



SEATTLE CITY COUNCIL

Governance, Accountability, and Economic Development Committee

Agenda

Thursday, June 13, 2024

2:00 PM

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

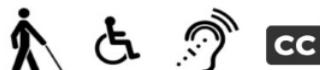
Sara Nelson, Chair
Robert Kettle, Vice-Chair
Joy Hollingsworth, Member
Maritza Rivera, Member
Rob Saka, Member

Chair Info: 206-684-8809; Sara.Nelson@seattle.gov

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SEATTLE CITY COUNCIL
**Governance, Accountability, and Economic
Development Committee**
Agenda
June 13, 2024 - 2:00 PM

Meeting Location:

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

Committee Website:

seattle.gov/council/committees/governance-accountability-and-economic-development

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

<https://www.seattle.gov/council/committees/public-comment>

Online registration to speak will begin one hour 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.C.10, members of the public providing public comment in Chambers will be broadcast via Seattle Channel.

Submit written comments to Councilmembers at Council@seattle.gov.

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

D. Items of Business

1. [Appt 02881](#) **Appointment of Mark M. Gantar as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

2. [Appt 02882](#) **Appointment of Michael A. Harold as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

3. [Appt 02883](#) **Appointment of Ellie He as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

4. [Appt 02884](#) **Appointment of Heather Yang Hwalek as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

5. [Appt 02885](#) **Appointment of Liz Johnson as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

6. [Appt 02886](#) **Reappointment of Jacqueline McLaren Miller as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

7. [Appt 02887](#) **Appointment of Era Schrepfer as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

8. [Appt 02888](#) **Appointment of Monique A. Thormann as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

9. [Appt 02889](#) **Reappointment of Karin Zaugg Black as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

10. [Appt 02890](#) **Reappointment of David B. Woodward as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

11. [Appt 02891](#) **Appointment of Noah Zeichner as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

Presenter: Stacey Jehlik, Office of Intergovernmental Relations

12. **2023 Organized Retail Crime Audit Overview**

Supporting
Documents:

[2023 Organized Retail Crime Audit
Presentation](#)

Briefing and Discussion (35 minutes)

Presenters: Claudia Gross Shader, Office of City Auditor; Natalie Walton-Anderson, Mayor's Office; Quynh Pham, Friends of Little Saigon; Mark Johnson, Washington Retail Association; Patrick Hinds, King County Prosecuting Attorney's Office; Barb Biondo, Seattle Police Department

13. [CB 120781](#) **AN ORDINANCE updating definitions in the Seattle Municipal Code related to cannabis businesses to align with state law; and amending Section 6.500.020 of the Seattle Municipal Code.**

Supporting
Documents:

[Summary and Fiscal Note
Central Staff Memo
Presentation](#)

Briefing and Discussion (25 minutes)

Presenter: Adrian Matanza, Lachen Chernyha, Beth Gappert, Finance and Administrative Services; Ketil Freeman, Council Central Staff

E. Adjournment



Legislation Text


File #: Appt 02881, **Version:** 1

Appointment of Mark M. Gantar as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Mark M. Gantar		
Board/Commission Name: Seattle International Affairs Advisory Board		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: Kirkland	Zip Code: 98033	Contact Phone No.: [REDACTED]
Background: Mark Gantar, President, Consular Association of Washington/Honorary Consul of Ethiopia Mark Gantar is a global economic development leader as the Honorary Consul for Ethiopia in Seattle with diverse experience in growing business operations and facilitating complex public-private investment both in the U.S. and Africa. He is a seasoned professional in the information technology field starting out as a system engineer and eventually running his own technology company for the past couple decades. In his diplomatic role as Honorary Consul for Ethiopia, he has international experience with overseas business operations and foreign direct investment (FDI). This experience in FDI led him to a passionate effort to improve our planet and global environment by becoming deeply involved in a business that is seeking to eliminate waste plastic and end of life tires from the planet. As the board chairman of USWTE Investments, Mark has been leading an effort to clean up our planet in an economically viable and sustainable way. He is an active member of the Seattle area business and cultural community participating in numerous volunteer, philanthropic, and business efforts that support the greater Seattle region.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/1/2024	Appointing Signatory: Bruce A. Harrell Mayor of Seattle	

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

MARK M. GANTAR

PROFESSIONAL SUMMARY:

Dynamic, results-oriented leader with diverse international and U.S. experience in various industries with a focus on green technology and high value recycling and waste management. Strong track record of sales performance in various business units in large companies and as a managing partner in multiple medium size businesses. Responsibilities included overall management of all business aspects of various companies in the recycling field, IT field, and manufacturing. Mr. Gantar used his technical knowledge and deep business experience to contribute to enterprise organizations with a focus on sales and operational efficiency successfully with numerous fortune 100 organizations. In addition, he successfully worked with the U.S. government to secure numerous contracts, grants and loans including the General Services Administration (GSA) contract that pre-qualifies one of his companies to contract with any U.S. governmental agency globally.

Mr. Gantar is a recognized diplomat by the United States State Department holding diplomatic immunity and government security clearance in certain areas. As the Honorary Consul for Ethiopia in Seattle, he is a board member of the Consular Corp in Washington and participates actively in political and diplomatic affairs in Washington DC and Washington State.

PROFESSIONAL EXPERIENCE:

US WTE Investments

Executive Board Chairman

Seattle, Wa

2018-Present

As one of the founders of US WTE Investments, he had the co-vision to build an organization that focuses on US green related and waste processing technologies for the good of humanity. The company was setup to find, develop and facilitate US related environmentally positive technologies globally with a vision to pushing US policy and foreign investment for the good of democracy and to specifically combat predatory lending practices of US adversaries. His roles include the evaluation of technology, project site identification, financial modeling, branding, investment decisions, personnel management, proposal development, and investment banking relations to name a few of his tasks.

Green Envirotech Holdings

President

Oakdale, Ca

2016-Present

Green EnviroTech Holding Corp. (OTC: GETH) is waste processing technology company. The company was setup to find, develop and implement practical, economical solutions to address environmental issues associated with the production of waste plastics and end of life tires and to create jobs and stimulate economic growth in the local communities where we operate as we strive to achieve this mission on our planet. Our environmentally sustainable pyrolysis technology converts used tires or waste plastics into valuable commodities, carbon black, steel and oil. Green EnviroTech will then sell these commodities, turning an environmental nightmare into a potential profit center. Mr Gantar's roles and responsibilities included.

- Financial management
- Personnel management and motivation

- Managing the public stock and press releases
- Participating on the board
- Financial modeling and proposal development
- Managing the reporting for the public company to the SEC
- Raising of capital

ArcSoft Consulting

Chief Executive Officer & Managing Partner

Bellevue, WA

2011-Present

ArcSoft provides technology based consulting and staffing along with international consulting with business operations and sales. Clients for ArcSoft include Microsoft, Starbucks, and Group Health, as well as U.S. federal agencies such as the Secret Service, Veterans Administration and the US Navy. ArcSoft's international focus has been on Africa and specifically the country of Ethiopia where ArcSoft continues to pursue numerous technology based projects. Mr. Gantar manages and oversees the following roles and responsibilities:

- CEO and sole owner of the company responsible for oversight on all aspects of the business including financials, sales, project delivery and operations
- Established General Services Administration (GSA) contract
- Developed a proposal response process and system that is used to quickly and efficiently respond to Governmental bids, ensuring risk is mitigated, time is allocated to the "right" bid, and sales are optimized
- Served as training instructor delivering various classes to Government agencies in business intelligence and cyber security.
- Developed technical training content for Microsoft's Power BI product,

International Business Development

- Architected and drove a large ICT based program designed to close the technology gap that exists in third world countries specifically, African nations, utilizing cloud and collaboration technologies. This was a large train the trainer program whereby teachers were taught computer literacy and programmatic technology procedures designed to enhance their technology prowess.
- Partnered with international organizations such as the US State Department, OPIC, World Bank, USAID, African Development Bank, and DFID to raise funding and facilitate investment and financial support for various developmental projects
- Sold and delivered various types of technical training with Microsoft based technologies such as system center, MDOP, SharePoint, and Business Intelligence in virtually all continents across the globe

National Standard Finance

Managing Director, Africa

2015-2018

As the managing director, Mr. Gantar is responsible for business and corporate development, specializing in Foreign Direct Investment. Mr. Gantar has developed and managed relationships with government sovereigns, banks, and local corporations. Mr. Gantar's deep finance and currency knowledge has put him in the position to design multiple financial programs to solve problems within the constraints of these third world countries. Mr. Gantar regularly travels to numerous African countries to meet with government leaders, members of the business community, and major infrastructure project sponsors. Responsibilities and accomplishments include:

- Working with banks across the globe to negotiate guarantees and put together syndications
- Providing financial management and accounting supervision

- Meeting with ministries of finance to discuss infrastructure needs and funding for development
- Coordinating various forms of letters of credit
- Setting up a financing program in Ethiopia designed to increase hard currency and private investment in the country
- Establishing the financing structure for a ½ billion USD housing project in Kenya using multi-lateral support and a syndication of banks

SQLSoft Consulting Group

Managing Partner

Bellevue, WA

2005-2011

SQLSoft Consulting Group was a consulting and training arm for SQLSoft training. SQLSoft has delivered quality training and consulting services in the Pacific Northwest, nationally, and internationally for 25 years. SQLSoft was one of the largest technical training organizations on the west coast until they were purchased in 2011 by QuickStart. SQLSoft was a Microsoft® Gold Certified Partner for Learning Solutions. Mr. Gantar manages and oversees the following roles and responsibilities:

- Managing partner for SQLSoft Consulting responsible for oversight on all aspects of the business including financials, sales, project delivery, and operations
- Set up a direct and indirect sales team that focused on Seattle IT staffing and training and our relationship with Microsoft
- Built the company of SQLSoft from 0 to over 5 million in sales in less than 3 years
- Acted as a backup instructor teaching technical programming class including Team Foundation Server, Project Management, Business Intelligence and .NET Development.
- Developed various training materials in technologies such as HyperV, MDOP and other Microsoft technologies.

