPA, gave a presentation to the Seattle King County NAACP entitled "NAACP conversations with Police Accountability Partners." In addition to sharing information about the CPC with this historically important group, I was able to follow up directly with attendees at the meeting to learn more about their current concerns.

7. How can CPC's status as an independent body be strengthened?

The most important way to strengthen the CPC's status as an independent body is to follow and enforce the provisions of the city's own Police Accountability Ordinance which was the result of many years of hard work and compromise between community members and elected officials.

Subsection 3.29.030.A of the Police Accountability Ordinance speaks directly to the requirement that the CPC, along with our partners at OIG and OPA, be able to function independently and without interference from other city officials:

"OPA, OIG, and CPC have an obligation to exercise independent judgment and offer critical analysis in the performance of their duties under this Chapter 3.29. These oversight entities shall exercise their responsibilities under this Chapter 3.29 without interference from any person, group, or organization, including the Chief, other SPD employees, or other City officials. City employees and agents who violate these provisions may be subject to dismissal, discipline, or censure consistent with City and state laws."

The Police Accountability Ordinance in section 3.29.330 speaks directly to the independence of the CPC as a self-governing and functionally independent entity at an independent budget control level within the city. The independence of the CPC and its Commissioners is further strengthened in a separate section of the Ordinance (3.29.350) that limits the ability of appointing authorities to remove Commissioners to only for cause.

All city agencies and officials must demonstrate a commitment to the independence of the police oversight system by respecting the legal language that was carefully crafted to preserve the independence of the CPC and all police oversight agencies in Seattle.

8. When you were Policy Director last year, CPC engaged Council on public safety items during budget deliberations. Does CPC plan to continue engaging on budget issues? If so, will that work include seeking feedback from the community on items of particular relevance?

CPC will always seek to reflect community concerns in our engagement on city budget issues. With limited policy staff, the CPC is already tracking budget issues through the City Council process. In addition to CPC's own budget, we are tracking the budgets for SPD, CSCC/CARE, and HSD to learn about Council's priorities for areas that are related to community concerns about policing and related topics (for example, dispatch, which has been our priority for OIG's workplan in 2023 and prior years.)

With a full policy staff including a policy director, we hope to engage with City Council more robustly in the next budget session, especially with new City Council members. CPC is looking forward to meeting with all new members of City Council to help them better understand the Police Accountability system overall, and CPC's unique role.

9. In the past, CPC developed a legislative agenda and lobbied on bills before the state legislature. Do you contemplate that being part of CPC's work plan going forward?

As per the Police Accountability Ordinance subsection 3.29.300.D, the CPC is charged to "Identify and advocate for reforms to state laws that will enhance public trust and confidence in policing and the criminal justice system." As an independent agency, the CPC can pursue a legislative agenda independent from the Executive and always seeks to robustly engage with Olympia on police reform efforts that can have statewide impacts.

In 2023, the CPC voted on a statement of values based on the language of the Accountability Ordinance to allow CPC staff as city employees to provide policy analyses of the city's legislative agenda. CPC Commissioners also voted to support four priority bills of the Washington Coalition for Police Accountability (WCPA), an advocacy group with whom we maintain connections. In the 2024 short session, we plan to again support WCPA's priority bills, and are in the early stages of exploring our own initiatives for this session.

10. What relationship do you see between the mission and work plan of CPC and that of the Community Safety initiative? Do you see any benefit to CPC weighing in on that work and/or engaging with its providers?

CPC Community Engagement staff are just beginning discussions with staff of some of the agencies involved in the Seattle Community Safety initiative. CPC's governing ordinance tasks us to "review and provide input to OPA, OIG, SPD, and other City departments and offices, including the Mayor, Council, and City Attorney on the police accountability system, police services, and SPD policies and practices of significance to the public." Part of the Community Safety initiative is focused on neighborhood safety and gun violence and, to the extent that involves policing, the CPC seeks to maintain connections and an open line of communication to get feedback from these organizations and share it with our partners.

11. In relation to the Office of the Inspector General and the Office of Police Accountability, how do you see your role with respect to accessibility and collaboration?