Venturi Technology Partners/Best Consulting

Solutions Sales Director & Systems Engineer

Boise, ID and Seattle, WA

1994-2004

Venturi Technology Partners was a billion dollar technology consulting organization with various technical specialties. Venturi had branch locations in 40 out of the 50 states and had approximately 2,500 employees. Mr. Gantar’s roles and responsibilities during his 10 years of employment here include the following:

- Served as an account manager in sales, developing large private and public clients for the company raising his client’s sales from 3 million to 7 million in 2 years.
- Supervised the proposal response team including the management of 50+ direct employees and 150-200 sales people that were required to follow the proper processes established by the company
- Directed the operations for the Business Intelligence practice, which employed around 20 individuals, including both instructors and developers, and specialized in Crystal Reports and Business Objects. Increased sales and turn the organization profitable in 3 months.
- Served as the primary sales person and program manager for numerous Business Intelligence projects and training classes for such clients as T-Mobile and Boeing
- Designed, managed and helped develop a C# application to automate the proposal development process. This application was developed to incorporate the saved boilerplate narratives and apply them as appropriate depending upon the proposal that was needed. This was deployed company-wide to all 60 offices in the United States

**Kastle Chocolate
Chairman/Owner**

Boise, ID

1994 – 2001

This confectionary manufacturing company ran in conjunction with the employment above at Venturi Technology Partners. Kastle Chocolate was a wholesale custom molding and confectionary production factory.

- Chief Executive Officer and shareholder for the company and functionally oversaw the operations
- Wrote and developed a full Manufacturing Engineering System to manage the production and operations of the company
- Created a piecework system where employees were compensated based on their production
- Utilized patented molding technologies to apply images to products that were completely edible
- Employed as many as 100 people setting up the shop floor and operations from the tempering of the chocolate to the wrapping of the final product
- Designed and was the decision maker the type of equipment used
- Raising Capital
- Ran the sales team specifically through the Advertising Specialty Institute

Electronic Data Systems

Systems Engineer

Boise, ID

1990 –1994

Electronic Data Systems (EDS) is a billion dollar organization started by Ross Perot that was eventually bought out by General Motors. EDS is known for its training program for system engineers and for being a large outsourcing organization for Government clients.

- Wrote various applications and enhancements to the Idaho Medicaid system typically using COBOL or CICS in an MVS mainframe environment
- Enhanced and fixed such systems as prior authorization, claims adjudication, diagnosis codes, and data entry
- Completed the system engineer training program and stayed on another 3 months to serve as an instructor
- Performed on-call duties during the nightly execution of the Medicaid claims processing systems
- Wrote Visual Basic applications that provided more object oriented interfaces to the claims data

TECHNICAL EXPERTISE:

Operating Systems: Windows, Linux, UNIX, OS/2, Windows Server

Databases: SQL Server, Sybase, MS Access, Paradox, DB2

Development Tools: MS Visual Studio, Team Foundation Server, .NET, PowerBuilder, Business Objects, SSAS, SSIS, SSRS

Applications: Navision, Microsoft CRM, SalesForce, Quick Books, Peachtree, Crystal Reports, Visio

Multimedia: SilverLight, Java Media Framework

Languages: Visual Basic, C, C++, SQL, XML, HTML, Pascal, Assembly, COBOL, CICS, VBA

Networking: System Center, OS/2 LAN Server, LAN/WAN, TCP/IP, UNIX Server, Novell Netware

CLIENTS SERVED:

- ❖ MicroSoft
- ❖ Starbucks Coffee Company
- ❖ National Credit Union Administration (NCUA, US federal agency)
- ❖ Amazon
- ❖ Group Health
- ❖ US Secret Service
- ❖ US Department of Homeland Security
- ❖ Micron Electronics
- ❖ Hewlett Packard
- ❖ US Veterans Administration
- ❖ US Navy at Keyport (Submarine Station)
- ❖ Boeing Aerospace
- ❖ Washington Transportation Department
- ❖ US Bank
- ❖ Walt Disney Corporation
- ❖ USAID
- ❖ US Army Reserves

EDUCATION:

College of Idaho, Caldwell Idaho

1990 ▪ BA Management Information Systems and Finance.

REFERENCES:

Available upon Request

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text


File #: Appt 02882, **Version:** 1

Appointment of Michael A. Harold as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Michael A. Harold</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>		Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: West Seattle	Zip Code: 98136	Contact Phone No.: [REDACTED]
Background: Michael Harold is a Sr Policy Advisor at Amazon. In that capacity, Michael serves in a Chief of Staff role to Amazon’s Vice President for International Public Policy (IPP) & Government Affairs to help drive policy impact for priority campaigns. He leads a team focused on policy development and coordination, multilateral engagements, executive-to-policymaker interactions, and ops. These efforts help facilitate Amazon’s (non-AWS) policy and government affairs work across Europe, Turkey, the Middle East and Africa, India, and wider Asia Pacific, in support of Amazon’s global consumer and digital businesses. Michael’s team is also responsible for leading Amazon’s visiting international policymakers and delegations programs in Seattle. The majority of Michael’s career was on Capitol Hill, where he served as the Legislative Director for the ranking member and chair of the House Ways & Means Trade Committee, focusing on international trade, foreign policy, and defense-related issues. Under Michael, Rep. Blumenauer secured the second highest “Legislative Effectiveness” score in the House, illustrating a keen ability to not only craft policy, but successfully drive bills through the legislative process. He hails from Portland, OR, found himself in DC and Boston for over a decade, and now proudly calls (West) Seattle home. Michael obtained his bachelors from American University and his masters from Tufts’ Fletcher School of Law and Diplomacy. When not working, you’ll find Michael with his wife and their two young daughters seeking adventure both far and near.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/1/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

Michael A. Harold

██████████ | Seattle, WA

Public Policy, Government Affairs, and Communications Professional

Seasoned international policy, government affairs, and communications professional with 15+ years of providing strategic counsel to leaders and executives, managing large and complex teams + campaigns in both the private- and public-sectors, and representing U.S. government and corporate leaders at the highest levels. Extensive experience in domestic and foreign policy, digital policy, international trade, negotiations, multi-stakeholder engagement, crisis management, reputational positioning, and directing sophisticated issue and brand management at the local, state, federal, and international levels in the U.S. and abroad. Always with friends on both sides of the aisle. Excellent planner, but just as good at improvising. Lover of family, long runs, roughing it, and the great outdoors.

Selected Achievements

- Serving in a Chief of Staff role to Amazon’s Vice President for International Public Policy (IPP) & Government Affairs, helping drive policy impact for priority campaigns, working across business, policy, and legal leadership teams to enable policy development and coordination, multilateral engagements, executive-to-policymaker interactions, and ops. These efforts help facilitate Amazon’s (non-AWS) policy and government affairs work across Europe, Turkey, the Middle East and Africa, India, and wider Asia Pacific, in support of Amazon’s global consumer and digital businesses.
- Served as the Legislative Director for the Chairman of the House Ways & Means Trade Subcommittee:
 - Authored and passed key provisions of the US OUTDOOR and RAIN Acts to protect against counterfeits and reduce trade barriers, reduced tariffs and modified rules of origin in the TPP and proposed T-TIP agreements, and strengthened Section 301 enforcement provisions.
 - Authored and passed the STRONGER Act, creating the first USG-wide Trade Enforcement and Capacity Building Fund, which more than doubled – to \$30 million – the resources available for both the enforcement and implementation of our trading partners IP, labor, environment, and other trade agreement-related obligations.
 - Led long-term efforts culminating in the establishment of ex officio border enforcement against all suspected counterfeit goods in a US-Mexico-Canada (USMCA) trade agreement.
- Led a bipartisan, multi-year effort to pass a Water for the World Act, one of the only major pieces of foreign aid reform to become law during the Obama administration.
 - The Harvard Kennedy School’s Ash Center for Democratic Governance and Innovation selected this effort to be part of [a groundbreaking package of cases, simulations, and exercises](#) for teaching effective legislative negotiation and how to work across the aisle.
- With a bias for action, I helped Representative Blumenauer secure the second highest Legislative Effectiveness Score among House Democrats and pass more bills and amendments into law than 90 percent of his peers while serving as his Legislative Director.
- Selected by peers and professors at the Fletcher School of Law and Diplomacy, Tufts University, to deliver the graduate student commencement address.

Relevant Professional Experience

Sr. Policy Advisor, Exec Office, International Public Policy (IPP) Amazon – Seattle, WA

Feb 2021 – Present

- Help drive progress on priority policy campaigns across a 170+ person org, located in 29+ countries, focused on business lines related to retail and ops, global store and global selling, devices, digital and entertainment, health and pharma, payments, advertising, tax, product safety, customer trust, sustainability, and Kuiper.
- Improve customer experience by prioritizing the maintenance of a fair and conducive operating and investment environment, ensuring a level playing field, engaging on relevant emerging legislation and regulation, and externally representing Amazon proactively to IPP governments and wider influencers as a thoughtful and responsible corporate citizen, an attractive foreign investor, and a credible public policy partner.
- Lead a team responsible for hosting all international policymaker delegation visits to the U.S. from IPP regions, U.S.-based diplomatic corps engagements, and multi-stakeholder engagements (e.g., U.N., OECD, G7, G20).

Director of Communications and Civic Engagement City of Seattle, Department of Transportation – Seattle, WA

March 2020 – Jan 2021

- At the time, Seattle was the fastest growing major city in the US over the last decade, investing more in infrastructure upgrades and public transit than any other sizable city in the country. Leading a team of 35+ staff, worked with the Mayor of Seattle’s office, City Council, Port of Seattle, King County Commissioners, State legislators, WA’s U.S. Congressional delegation, federal agencies, civic and community organizations, and the media to secure the trust necessary to build a more livable, equitable, inclusive city as it strove to catch up after a decade of rapid growth.

Director of Public Affairs, US West + Canada
WeWork – Seattle, WA

Feb 2018 – Feb 2020

- Led WeWork's Public Affairs team across the U.S. West and Canada. Responsible for leading all public policy, government affairs, media relations, and communications, while also overseeing strategic partnerships, campaigns, consultant contracts, and civic events. Focused on building customer trust by coordinating key policy and communications objectives across a global team, representing 100+ cities, housed in many time zones and cultures, to align on shared business goals, while creating space for unique development approaches that reflected diverse regulatory markets and policy landscapes.

Teaching Fellow

Jan 2016 – Dec 2017

Harvard-Tufts-MIT Project on Negotiations, Water Diplomacy – Cambridge, MA

- A small number of grad students at Tufts, Harvard, and MIT were selected to help organize and facilitate a series of Water Diplomacy Workshops. Fellows developed research materials, presentations, role-plays, discussion groups, and programming for a series of professional development trainings. Led by Harvard-Tufts-MIT faculty, the focus was on intensive workshops for diplomats and water policy experts from around the world to provide the negotiating, mediation, and campaigning skills necessary to resolve transboundary water conflicts. An example of a workshop outcome was follow-on mediation in the Jordan River Valley which yielded a (now public) Jordan-Israel-Palestine water sharing agreement.

Legislative Director, U.S. Congress

June 2007 – Jan 2016

Ways & Means Trade Subcommittee, The Honorable Earl Blumenauer (D-OR) – Washington, DC

- *Strategic Planning*: Developed, implemented, and managed a successful legislative process, enabling the Congressman to earn the second highest Legislative Effectiveness Score amongst House Democrats.
- *Policy Management and Legislation*: Keen legal, procedural, political, and policy acumen enabled drafting and passage of many important bills such as the Livability Standards for all DoD Installations, the Water for the World Act, the Iraq and Afghan Allies Protection Act, the STRONGER Act, and the Transparency in Nuclear Modernization Act, all demonstrating critical thinking and cross-sector integration
- *International Trade Policy*: Legislative Director to former Chairman of the Ways & Means Trade Subcommittee. Led efforts to reform AGOA, improve customs enforcement and trade facilitation, shape and pass Trade Promotion Authority, increase IP protections for U.S. manufacturers, serve as key voice for House Democrats in trade negotiations at home and abroad.
- *Communications*: Oversaw entire legislative office, including comms team and speechwriting, enabling me to drive policy through communications or secure earned media through new policy initiatives. Drafted op-eds, LTEs published in the Post, NYT, WSJ. Authored speeches for high-level events
- *Policy Campaigns*: Managed or staffed daily meetings with diverse stakeholders, gaining the skills needed to advise or engage with ambassadors to Fortune 500 CEOs, human rights activists to cabinet officials, diplomatically advancing and defending the Congressman's legislative agenda, requiring excellent interpersonal skills and deep policy expertise across a multitude of issues. Ability to develop and drive national coalitions at the local, state, and federal level to effect change, as evidenced by offices high number of bills introduced and signed into law.
- *People Management*: Strategic management secured near-highest number of bills passed into law of any House Democrat during my tenure. Zero staff turnover, demonstrative of the constructive and rewarding work created as Legislative Director. Fostered office culture of tolerance and integrity by respecting alternative views and finding common ground, evidenced by the fact that over 90 percent of bills the office introduced had bipartisan support

Education

Master of Arts in Law and Diplomacy

Dec 2017

Fletcher School of Law and Diplomacy, Tufts - Medford, MA

- *Concentrations*: International Security Studies, International Trade & Investment Law, Conflict Negotiation & Mediation; Honors: Selected by peers and professors to deliver student commencement address; *GPA*: 3.86; Cabot Corporation Scholar; *Clubs*: Harvard Law and International Development Society, Fletcher Political Risk Group, Fletcher Trade Club, Middle East Dialogue.

Bachelor of Arts: Political Science and Government

June 2007

American University - Washington, DC

- *Concentrations*: Political Science (major) & International Security Studies (minor); *GPA*: 3.76; Pi Sigma Alpha Political Science Honor Society; *Athletics*: Men's Heavyweight Crew (Varsity: 2005-2007).

Additional Experience

- State Department Critical Language Scholar (Meknes, Morocco): Awarded a full scholarship to study Arabic for four months at the Arab American Language Institute. Tested out at Intermediate-High to Advanced-Low OPI proficiency in MSA.
- Vice President of Projects, Harvard Law and International Development Society (Cambridge, MA): While a student at Fletcher, developed 15 student-client projects focused on issues at the intersection of law, policy, and international development.
- Teaching Assistant, Tufts University: TA for PS11: American Politics, preparing and delivering two lectures each week to 40+ students on issues ranging from political participation, civic activism, collective action problems, federalism, the constitution, and political parties

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text

File #: Appt 02883, **Version:** 1

Appointment of Ellie He as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Ellie He		
Board/Commission Name: Seattle International Affairs Advisory Board		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> Serving remaining term of a vacant position	
Residential Neighborhood: Bellevue, WA	Zip Code: 98005	Contact Phone No.: [REDACTED]
Background: Ellie He, International Trade Business Advisor, Washington Small Business Development Center Ellie participates as a working member of the Washington Export Outreach Team (WEOT), a collaborative team of local, state, regional, and federal export assistance agencies that helps Washington state companies sell internationally. Ellie's background includes marketing roles at small businesses as well as global business development roles at K&L Gates, an international law firm. She also previously worked in international education in China. Ellie received her MBA from Pennsylvania State University and her M.A. in Communication Studies from the University of Montana. She is bilingual in English and Chinese Mandarin.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/1/2024		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

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

Ellie He

International Trade Business Advisor

WORK EXPERIENCE

Washington Small Business Development Center (SBDC) **Seattle, WA**
International Trade Business Advisor *2019-present*

- Providing one-on-one and confidential business advising to Washington State business owners to help them sell internationally.

Dartmoor School **Bellevue, WA**
Marketing Director *2018-2019*

- Developed a comprehensive marketing plan and international strategy for this private school.

Aegis Gardens **Newcastle, WA**
Marketing Director *2017-2018*

- Developed a multi-channel marketing campaign, resulted in the successful opening of this luxury senior community in February 2018.

K&L Gates LLP **Seattle, WA**
Business Development Specialist - Manager *2010-2017*

- Served as a trusted business development advisor to the lawyers, helping them identify and pursue international business opportunities.

Yunnan Education International Exchange Center **Kunming, China**
Coordinator - Program Manager *1997-2003*

- Managed international programs for students, teachers, and government officials.

EDUCATION

- MBA, The Pennsylvania State University, 2009
- M.A., Communication Studies, The University of Montana, 2005
- B.A., English Language and Literature, Yunnan University, 1997

CERTIFICATES AND SKILLS

- Export and Trade Counseling Certificate, The Trade Promotion Coordinating Committee & U.S. Small Business Administration, 2019
- Certified Business Advisor, Washington Small Business Development Center, 2019
- Certificate of Training – Complying with U.S. Export Controls, U.S. Department of Commerce, 2019
- Certified Global Business Professional, NASBITE (North American Small Business International Trade Educators), expected in 2020
- Bilingual in English and Chinese Mandarin

Seattle International Affairs Advisory Board

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Roster:

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	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
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	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
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6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
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6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
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Total	7	9			1					8								

Key:

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Legislation Text


File #: Appt 02884, **Version:** 1

Appointment of Heather Yang Hwalek as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Heather Yang Hwalek		
Board/Commission Name: Seattle International Affairs Advisory Board		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> Serving remaining term of a vacant position	
Residential Neighborhood: Council District 3	Zip Code:	Contact Phone No.: [REDACTED]
Background: Heather Yang Hwalek, Senior Program Officer, Global Policy & Advocacy, Gates Foundation Heather Yang Hwalek is a Senior Program Officer at the Bill & Melinda Gates Foundation. She supports the President for Global Policy & Advocacy through cross-cutting policy and advocacy work, overseeing and developing the grants and investments portfolio for the President’s strategic reserve, and managing projects across the foundation, such as efforts to promote diversity, equity and inclusion. She previously held roles at the foundation in the Communications Division and the Office of the CEO’s Strategic Planning & Engagement team. Before joining the foundation, Heather was a Foreign Service Officer with the U.S. Department of State. She served in the Office of the Secretary of State, at the U.S. Embassy in Tokyo, Japan, at the U.S. Consulate in Guangzhou, China, at the U.S. Embassy in Pretoria, South Africa, as well as additional roles in Washington, DC. Heather studied Anthropology at Columbia University (BA) and International Relations at Yale University (MA) and completed a semester at the Middle East Technical University in Ankara, Turkey.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/1/2024s	Appointing Signatory: Bruce A. Harrell Mayor of Seattle	

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

Bill & Melinda Gates Foundation (Seattle, WA) Senior Program Officer, Global Policy & Advocacy

June 2021 - Present

- Supporting the President in special projects for the leadership and management of the Global Policy & Advocacy Division including communications and Diversity, Equity & Inclusion;
- Managing the Office of the President's cross-cutting portfolio of grants and investments.

Bill & Melinda Gates Foundation (Seattle, WA) Program Officer, Office of the Chief Communications Officer

January 2021 - June 2021

- Supported the Chief Communications Officer and Communications Division Chief of Staff to accomplish special projects across division and foundation teams;
- Provided strategy development and guidance for the division's priorities and resource planning.