My goal has always been to stabilize the CPC by rebuilding trust and communication with all accountability stakeholders, including OPA and OIG. As mandated by the ordinance, we have quarterly partner meetings that include the leadership of CPC, OIG, and OPA, and well as SPD. At these meetings, we discuss a variety of concerns, including policy, events of current interest, and community concerns. For example, in preparation for a presentation on the SPMA bargaining process, we met to share the distinct viewpoints of each agency in the letters we planned to submit to City Council. These meetings are very valuable to maintaining open and regular contact, communication, and collaboration.

CPC has a unique role with respect to our partner accountability organizations because we are specifically charged with providing community input into the process, and have three FTE focused on this important work. To that end, we seek to regularly build connections with our partners and share our findings from the community to inform their own concerns.

12. Having served as the Interim Executive Director of the Community Police Commission for a short time, please tell us what you have learned from this experience?

Since January 2023, I have worked to rebuild the CPC into a functional, resilient, and credible organization that can fulfill its statutory obligations to engage all of Seattle's diverse communities effectively. I believe that my actions in the past ten months are the most credible demonstration of my ability to carry out what I hope to accomplish as CPC Executive Director.

One of the most important things I have learned is encapsulated in the revisions to the accountability ordinance that were passed by City Council and signed into law by Mayor Harrell in July 2023. The CPC was struggling as an oversight partner and required changes to the structure of oversight of the Executive Director and staff, specifically inequity with other oversight agencies.

The lack of a deputy in the original Police Accountability Ordinance significantly weakened the ability of the CPC to withstand the constant organizational change it is subject to due to changing Commissioners. Supporting the CPC Co-Chairs through the process of developing these revisions, getting buy-in from stakeholders, accountability partners, and Commissioners, presenting the revisions to City Council and fielding questions, and ultimately preparing for the budget and office space for a new deputy has given me tremendous insight into how various components of the community and city work together to make change.

I look forward to the opportunity to learn more about the changing system of police accountability as Seattle begins the process of exiting the consent decree.

13. What are your goals for the next three years, if confirmed, and what do you see as the most significant challenges to achieving those goals?

This is a critical time for the City of Seattle, SPD, and the community. While the consent decree is beginning to sunset, we know the work is not over – in fact, the work of accountability requires constant vigilance and a robust system of oversight that must include authentic community input and engagement through the CPC. Valuing community and centering the voices of those most impacted by policing are the stated goals of the City and ones that we too are working towards every day.

Our daily actions and reflections as Commissioners and staff of the CPC will help guide us in our important work in the coming years. At this point in the consent decree process, we must have a civilian oversight system ready to step up and play its role.

The most significant challenges of the next three years include making serious changes to the culture of the SPD that have resulted in damage to community trust in just the past few months, ensuring that the process of negotiation police contracts for SPOG and SPMA do not negotiate away essential accountability provisions, and ensuring that the public can rely on SPD for effective and constitutional policing to address the public safety requirements of a growing and changing city. None of these is simple, or anything that the CPC – or in fact any single part of government – can handle working alone. Instead, these very difficult challenges require communication, collaboration, and trust among and between many different partners with very different goals. My goal is to deliver on the promise of the CPC to be part of this critical work.





600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120714, Version: 1

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

- AN ORDINANCE relating to the transfer of City real property for housing development; amending Ordinance 124917 to transfer jurisdiction of the former Dumar Substation, 1605 SW Holden Street, to the Office of Housing for the purpose of developing permanently affordable homeownership; authorizing the Director of the Office of Housing or the Director's designee ("Director") to issue a request for proposals and to select a developer and thereafter to execute and deliver a contract for transfer of land, deed, and related documents; and ratifying and confirming certain prior acts.
- WHEREAS, in Ordinance 124917, The City of Seattle ("City") declared the former Dumar Substation located at 1605 SW Holden Street (legally described below, the "Property"), as surplus; and
- WHEREAS, local community members, including the Highland Park Action Committee (HPAC) have been advocating for the development of the Property for almost a decade, and support affordable housing being built on this site as well as having an activated ground-floor commercial space; and
- WHEREAS, access to publicly owned land for use as affordable housing at key locations furthers the City's fair housing goals and offers cost savings that increase project viability; and
- WHEREAS, RCW 39.33.015 authorizes a transfer of property for affordable housing on mutually agreeable terms and conditions; and
- WHEREAS, the Office of Housing and the City Light Department have agreed to a transfer of jurisdiction of the Property to the Office of Housing for permanently affordable homeownership and other purposes as well as financial consideration of \$424,000; and
- WHEREAS, the Office of Housing has experience conducting a competitive process for surplus City property for permanently affordable homeownership and thereafter ensuring the successful development of such