Bill & Melinda Gates Foundation (Seattle, WA) Program Officer, Strategic Planning & Engagement (SP&E)

March 2020 - January 2021

- Coordinated across the foundation and with external partners to prepare for and execute co-chair (Bill & Melinda) and CEO high-level advocacy engagements;
- Strategic planning and systems development for the foundation's COVID-19 emergency response;
- Supported long-term strategy projects for the Global Health and Communications Divisions.

Office of the Secretary of State (Washington, DC) Executive Secretariat Staff

June 2018 - August 2019

- Competitive selection to staff the Secretary of State, reporting to the Chief of Staff;
- As lead advance officer, directed teams of up to 100 staff in logistical support, led negotiations directly with foreign government officials and other partners, and managed programmatic details for the Secretary and other senior leadership;
- Coordinated, edited, and drafted briefing materials for the Secretary and other senior State Department leadership.

U.S. Embassy (Tokyo, Japan) Political-Military Affairs Officer

September 2015 - May 2018

- Collaborated with more than 10 national governments, over a dozen sub-national Japanese ministries, and several U.S. government agencies to develop and exercise complex contingency plans for a civilian evacuation of the Korean Peninsula;
- Supported U.S. policy-making through research and analysis on national and regional political and security developments;
- Supported the U.S.-Japan security relationship through outreach to national, prefectural, city, and community leaders across Japan;
- Successfully negotiated an amendment to the U.S.-Japan Status of Forces treaty by serving as the U.S. team's subject-matter expert on Japanese politics, law, and public opinion;
- Completed 10 months of professional training including in Japanese language and culture.

U.S. Consulate General (Guangzhou, China) Vice Consul

January 2013 - July 2015

- Using knowledge of Chinese language, society, economics, and politics, adjudicated more than 40,000 business, tourist, and student visa interviews for travelers to the United States;
- Seconded to the Public Affairs Section, reaching thousands of Chinese citizens through presentations on U.S. society, managing cultural programs and grants, and developing and executing media communications plans;
- Completed 10 months of professional training including in Chinese language and culture.

U.S. Embassy (Pretoria, South Africa) Fellow/Political Officer

May 2011 - September 2011

- Conducted outreach and engagement with South African officials, NGOs, labor leaders, and academics as well as with the diplomatic corps to advocate for U.S. policy objectives, including support for UN Security Council resolutions and human rights improvements;
- Researched and drafted written analysis on South Africa's foreign and domestic policy.

Bureau of South and Central Asian Affairs (Washington, DC) Desk Officer

August 2012 - January 2013; May 2010 - September 2010

- Developed U.S. policy toward Tajikistan and Turkmenistan, focusing on human rights, economic development, and legal reforms;
- Researched and drafted policy memos, analysis, and other briefing materials for State Department leadership.

Yale University (New Haven, CT) Teaching Fellow

2010 - 2012

- Selected as a Teaching Fellow for Ambassador John Negroponte's course on U.S. Foreign Policy and for undergraduate courses in Medical Anthropology and Political Science.

Bureau of African Affairs (Washington, DC) Intern

May 2008 - September 2008

- Developed U.S. interagency policy toward Sudan, focusing on post-civil war conflict reconciliation, human rights, and economic development;
- Researched and drafted policy memos, analysis, and other briefing materials for State Department leadership.

Laiyang Normal School (Shandong, China) Spoken English Teacher

August 2005 - July 2006

- As the school's first foreign teacher, developed and executed a Spoken English curriculum for more than 400 students across two grades and four specialties;
- Conducted immersive study in Chinese language (spoken and written), society, and culture within a small, rural community.

Awards

Four-time **Meritorious Honor Award** recipient from the U.S. Department of State (2014, 2015, 2017, 2018)

Thomas R. Pickering Foreign Affairs Fellowship recipient (2008-2012)

Cotlow Fellowship in Cultural Anthropology research recipient (2007)

Education

Yale University (New Haven, CT) - MA Candidate, International Relations, 2012

Columbia University (New York, NY) - BA, Anthropology, 2010

Middle East Technical University (Ankara, Turkey) - Study Abroad, 2007

Languages

English (Native), **Mandarin Chinese** (Fluent), **French** (Proficient), **Japanese** (Proficient), **Turkish** (Beginner)

Community

Council on Foreign Relations - Term Member

Daarna - Board Member

Seattle World Affairs Council - Chair of the Alumni Steering Committee, Moderator

Elizabeth Warren for President - Advance Staff

Asian American Foreign Affairs Association - Executive Board External Relations Chair

Pickering & Rangel Fellows Alumni Association - Executive Board Communications Chair

Seattle International Affairs Advisory Board

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Roster:

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SELF-IDENTIFIED DIVERSITY CHART

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Mayor	6	5			1					8								
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Other	1	3																
Total	7	9			1					8								

Key:

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Legislation Text

File #: Appt 02885, **Version:** 1

Appointment of Liz Johnson as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Liz Johnson</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood:	Zip Code:	Contact Phone No.: [REDACTED]
Background: Liz Johnson, Director of International Tourism, Visit Seattle In her role, Liz oversees Visit Seattle’s marketing and media presence in key international visitor markets, primarily in North America, Europe and Asia, with the focus of growing visitation and market share from these regions. Liz first joined Visit Seattle as Tourism Manager in January 2019. Prior to serving in these roles, Liz was Global Sales Manager for Icelandair and she has also held multiple destination marketing roles in Alaska. Liz received her Bachelor of Arts from the University of Oregon and a Certificate in Strategic Marketing from the University of Washington.		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 4/1/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

Liz Johnson

Summary

A seasoned professional with 14 years of experience in business development and account management. Well-travelled with a strong sense of global business acumen. Data-driven and eager to apply new technology and productivity tools to improve the organization's bottom line. A firm believer in relationship-driven results. A team player with a desire to make my colleagues and the organization better through my professional contributions. Conversational language skills in French and Italian.

Experience

Visit Seattle

Seattle, WA

A private, nonprofit company serving as Seattle's official destination marketing organization.

Director, International Tourism (2021)

- Oversight of Visit Seattle's marketing and PR efforts in North America, Europe and Asia.
- Actively engaged key stakeholders on the benefits of travel trade and tourism to the city, including hospitality partners and local organizations.

Salmon Falls Resort

Ketchikan, AK

A seasonal, high-end fishing and adventure resort managed by Highgate Hotels

Director of Sales and Marketing (2020-Present)

- Achieved all-time record revenue in 2021 with an increase of 94% over the previous best year.
- Recruited, trained and managed a year-round sales and reservation team of three, including performance tracking, guidelines and reporting to the Highgate management team.
- Developed from scratch the Resort adventure programming, including local sourcing, pricing, contracting, scheduling and reporting, with an approximate revenue of \$60K in 2021.
- Directed the Resort's contracted PR and social agency to implement a media strategy with the goal to increase traffic to the SalmonFallsResort.com. Year-over-year website referrals increased 64% in 2021.
- Earned coverage in top publications, including *Conde Nast Traveler*, *Travel + Leisure*, *Maxim*, *Men's Journal* and *Field & Stream*.
- Ran point on all VIP and group visits, overseeing contracting, scheduling, 3rd-party bookings and F&B arrangements as well as guest relations while on property.

Visit Seattle

Seattle, WA

Interim Director, International Tourism (2020)

- Renegotiated the contracts of seven global marketing agencies during an emergency review of the department's multi-million dollar budget.
- Advised executive leadership and external stakeholders on current events and travel trends during the COVID-19 crisis.

Tourism Manager (2019-2020)

- Allocated and oversaw annual budgets of \$800K for dedicated contracted agencies in the UK & Ireland, German-Speaking Europe and France.
- Established and implemented highly-visible strategic plans that focused on B2B in-market events, networking opportunities, presentations, and B2C co-op marketing campaigns with key travel partners to increase international visitorship and spending to Seattle.
- Connected international buyers with local suppliers to create unique travel product and incremental business opportunities.

- Worked collaboratively with the Marketing team to produce tailored market-specific content.
- Local tour and travel management, including itinerary creation support for and familiarization tour planning and execution, resulting in additional product and increased visitors to Seattle and the greater region.

Icelandair

Seattle, WA

An international airline headquartered in Reykjavik offering flights to Iceland and continental Europe.

Account Manager, Global Sales (2014-2018)

- Independent outside sales member of the North American team responsible for the development and management of trade and corporate business in sixteen western states and provinces, feeding into five Icelandair gateways.
- Owned the relationships with 70+ contracted accounts by providing support, training and quarterly sales presentations, to contribute \$16 million in revenue in 2017.
- Identified and targeted segment revenue opportunities through sales data and route analysis.
- Resolved emergency issues such as rebooking, cancellations and refunds for contracted agencies with the remote Ticketing Support Team.

CIRI Alaska Tourism Corporation (CATC)

Anchorage, AK

A corporation offering National Park day boat tours, two seasonal lodges, a luxury island retreat and travel packaging services.

Sales Manager (2009-2014)

- Acquired B2B and B2C business from targeted domestic and international clientele across multiple channels.

Explore Fairbanks

Fairbanks, AK

A nonprofit company that serves as the Fairbanks region's official destination marketing organization.

Tourism Sales Manager (2008-2009)

- Increased leisure travel and spending to Fairbanks by promoting the region's attractions to domestic and international travel trade through product training, sales calls and personally guided tours.

Volunteer Work

Skål International (2011-Present)

Anchorage, AK and Seattle, WA

Seattle Chapter President (2017-2019)

Visit Anchorage Board of Directors (2015-2017)

Member of the Finance and Governance Committees

Education

University of Washington

Seattle, WA

Certificate of Strategic Marketing (2018-2019)

Fundamentals of Business Administration: Accounting & Finance (2020)

University of Oregon (2001-2005)

Eugene, OR

B.A., Romance Languages—French and Italian

B.A., Comparative Literature with Departmental Honors

Seattle International Affairs Advisory Board

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	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text


File #: Appt 02886, **Version:** 1

Reappointment of Jacqueline McLaren Miller as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Jacqueline McLaren Miller</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>		Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Bainbridge Island</i>	Zip Code: <i>Insert zip code</i>	Contact Phone No.: [REDACTED]
Background: Jacqueline McLaren Miller, CEO & President, World Affairs Council Jacqueline Miller joined the World Affairs Council as President and CEO in May 2014. After twenty years on the East Coast working on global issues in academia, think tanks, and NGOs, she is happy to be in Seattle contributing to WAC's ongoing mission and service to the greater Seattle community. Immediately prior to joining WAC, Jacqueline served as Director of External Relations at Independent Diplomat in New York. Previously, she was a Senior Associate at the EastWest Institute (EWI) in New York. She has also served as the deputy director of the Council on Foreign Relations' Washington (DC) programs and worked on Russia issues at the Center for Strategic and International Studies. She started her professional career at The George Washington University, where she undertook graduate work after earning undergraduate and graduate degrees from Cornell University.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/1/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

JACQUELINE MCLAREN MILLER

EXPERIENCE

WORLD AFFAIRS COUNCIL OF SEATTLE

2014 PRESENT

President and CEO

- Expand the Council's visibility in the community by building vibrant and meaningful professional, cultural, corporate, charitable, and other community networks.
- Utilize networks to ensure policymakers at local, state, and federal level are participants in the World Affairs Council's community outreach.
- Create and develop strategies to ensure that Council programs are well understood among the Council's diverse constituencies and created a greater stake in the Council's mission and vision among stakeholders. Identify and recruit new stakeholders and supporters with whom the Council's mission and vision resonates.
- Cultivate and maintain key relationships among policymakers, opinion leaders, business community, philanthropic community, and community leaders.
- Serve as the public face of the Council by regularly giving presentations and speeches to promote the activities of the Council to increase relevance, interest, engagement, support, and membership.
- Ensure a broad range of high-quality and relevant programs to a diverse cross-section of the community.
- Maintain a working knowledge of, and active engagement in, significant national and international developments and trends and integrate those into the strategic planning and programs of the Council.
- Provide financial oversight for the Council's budget, including maintaining strong internal controls and effective and efficient use of the Council's resources
- Initiate, build, and maintain community and partnership relationships that support the Council's mission, vision and programs.

INDEPENDENT DIPLOMAT

2013 - PRESENT

Director of External Relations

- Led and implemented the organization's outreach and engagement with foundations, individuals, and other key donor audiences in the United States and abroad. Created institution's new foundation and individual donor strategies.
- Raised the organization's public and institutional profile with a broad range of audiences – donors, policymakers, opinion leaders, and media.
- Directed institutional communications and external messaging.
- Grew and broadened support for and a deeper understanding of the organization's work among existing and new audiences.
- Served on the senior management team, helping formulate and implement the organization's strategic plans, including management of personnel and resources.
- Responsible for board stewardship and development; vastly improving the quantity and quality of information provided to the board for and between board meetings. Created and instituted board development strategy.

EASTWEST INSTITUTE

2007 - 2013

Senior Associate, U.S. Global Engagement (2009 - 2013) and Weapons of Mass Destruction (2012 - 2013) Programs

- Proposed and launched the creation of a new substantive program on U.S. national security and foreign policy.
- Built and maintained key donor relationships—individual, corporate, and foundation. Authored successful fundraising proposals on Afghan narco-trafficking (principal investigator of Carnegie Corporation project grants), U.S.-China cooperation on climate change, and nuclear nonproliferation and disarmament.
- Led DC outreach, focusing on the Hill, diplomatic community, and the executive branch.
- Primary UN representative, convening first committee experts and permanent representatives in regular meetings.
- Institutional thought leadership through authoring of policy papers, policy briefs, and web commentaries; provided commentary and analysis for national and international media; and organized and chaired seminars.
- Managed program budgets, finances, and staff.

Deputy Director, Policy Innovation (2007 - 2009)

- Worked with program directors and policy staff to sharpen policy goals and outcomes.
- Supported the president on the development of new initiatives.
- Commissioned, reviewed, and edited EWT's publications and instituted a new publications process, ensuring a vigorous publication schedule and papers with policy relevance and impact.
- Authored web commentaries and provided commentary on Russian and Eurasian affairs for national and international media.

COUNCIL ON FOREIGN RELATIONS

2004 - 2007

Deputy Director, Washington Program

- Set the substantive direction of the Washington Program's meetings (both meetings for Council members and meetings on Capitol Hill for senior foreign policy staff) in consultation with the vice president.
- Responsible for day-to-day management of the Council's Washington Program, including programming, staff and intern supervision (between six to eight full time staff), and annual budget requests and budget maintenance.
- Oversaw all Washington Program staff and program projects, including meetings for Council members, Congressional programming and outreach, higher education outreach, and diplomatic outreach.
- Served as Council host to visiting dignitaries, including heads of state, in the vice president's absence.
- Provided commentary and analysis on Russian and Eurasian affairs for national and international media.

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

2001 - 2004

Assistant Director, Russia and Eurasia Program, (2002 - 2004)

- Developed substantive direction of Russia and Eurasia program in consultation with program director.
- Authored grant proposals to foundations that resulted in more than \$1 million in program funding.
- Published research and analysis on Russian and Eurasian politics in CSIS and non-CSIS venues and served as a commentator for national and international media.
- Managed Russia and Eurasia program, including supervising six full-time research staff and adjunct and visiting fellows, and budgetary oversight (\$1.2 million annual budget) to ensure program goals met.
- Edited all program publications.
- Organized all program activities and publications, including planning and executing national and international conferences.

THE GEORGE WASHINGTON UNIVERSITY

1994 - 2001, 2004

Adjunct Faculty, Department of Political Science (2001, 2004)

Undergraduate Political Science Advisor (2000 - 2001)

Head Teaching Assistant (Elliott School of International Relations) (1999 - 2001)

Graduate Teaching Fellow (1994 - 1999)

PROFESSIONAL AFFILIATIONS

GLOBAL TIES U.S. Member, Board of Directors Chair, Membership Committee	2016 - present
U.S. GLOBAL LEADERSHIP COALITION Member, Washington State Advisory Committee	2016 - present
UNIVERSITY OF WASHINGTON, JACKSON SCHOOL OF INTERNATIONAL STUDIES Member, Civic Council, Master of Arts in Applied International Studies (MAAIS) Program	2014 - present
TRUMAN NATIONAL SECURITY PROJECT National Security Fellow	2010 - present

EDUCATION

M.PHIL (ABD)

The George Washington University

Fields of Concentration: Comparative politics and international relations

- Passed Ph.D. international relations comprehensive exams with distinction

M.P.A.

Cornell University

- Concentration: Comparative public policy
- Thesis: Nationalism's Impact on Democratization: A Case Study of Estonia and Latvia

A.B.

Cornell University

- Majors: Government, Russian and Soviet Studies
- Phi Beta Kappa
- Graduated with Distinction in All Subjects
- Dean's List (all semesters)

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

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- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text

File #: Appt 02887, **Version:** 1

Appointment of Era Schrepfer as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Era Schrepfer</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: South Park (District 1)	Zip Code:	Contact Phone No.: [REDACTED]
Background: Era Schrepfer, Executive Director, Foundation for Intl Understanding Through Students (FIUTS) Era Schrepfer has served as Executive Director of FIUTS (Foundation for International Understanding Through Students) since 2006. Founded at the UW in 1948, FIUTS advances international understanding through cross-cultural experiences, student leadership, and community connections. In her role at FIUTS, Era works with partner organizations and individuals both on and off campus to engage students and others in leadership and dialogue, and connect them with international experiences. During her tenure, FIUTS has expanded programming by more than 50%, serving 4,000+ students in programs each year. In 2014, Era was named Globalist of the Year by the Seattle Globalist. Prior to joining FIUTS, Era held a variety of nonprofit roles, including Membership Director for AIA Seattle and Managing Director of NW Bookfest. From 1996-1998, she served in the U.S. Peace Corps. Dominican Republic. Era also volunteers extensively in the community. She was a Girl Scout troop leader for 12 years, a longtime ESL and literacy tutor, and currently serves on the Board of Joyas Mestizas, a children’s Folklorico dance group. Era lives in the South Park neighborhood with her husband and two children.		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 4/1/2024	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

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

Era Schrepfer

Qualifications: Resourceful and passionate nonprofit executive with more than fifteen years of experience collaborating with staff and Board of Directors to carry out the strategic plan of a mission-focused nonprofit organization. Skilled in building highly functional teams, change management, group facilitation, and community engagement. Detail oriented and passionate about clear communications, innovative programs, and highly-functional teams. Bilingual Spanish/English.

Professional Experience:

Executive Director, Foundation for International Understanding Through Students (FIUTS) 5/2006 - current

- Partner with the Board of Trustees and an 18-member Student Board to lead the strategic direction of a complex nonprofit organization based on the University of Washington campus; Create an effective, supportive, and challenging environment for staff, volunteers, and others to build skills, innovate, and come together as a team with momentum and passion for a shared mission.
- Oversee programming for more than 8,000 international students and scholars each year and ensure alignment with strategic goals in cross-cultural competencies, programmatic quality, and student engagement and participation. Expanded FIUTS Leadership Programming from 50 casual student volunteers each year to 250 active Facilitators who served more than 7,500 volunteer hours in 2017.
- Create and administer annual budget of \$880,000; responsible for growth of organizational budget from \$300,000 over a five-year period; Administer FIUTS development program to raise funds each year from individuals and businesses through direct solicitation, social media, and special events.
- Created federal grants program in partnership with The U.S. Department of State to provide short-term programming for visiting groups of youth and adults from around the world; resulting in more than \$350,000 in federal income each year over the past 5 years. Develop and oversee custom visiting programs welcoming more than 200 youth and adults to Seattle each year.
- Serve as the public face of the organization; Design and deliver training curriculum, speeches, and orientation to audiences ranging from middle school students to university leadership on topics including culture and intercultural communication, creativity, leadership, international student engagement and support, and project planning topics.
- Form and maintain productive relationships and partnerships with a worldwide network of individuals, organizations, and others who share FIUTS' mission and support FIUTS' programs, including international and domestic students, campus and community partners, the US Department of State, overseas institutions, K-12 schools, and thousands of alumni across the globe.