File #: CB 120714, Version: 1

housing; and

WHEREAS, the Office of Housing is prepared to complete the competitive process in the next six months and thereafter to diligently work with the selected developer to ensure project completion; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Property is located at 1605 SW Holden Street, Seattle, WA 98106, and is legally described as follows:

Lots 1 and 2, Block 9, Dumar Division No 2, according to the plat thereof recorded in Volume 23 of Plats, Page 9, records of King County, Washington;

Except that portion thereof described in Ordinance 104519 as follows:

Beginning at the Southeast corner of said Lot 2; thence North 00°17'11" East along the East line of said Lots 80.01 feet to the Northeast corner of said Lot 1; thence North 89°49'58" West along the North line of said Lot 1 a distance of 28.02 feet to a point of curve; thence Southeasterly along a curve to the right, having a radius of 14 feet, an arc distance of 21.46 feet to a point of tangency; thence South 02°00'21" East 66.58 feet to the South line of said Lot 2; thence South 89°49'56" East along said South line 11.34 feet to the beginning; together with all covenants conditions and restrictions of record.

(KC Tax Parcel No. 211320-0005; SCL PM No. 240325-4-301)

Section 2. Section 8 of Ordinance 124917 is amended as follows:

Section 8. Two years from the effective date of this ordinance, the CEO or the CEO's designee is authorized to offer the Former Dakota ((and Dumar Substation properties)) property, as described in Section 1, for sale for fair market value by negotiated sale or through a brokered sale to be managed by the City's Department of Finance and Administrative Services, and to accept the best offer for the property.

Section 3. Jurisdiction over the Property is hereby transferred from the City Light Department to the Office of Housing upon the effective date of this ordinance and payment of \$424,000 by the Office of Housing to the City Light Department for the purpose of developing permanently affordable homeownership for low-income households at or below 80 percent of the area median income.

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Section 4. The Director of the Office of Housing or the Director's designee ("Director") is authorized to conduct a competitive process for development of the Property for permanently affordable homeownership and other purposes, which may include commercial space. Thereafter, the Director is authorized to negotiate a property transfer agreement ("Agreement") and any ancillary documents to accomplish the transfer of ownership of the Property to the selected developer ("Developer"), or with a designee or assignee of the Developer approved by the Director, on the terms and subject to the conditions authorized in this ordinance. The Director is also authorized to make amendments to the legal description in Section 1 of this ordinance as may be necessary to correct scrivener's errors or to conform the legal description to the precise boundaries of the Property.

Section 5. The Agreement shall reflect the provisions included in the Term Sheet attached to this ordinance as Attachment A, and shall require a certain minimum of housing units to be developed, as determined by the Director to be feasible, for sale and affordable to households with incomes at the time of sale of 80 percent or less of the area median income, with such revisions and additions as the Director may determine are reasonably necessary to carry out the intent of this ordinance.

Section 6. The housing units, together with any additional improvements to be developed on the Property with the approval of the Director and all necessary regulatory approvals, are referred to in this ordinance as the "Project."

Section 7. The Director is authorized to execute and deliver such additional documents, which may include amendments to the Agreement and related covenants, and to take such other actions as may be necessary or appropriate to implement the intent of this ordinance and development of the Project, and to administer and enforce the Agreement, covenants, and any other such documents that the Director deems appropriate to implement the intent of this ordinance and development of the Project. The authority given to the Director in this ordinance may be delegated to and exercised by the Director's designee.

Section 8. Upon transfer of title to the Property, the Director shall require the transferee to accept the

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Property "as-is, where-is, with all faults" and to release, indemnify, and hold the City harmless from any future claims regarding the condition of the Property, including but not limited to any and all claims related to environmental conditions.

Section 9. Any act consistent with the authority of this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

Section 10. 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			
		of the City Council	
Approved / returned unsigned /	vetoed this	day of	, 2023.
	Bruce A. Har	rell, Mayor	-
Filed by me this day of _		, 2023.	