Membership Director, American Institute of Architects, Seattle Chapter 5/2003-5/2006

- Provided membership services and conveyed association policy to more than 2,000 individual and corporate members; Created and administered annual membership budget of \$390,000.
- Worked with Membership Committee to develop corporate sponsorship program for chapter events.
- Produced quarterly membership meetings, special events, and member communications; Produced regional conference, *Knowledge by Design*, held in August 2005.

Managing Director, Northwest Bookfest, Seattle, WA 2/1999-1/2003

- Oversaw logistical and artistic production of a major community festival, including programming, logistics, technical production, and other elements for literary festival with more than 30,000 attendees over four days.
- Developed and implemented production budget and supported fund development efforts.
- Recruited, trained, and coordinated more than 400 year-round and event weekend volunteers, 300 event exhibitors, vendors, technical crew, and other partners.
- Produced year-round special events in partnership with bookstores, libraries, and publishers; Managed annual "Friends of NW Bookfest" individual giving program.

- Visited book fairs and festivals across the country as a representative of our organization to learn and share best practices with others in the field.

Community Agriculture Volunteer, US Peace Corps, Cañafistol, Bani, Dominican Republic 6/1996-11/1998

- Lived and worked as a member of a small rural community with the goal of supporting community farmers in gaining recognition as an association under the Dept. of Agriculture.
- Created and maintained 2-acre demonstration garden to train local farmers in integrated pest management and sustainable technology; obtained international funding and local support for a regional series of farmer education courses, reaching over 200 rural farmers.
- Partnered with youth groups, women’s groups, the local and national business community, and other community organizations on community development projects; worked with nearby volunteers to produce an environmental summer camp for 600 children ages 5-15 in three communities.
- Served as Volunteer Action Committee Leader, coordinating quarterly meetings and professional development opportunities for approximately 20 Peace Corps volunteers from the southwestern region; with this group, coordinated two national youth conferences for International Women’s Day, focused on leadership, self-esteem, and life planning activities for young women from rural communities across the country. Prepared presentations, coordinated speakers, and oversaw logistics for each conference.
- Project Coordinator for *Pan de la Paz*, an emergency food relief program immediately following Hurricane Georges. Partnered with US Government and international relief organizations.

Volunteer Experience:

Board Treasurer, Joyas Mestizas 2015-current

Provide strategic support and advice for Folklorico children’s dance group. Perform financial tasks, including banking, membership renewals, and maintaining financial records. Write grants for support from local government and foundation funders, support special events, produce financial statements and annual budget.

Troop Leader, Girl Scouts of Western Washington 2012 - current

Lead group of girls through bi-weekly meetings using the Girl Scouts curriculum, providing experiences in civic engagement, interpersonal skills, service, team work, and other life skills. Support girls in their emotional and social development and promote positive self-esteem and community leadership.

Participant, Global Leadership Forum 2015-2016

Joined a small-group cohort of other social purpose leaders for a year-long facilitated peer learning experience focused on leadership of international organizations.

Faculty, Bridge Program, Seattle Works 2011 - 2017

Present curriculum, “Introduction to Non-Profits and Board Membership” 4-6 times each year to corporate groups and individuals interested in joining a nonprofit Board of Trustees. Collaborated with other faculty and Seattle Works staff to improve training and integrate active learning techniques.

Grant Writer, Beacon Hill International School PTA 2011 - 2014

Prepared proposals for funding from city and private foundation funders in support of an urban K-5 school with a language immersion curriculum. Raised more than \$25,000 for school family engagement and arts activities, including a mural project with the Seattle Department of Neighborhoods.

Member, Global Education Subcommittee, Global Washington 2010-2011

Served as a member of a subcommittee charged with developing proposals for integrating global experiences into the state K-20 curriculum. Interviewed stakeholders and presented findings to committee, supported preparation of official state-wide recommendations for global learning.

Education & Membership:

Bachelor of Arts, Anthropology, University of Washington, Seattle

Certificate Program in Non Profit Management, University of Washington, Seattle

Memberships: NAFSA (National Association of International Student Advisors), Global Washington, Washington Nonprofits, 501 Commons, National Peace Corps Association

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
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	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
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6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

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Legislation Text

File #: Appt 02888, **Version:** 1

Appointment of Monique A. Thormann as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Monique A. Thormann</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: Capitol Hill	Zip Code: 98121	Contact Phone No.: [REDACTED]
Background: Monique Thormann, Director of Communications, Henry M. Jackson School of International Studies, UW Monique Thormann is currently the director of marketing and communications at the Henry M. Jackson School of International Studies at the University of Washington. She landed in Seattle in 2013, bringing over 15 years of managing advocacy, media and communications projects for UNICEF, UNDP, The World Food Programme, The World Bank and the International Rescue Committee, among others. Her global experience includes residing and working overseas in Africa, Asia and Europe, including in war-affected countries such as Somalia and Macedonia. She holds a master's degree from Columbia University Graduate School of Journalism.		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 4/1/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

MONIQUE A. THORMANN

Communications Manager with over 10 years of strategic communications experience based in the U.S. and overseas. Proven skills in team leadership, content production and branding for large multilateral organizations and nonprofits in their outreach to media, executives, donors, staff, students, government and the public. Served as board member for a women's leadership nonprofit.

EXPERIENCE

UNIVERSITY OF WASHINGTON, Seattle, WA **2015 – present**

Director of Communications at the Henry M. Jackson School of International Studies

Manage communications for one of the largest units in the College of Arts and Sciences

- Develop and execute strategies to coordinate communication products, branding and media for 22 centers and programs, ensuring alignment with UW activities and campaigns and increasing funds for the School.
- Write and edit print, social and digital media blogs, profiles, advertising copy, visuals, staff communications and more, and direct work of a team, for recruitment of students, donors and public engagement.
- Lead Jackson School, and support UW, media opportunities for promoting faculty expertise, student research.
- Serve as key focal point for high-level public events sponsored by the Director's Office, for increased public awareness on global issues and the mission of international studies.
- Produce the annual *Jackson Report*, a flagship publication highlighting key activities and strategic direction.
- Recognized as 2017 and 2018 "Best in Show" University Advancement Star Award Nominee.

PORT OF SEATTLE - SEATTLE-TACOMA AIRPORT, Seattle, WA **2014 – 2015**

Media Relations Specialist - Emergency Hire (short-term)

Served as a media liaison and public affairs spokesperson for aviation operations in 15th largest U.S. airport

- Responded to media requests by providing key messages reflecting mission and goals of the Port of Seattle.
- Researched and wrote media advisories on latest activities for improved customer experience.
- Crafted social media content, resulting in audience engagement and a live Tweet-Off with another airport.

POINT DEFIANCE AIDS PROJECTS, Tacoma, WA **2014**

Strategic Planning Consultant

Conducted a strategic planning process for the Executive Board and Director of non-profit agency

- Developed and facilitated an 18-month roadmap calendar, report and summary of key opportunities, challenges and operational decisions for Board stewardship of the organization.

UNITED NATIONS DEVELOPMENT PROGRAM, New York, Seattle and Switzerland **2010 - 2015**

Communications Consultant (select samples of activities)

Prepared speeches and strategic positioning documents for executives of a \$4 billion organization

- Wrote a keynote speech delivered by UNDP's Assistant Secretary-General at a global aid conference that included government officials and high-level aid representatives.
- Produced time-sensitive daily synopses, issue-based briefs, staff communications and official reports on intergovernmental deliberations for five Executive Board Member State sessions.
- Authored first-person Executive Board outcome summaries sent by UNDP Administrator Helen Clark, former Prime Minister of New Zealand, to all staff.

UNITED NATIONS CHILDREN'S FUND (UNICEF), Geneva, Switzerland **2009 – 2010**
Communications Consultant

Produced results-based advocacy and fundraising global publications for awareness-raising and donors

- Produced ten case studies on fundraising, branding and advocacy successes for the Executive Board (2010).
- Served as chief editor (2009) and chapter author (2010) of 200-page annual flagship publication on humanitarian action appeals for children launched by Deputy Executive Director under tight deadlines.

UNITED NATIONS CHILDREN'S FUND, Geneva, Switzerland **2005 – 2009**
Communications Manager

Provided strategic communications content and counsel for sector that raises one-third of UNICEF funds

- Advised UNICEF National Committees on strategic planning, crisis communications and brand positioning, working across an organizational matrix of media, fundraising and advocacy for integrated response.
- Prepared talking points, presentations and leadership events for the Director, shaping and delivering communications on sensitive change management and corporate partnership projects.
- Served as a UNICEF communications focal point for the Asian Tsunami 2nd anniversary, World Cup FIFA Germany and the Lebanon Crisis, for accurate and timely information for executives, media and donors.
- Devised print and online collateral, including a first-ever staff Intranet, human interest stories, annual reports, evaluations, and campaign materials, for increased child rights awareness, media response and donations.
- Managed web-based magazine and editorial board, providing strategic material for advocacy and media use.

DEVELOPMENT ALTERNATIVES, INC. – Washington D.C. **2003**

Development Analyst Consultant

Conducted market research on USAID-funded projects for governance and public sector management group

- Produced report on scope for local government reform in 11 countries, identifying potential initiatives for the Government and Institution-Building Network.