Scheereen Dedman, City Clerk

File #: CB 120714, Version	· 1		
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(Seal)			

Attachments:

Attachment A - Term Sheet: Transfer of Property from The City of Seattle ("City") to Selected Developer or Its Designee or Assignee ("Transferee")

Attachment A: Term Sheet

TRANSFER OF PROPERTY FROM THE CITY OF SEATTLE ("City") TO SELECTED DEVELOPER OR ITS DESIGNEE OR ASSIGNEE ("Transferee")

This term sheet describes the basic terms of the proposed transfer of property between Transferee and City. The Agreement will include the following terms:

- 1. Transfer. Any transfer of the property shall be by Quit Claim Deed.
- 2. Consideration. In consideration for the City transferring the Property to Transferee, Transferee shall agree to construct or cause to be constructed at the Property improvements substantially as described in those plans and specifications submitted by Developer to the Office of Housing, which improvements shall include a minimum number of housing units to be for sale and affordable to households with incomes at the time of sale of 80% or less of the area median income (AMI), as defined by The City of Seattle's Office of Housing. The minimum number of affordable housing units shall be determined by the Director in her discretion based on what she determines to be financially and otherwise feasible at the Property.
- 3. Conditions precedent to the City's obligation to transfer the property:
 - a. Transferee shall have obtained approval from the Director of the Office of Housing (Director) of the final plan set and development budget including projected sales prices.
 - b. Transferee shall have obtained permits for the development of the Property consistent with the designs approved by the Office of Housing.
 - c. Transferee shall have provided evidence satisfactory to the Office of Housing that Transferee has secured all necessary construction financing to fund the construction of the Project.

4. Other conditions.

- a. The Agreement may contain other conditions determined by the Director to be necessary to provide the desired outcomes.
- b. Upon transfer of title to the property, the Office of Housing shall require the transferee to accept the property "as-is, where-is, with all faults" and to release, indemnify, and hold the City harmless from any future claims regarding the condition of the property, including but not limited to any and all claims related to environmental conditions.
- c. Transferee shall convey to the City at least a 50-year covenant preserving the affordable housing units built on the Property as resale-restricted affordable homes. As such, all home sales shall only be to households with incomes at or below 80% of AMI at affordable prices for a period of no less than 50 years.

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact:	CBO Contact:
Office of Housing	Erika Malone	Nick Tucker

1. BILL SUMMARY

Legislation Title: AN ORDINANCE relating to the transfer of City real property for housing development; amending Ordinance 124917 to transfer jurisdiction of the former Dumar Substation, 1605 SW Holden Street, to the Office of Housing for the purpose of developing permanently affordable homeownership; authorizing the Director of the Office of Housing or the Director's designee ("Director") to issue a request for proposals and to select a developer and thereafter to execute and deliver a contract for transfer of land, deed, and related documents; and ratifying and confirming certain prior acts.

Summary and background of the Legislation: Supporting the development of affordable homeownership has long been a City strategy to promote social justice, economic stability, address displacement risks, and help reverse racial and wealth inequities caused by decades of discriminatory real estate and lending practices. However, affordable homeownership development has become increasingly difficult to implement as home prices and construction costs rise. To help address this difficulty, City of Seattle Resolution 31837 prioritizes the use of surplus City property for development of affordable housing.

The former Dumar substation was declared surplus in 2015 and neighborhood residents have been advocating for the inclusion of affordable housing at this site since then.

2. CAPITAL IMPROVEMENT PROGRAM	
Does this legislation create, fund, or amend a CIP Project?	Yes <u>X</u> No
3. SUMMARY OF FINANCIAL IMPLICATIONS	
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No
Does the legislation have other financial impacts to The City of S	Seattle that are not
reflected in the above, including direct or indirect, short-term or	r long-term costs?
Office of Housing will purchase the property from Seattle City Ligh	nt for \$424,000. This

purchase will be supported by fees paid in lieu through the Mandatory Housing Affordability

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

program.

^{*} 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.

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department? Yes. This legislation affects the current jurisdictional department, Seattle City Light. SCL supports this legislation, the transfer to Office of Housing and the future development of affordable homeownership.

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?

Yes. A map of the properties identifying the properties by site number and surrounding area is provided as Attachment 1 to this Summary and Fiscal Note.

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? The neighborhood surrounding the site is more racially diverse with a higher percentage of low-income households than the City as a whole. As more households are priced out of the City, securing this site for the development of permanently affordable homeownership will mitigate current and future displacement. By providing affordable homeownership in Highland Park and ensuring affirmative marketing to communities least likely to apply, including Black, Indigenous, and other households of color who historically have been systematically and disproportionately excluded from homeownership opportunities and who are at higher risk of displacement, such displacement impacts can be mitigated. The Request for Proposals (RFP) process will include evaluation criteria that "Competitive proposals will have a strong affirmative marketing component and will consider whether to utilize community-preference to conduct outreach to income-eligible community members who have been displaced or are at risk of displacement from the neighborhood."

f. Climate Change Implications

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

Creating affordable housing in the City of Seattle, close to public transit, jobs, schools and services creates walkable communities that promotes human health while reducing transportation related emissions of air pollutants and carbon dioxide. Additionally, the energy usage of these new homes will be significantly less than that used by most of the existing housing stock.

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.

The proposed action is not anticipated to increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way on its own; however, locating affordable housing near transit and services should contribute to Seattle's overall efforts to reduce transit-related emissions and create a more walkable community. The affordable housing that will result from this legislation should, however, significantly increase the resiliency of the low-income homebuyers who will benefit from homeownership here. These newly constructed homes will be built with highly efficient design and systems to create a comfortable and healthy indoor environment that will use much less energy than a typical home.

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)?

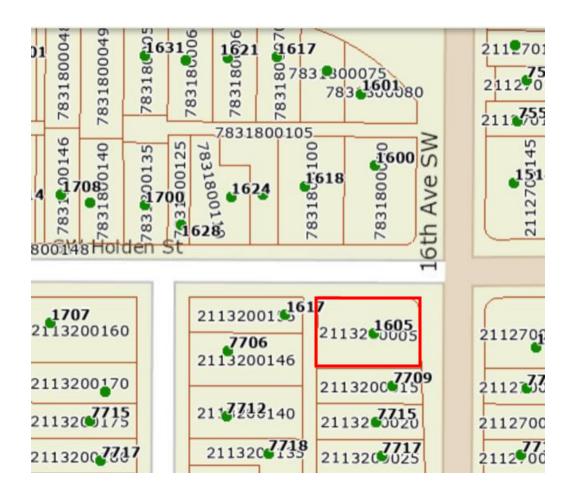
This legislation will assist to fulfill the affordable housing development goals needed to fulfill the goals articulated in various housing plans.

Summary Attachments:

Summary Attachment 1 - Dumar Property Maps

1605 SW Holden Street Parcel

Map



Aerial Map

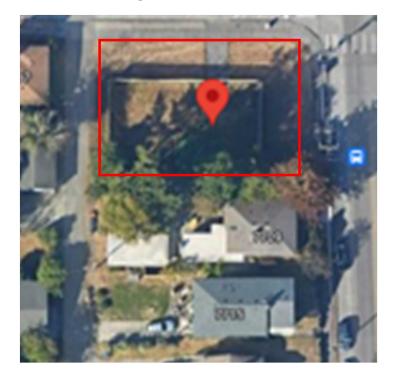




Dumar Property

16th Ave SW & SW Holden Street, Highland Park Neighborhood

- Seattle City Light (SCL) former substation known as Dumar
- Opportunity to create 8 16 new, permanently affordable homes, with neighborhood commercial space
- Homes would be affordable for households with incomes up to 80% of Area Median Income (AMI)



11/28/2023

Dumar Property - Background

2015	Property declared surplus by Council Ordinance 124917
	Neighborhood residents advocated for upzone to allow neighborhood commercial and increased residential density
2018	State law authorized transfer of public properties for affordable housing (RCW 39.33.015)
2020	Initial affordable housing study conducted by Enterprise Community Partners
2021	OH engaged non-profit affordable homeownership developers to explore interest in the site

Legislation Overview and Requested Action

- Amends Ordinance 124917 to strike the references to Dumar property sale from that legislation
- Approves transfer of the Dumar site from SCL to the Office of Housing (OH) in exchange for \$424,000
- Authorizes OH to:
 - Conduct a competitive process to solicit proposals for the development of resale restricted homeownership
 - Negotiate property transfer to the selected developer