THE WORLD BANK – Washington D.C. and Dakar, Senegal **2002**

Development Analyst Consultant

Researched African music and intellectual property rights for the Economic Research Development Group

- Researched and delivered report published as part of chapter in World Bank/Oxford University Press book promoting intellectual property in developing countries. (*See Publications list*)

UNITED NATIONS CHILDREN'S FUND – Skopje, Macedonia **2000-2002**

Head of Communications

Designed and led the Office communications strategy and budget, including during countrywide ethnic conflict

- Managed all internal and external communications, including television, print and radio interviews.
- Conducted briefings for donors, media, aid groups and government officials on opportunities and challenges of respective aid delivery, including during a high-profile countrywide ethnic conflict.

Additional Experience

Consultant, UNITED NATIONS WORLD FOOD PROGRAM, Skopje, Macedonia **1999-2000**

- Reported on, and monitored, food security for over 50,000 Kosovar refugees during 1999 Kosovo Crisis.

Consultant, UNITED NATIONS WORLD FOOD PROGRAM, New Delhi, India **1998 and 1999**

- Researched, designed and wrote two advocacy publications on organization's largest food aid program.

Emergency Consultant, INTERNATIONAL RESCUE COMMITTEE – New York/USA **1998**

- Identified and deployed an emergency response team to Kosovo resulting in timely start of humanitarian aid.

Caseworker, INTERNATIONAL RESCUE COMMITTEE – Split/Croatia 1997-1998

- Prepared testimony of Bosnians seeking refugee status for the U.S. Immigration and Naturalization Service.

Global Recruiter, INTERNATIONAL RESCUE COMMITTEE - New York/USA 1995-1997

- Custom-built the organization's first global emergency roster and hired staff for worldwide assignments.

Team Leader, INTERNATIONAL RESCUE COMMITTEE – Saco Uen/Bua'ale/Somalia 1993-1994

- Managed all program operations and staff security for 18 nationals and expatriates in two war-affected towns.

EDUCATION

M.Sc., Journalism, Columbia University Graduate School of Journalism, New York, NY

B.A., Politics (High Honors), Brandeis University, Waltham, MA: recipient of two post-graduation awards

Visiting Student, Oxford University, Oxford, England: year-long course in politics and refugee studies

Working knowledge of French

Publishing software: InDesign; Photoshop; Wordpress; Marketo; Cvent

OTHER

Center for Women and Democracy Board Member (2015-2016): Supported mission to advance women's leadership and representation, and served as emcee for monthly "Food for Thought" public events.

Ragan Communications Speechwriting and Executive Communications Conference (2014 and 2015): Designed for writers to build thought leadership, speechwriting for results, and storytelling for speeches.

National Incident Management System Series 700 and 100 (2014): Completed Federal Emergency Management Institute training for emergency response, including public information management.

Columbia University Graduate School of Journalism, New York, NY – "Smarter Social Media Skills for Journalists Short Course" (2012): Designed to help reporters engage and connect better with audiences.

London Film Academy, London, England – Diploma in Practical Filmmaking (2004-2005): Directed, produced and digitally edited films; wrote a short film screenplay selected for a number of UK film festivals.

PUBLICATIONS

Only by Chance. Screenplay by Monique Thormann. Dir. Christopher Holt. London Film Academy, 2005. Film. *Only by Chance* featured in London's Short Ends Film Festival (December 2005), UK Propeller TV (Spring 2006) and the Portobello Film Festival (August 2006).

Penna, F. J., Thormann, M., Finger, M.J. "The Africa Music Project" *Poor People's Knowledge: Promoting Intellectual Property in Developing Countries*. Ed. Michael Finger, Ed. Philip Schuler. Washington, D.C.: World Bank/Oxford University Press, 2004. 95-112. Print. Cover photo credit: Monique Thormann.

Thormann, M. *Reducing Hunger, Tackling Poverty: Food Aid Interventions in India: Country Programme Report, 1997-2002*, New Delhi, India: United Nations World Food Programme, 1999. Print.

Thormann, M. *Preserving Livelihoods, Mitigating Hunger: Success Stories of Food Aid in India*. New Delhi, India: United Nations World Food Programme, 1998. Print.

Thormann, M. "Peacekeeping Fiasco in Somalia." *Reuter Forum Journal* (1995). Print.

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text

File #: Appt 02889, **Version:** 1

Reappointment of Karin Zaugg Black as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Karin Zaugg Black</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>Capitol Hill</i>	Zip Code: <i>98112</i>	Contact Phone No.: [REDACTED]
Background: Karin Zaugg Black, International Business Protocol Liaison, Port of Seattle Karin serves as the liaison for the Port in business protocol matters related to international delegations, business leaders, dignitaries, and government officials. She maintains relationships with Seattle’s sister ports and trade associations, handles logistics and preparation for incoming international trade missions, delegations and visitors, and assists the Port Executive Leadership Team and Commissioners with outgoing international trade missions and business travel. Karin served as communications director for the City’s Office of Economic Development for 12 years, and has served as President of the Seattle-Kobe Sister City Association from 1998 to 2015. She currently serves as a Board member for the Seattle-Kobe Sister City Association as past president, and the Japan-America Society of the State of Washington.		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 4/16/2024	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

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

KARIN ZAUGG BLACK

QUALIFICATIONS

- Proven track record of staffing executive leaders, creating briefing materials, advising, and interpreting in roles at the City of Seattle, City of Kobe, and as president of the Seattle-Kobe Sister City Association
- Demonstrated success as a project manager to initiate and lead projects to on-time successful completion
- Effective relationship builder and facilitator to achieve team goals and demonstrate measurable outcomes
- Proven ability to produce communications strategies with polished communications products in relevant formats to a variety of audiences
- Accomplished public speaker, diplomatic spokesperson
- Strong interpersonal, teambuilding and networking skills
- Adroit at managing multiple requests and adapting to changing priorities on a daily and weekly basis
- Fluent in Japanese; proficient in German; extensive international travel and multicultural experience

PROFESSIONAL EXPERIENCE

Port of Seattle – International Business Protocol Liaison

Seattle, WA. December, 2016 -

- Serves as an advisor for the Port of Seattle in business protocol matters related to international delegations, business leaders, dignitaries, and government officials in order to facilitate positive business relationships.
- Supports the Port's various lines of business, including Airport, Seaport (in collaboration with the Northwest Seaport Alliance), Cruise, Fishing, and Economic Development & Tourism.
- Maintains relationships with Seattle's sister ports and trade associations, handles logistics and preparation for incoming international trade missions, delegations and visitors, and assists the Port Executive Leadership Team and Commissioners with outgoing international trade missions and business travel.

City of Seattle Office of Economic Development (OED) – Communications Director

Seattle, WA. May, 2003 – September, 2015.

- Oversaw strategic planning and implementation of OED communications, including electronic newsletters, website content, print collateral, social media campaigns, media relations, and executive leaders' briefing materials and talking points.
- Effectively supported the City's economic development priorities by creating communications strategies, including media and community events, and marketing campaigns, across Seattle neighborhoods and industries, including *Only in Seattle* neighborhood business district marketing program, Mayor's Small Business Awards, and *In Good Company* business recognition program.
- Managed office initiatives, including internal staff and outside vendor contracts, for such projects as *Restaurant Success* website portal to assist restaurateurs in navigating government processes.
- Served as spokesperson for OED and Mayor's Office on economic and industry issues.
- Interpreted for business meetings with visiting Japanese delegations; facilitated meetings with business delegations from other countries in Europe and Asia.
- Served as a collaborative partner to neighborhood and industry business associations, private companies and community-based organizations to forward the City's agenda successfully.
- Developed and oversaw communications internship program, resulting in 100% employment rate for the participating students, and effective work outcomes for the organization's communications goals.
- As a member of OED leadership team, helped facilitate office-wide Race and Social Justice training, LEAN management practices, internal communications and office morale events.

Office of the Mayor, City of Kobe, Japan - Coordinator for International Relations (1993-1996)

- Only non-Japanese staff member in City of Kobe's 12-person International Division.
- Coordinated international visits and delegations with sister city and sister port partners, including Tianjin, China; Riga, Latvia; Brisbane, Australia; Rio de Janeiro, Brazil; and Rotterdam, Netherlands.
- Facilitated events and diplomatic protocol for mayor and three deputy mayors, interacting with local Consular Corps.
- Interpreter for Swiss Rescue Teams and Japanese Fire Department (German-Japanese) during rescue efforts after the Kobe Earthquake; international response spokesperson for the City of Kobe.

SUMMARY OF ADDITIONAL WORK EXPERIENCE

- **Greater Seattle Chamber of Commerce, Recreational Equipment Incorporated (REI), and the Office of the Mayor, City of Kobe, Japan:** Demonstrated project management and communications experience (strategic planning and implementation of communications strategies, including media relations, annual reports and publications, newsletters, websites, and executive briefing documents).
- **Japanese American Chamber of Commerce (JACC), iJapan.com startup, and King Broadcasting Company (corporate and AM/FM Radio) and Seattle-Kobe Sister City Association:** Additional experience with effective project management, event and delegation planning, fundraising, staff and volunteer management, member stewardship, and community outreach.

COMMUNITY & INTERNATIONAL INVOLVEMENT

Seattle-Kobe Sister City Association – President (1998-2015)

- Served as president of the 13-person Board of Directors of this non-profit organization that facilitates exchanges, events and delegations with Kobe, Japan for 18 years.
 - Managed and led anniversary delegations of City of Seattle, Port of Seattle and community leadership for sister city and sister port anniversaries, some in partnership with the Trade Development Alliance of Greater Seattle. (1997, 2002, 2007, and 2012).
 - Coordinated a year-long series of events for four sister city anniversary celebrations, and served as official interpreter for Seattle Mayors, City of Seattle Councilmembers, and Port of Seattle leaders during four anniversary year activities in Seattle and Kobe.
 - Received several awards for our sister city program, including “judges award” from the national Sister Cities International organization and “best overall sister city program” from the City of Seattle.
 - Represented Seattle on Governor’s Jay Inslee’s Trade Mission & Friendship Delegation to celebrate sister state relationship with Hyogo Prefecture, Japan, September, 2015.
- Current board member of the Seattle-Kobe Sister City Association, Japan-America Society of the State of Washington, and the City of Seattle’s International Advisory Board.
- Frequent public speaker about Japanese culture and customs, Kobe Earthquake experience and disaster preparedness in Seattle and Japan.

EDUCATION & HONORS

Leadership Tomorrow civic leadership training program graduate.

Inspirational Young Alumni Award (area of study & community involvement), Pomona College.

Bachelor of Arts, Asian Studies, Pomona College, Claremont, CA.

- Study Abroad programs in Hiroshima and at Doshisha University’s AKP Program in Kyoto, Japan.
- Exchange student programs in Koblenz, Germany and Tashkent, Uzbekistan.

Seattle International Affairs Advisory Board

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Roster:

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	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
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6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
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6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
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6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
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Total	7	9			1					8								

Key:

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- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text


File #: Appt 02890, **Version:** 1

Reappointment of David B. Woodward as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.




City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>David B. Woodward</i>		
Board/Commission Name: <i>Seattle International Affairs Advisory Board</i>		Position Title: <i>Member</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>		Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> Serving remaining term of a vacant position
Residential Neighborhood: <i>Greenwood</i>	Zip Code: <i>98103</i>	Contact Phone No.: [REDACTED]
Background: David B. Woodward, Board Member, Rotary International Woodward founded David Woodward & Associates LLC in 2016 utilizing expertise developed over his 38 years in the field of international education and business. Most recently Woodward served as the President & CEO of Associates in Cultural Exchange from 1998 to 2016. He is also the in-coming President of the American Consortium of Universities. Woodward was born in Iran where he spent his early youth and developed a fascination for languages and cultures of the world. He became fluent in Persian, French and Arabic, studied Greek, Hebrew and German, and has traveled to over 50 countries. Woodward holds four degrees from UW including a Master of Education in Higher Education with a specialization in Teaching English as a Second Language, a Master of Arts in Near Eastern Languages and Civilization, a Bachelor of Arts in Linguistics, and a Bachelor of Arts in History. Beside teaching for A.C.E., Woodward taught English as a foreign language at Kuwait University in 1982-83. He has presented extensively on cross-cultural communication, language education, global business, international program administration, and Middle East civilization. Woodward has led in overseeing personnel nationally, marketing internationally, strengthening board and organizational development, and setting up strategic relationships worldwide. He also has led the development of various business startups and educational projects involving small businesses, universities, corporations, and government agencies within the U.S. and in peer regions of the world. He has established contracts for services, branch offices and representative service arrangements with client organizations in Oman, Kazakhstan, Russia, Switzerland, Japan, Korea, Australia, and six U.S. states.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/16/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

SUMMARY OF QUALIFICATIONS
David B. Woodward



PROFESSIONAL SKILLS:

High-Level Cross Cultural, Multilingual and International Facilitation; International Program Administration & Financial Management; International Business Development & Consulting; Strategic Planning and Proposal Development; ESL/EFL and Technical Program Startup and Management; Curriculum Development, In-service Training, Pedagogy; Staff Selection, Supervision, and Team Building; Financial and Information Management; Public Relations and Communication Skills; Student Counseling and Services; Community Service; Philanthropy

PROFESSIONAL EXPERIENCE –

DAVID WOODWARD & ASSOCIATES LLC (DW), Seattle, WA

Principal: 2016 – Present

Provide a pathway to "intercultural trust and engagement" for those seeking to develop professional relationships and implement business and education projects worldwide.

American Consortium of Universities (ACU), Seattle, WA (a program of INTERLINK Language Centers)

President: 2017 – Present

Further develop ACU's global engagement on behalf of 7 partner universities connected through INTERLINK Language Centers. ACU facilitates international student admission, including conditional admission, to a wide range of graduate and undergraduate programs at its member institutions.

for Associates in Cultural Exchange (A.C.E.) between 1980 & 2016:

Associates in Cultural Exchange (A.C.E.), Seattle, WA (DBA for American Cultural Exchange)

President & CEO: 1998 – 2016

Duties: development of a fully independent board, an international advisory council, a long-term strategic plan, and corporate restructuring along the lines of a continuous improvement model. Have engineered turnaround, tripling gross revenues since 2004, and expansion to national footprint with program offices operating year round in 5 U.S. states.

A.C.E. InfoTech Group, Seattle, WA

Chairman, Board of Directors: March, 1999 – March, 2000

Duties: successful effort to spin off a for-profit division of A.C.E. in order to separate that activity from the core not-for-profit activities and eventually sell the new corporation.

American Cultural Exchange (A.C.E.), Seattle, WA

Executive Vice President: 1995 – 1998

Duties: management of all operations and development including international recruiting and marketing.

American Cultural Exchange (A.C.E.), Seattle, WA

Vice President for Operations: 1994 - 1995

Duties: oversight of A.C.E.'s U.S.-based intensive ESL institutes, the International Training and Development Institute, and development of new institutional linkages.

A.C.E. Training and Development Institute, Seattle, WA

Director: 1992 - 1995

Duties: establishment of this new division of the American Cultural Exchange in 1992 as the International Training and Development Institute incorporating all specialized training services of the company previously handled under the Office of Technical Training and the Office of Special Programs. The Institute conducts over numerous programs each year with hundreds of participants in both individualized and group programs. A major component of ITDI directorship is developing and maintaining relationships with contracting organizations in Washington, D.C. and abroad.

American Cultural Exchange (A.C.E.), Seattle, WA

Assistant Vice President: 1991 - 1993

Duties: assistance with oversight of A.C.E.'s ESL institutes and development of new ESL programs. Oversaw startup of new institutes at North Seattle Community College, Skagit Valley College, & Montana State University. Assisted with establishment of new MATESOL program at Seattle Pacific University in 1992-3.

A.C.E. Language Institute (formerly IELI) at Seattle Pacific University, Seattle, WA

Director: 1988 - 1993

Director of Student Services/Student Advisor: 1986 - 1987

Activities Coordinator: 1985 - 1986

ESL Instructor: 1980; 1984 - 1988

A.C.E. Language Institute (formerly IELI) at Pacific Lutheran University, Tacoma, WA

Acting Director: 1990 - 1991

ESL Instructor: 1983

A.C.E. Language Institute (formerly IELI) at North Seattle Community College (Currently at North Seattle Center), Seattle, WA 1989 - 1990

Acting Director: Coordinating establishment of the institute for the American Cultural Exchange

American Cultural Exchange (A.C.E.), Seattle, WA 1984

ESL Instructor: Preparing group from Saudi Arabia for computer curriculum at Boeing Computer Services

Other Experience:

GRE International (GREi), Seattle, WA

Consultant: 2011 – 2012

Duties: Established unit within Goodman Real Estate for sourcing capital in the GCC region.

Quality Schools International (QSI), Ljubljana, Slovenia

Consultant: 2005 – 2008

Duties: Developed first Seattle-based staff recruitment fair, held annually from 2006, and provided assistance in program and staff development as needed.

Pacific Northwest Advisors (PNWA), Seattle, WA

Director, Middle East and Central Asia: 2005 - 2008

Duties: Assisted premier Middle Eastern, Central Asian, and Pacific Northwest companies achieve their global business goals – specifically as it pertains to doing business between these regions -- by providing them with the best possible business solutions.

Taproot Theater Company (TTC), Seattle, WA

Chairman, Board of Directors: 1995 – 1999

Duties: Strengthened Board, created Advisory Board, and assisted TTC with promotion to the professional community in Seattle.

Seattle Pacific University, Seattle, WA

Adjunct Professor: 1990 (Winter Quarter)

Taught History of the Modern Middle East (HIS 3730)

Kuwait University, Kuwait 1982 – 1983

EFL Instructor in College of Arts teaching Kuwaiti undergraduate students full time for academic year

University of Washington ESL Department, Seattle, WA 1980 - 1982

Teaching Assistant

The American Cultural Exchange (A.C.E.), Seattle, WA 1981

Professional Tutor for foreign executives in ITEP Program

ESL Program, Griffin Business College, Seattle, WA 1981

Instructor in refugee program

EDUCATION:

M.A. Near Eastern Languages & Civilization (1985)

University of Washington, Seattle, WA

M.Ed. Higher Education/TESL (1980)

University of Washington, Seattle, WA

B.A. Linguistics (1979)

University of Washington, Seattle, WA

B.A. History (1979)

University of Washington, Seattle, WA

Carleton College, Northfield, MN (1975-77)

PROFESSIONAL ACTIVITIES:

- * Commission on English Language Program Accreditation, **Commissioner** (Term: 2003-2005), Treasurer (2004), Chair of Ad Hoc International Accreditation Committee (2005). Site Reviewer (2005 – Present), Nominations Committee (2014 – Present).
- NAFSA: Association of International Educators -- Washington State Representative for Region I (1988 - 90), **Membership Chair** for Region I (1990 - 91), **Registration Chair** for national conference local arrangements committee (1990), **Chair** of Region I (1994 - 95) and member of Regional Council, class of 1995. **Coordinator** of Middle East Interest Group (1994 - 96). **Vice Chair** of OSEAS Advocacy Working Group (1999-2002), **Member** of national Development Committee (2005-2006), **SPA Liaison** for IEM Knowledge Community (2015 – Present).
- * Member of TESOL and Washington State affiliate, WAESOL, and **Vice-President** of WAESOL (1981 - 82). **Local Co-Chair** for TESOL national convention in Seattle, March 1998.
- * Presentations & Publications: Numerous conference presentations for various associations and organizations regionally and nationally, as well as articles for professional newsletters.

AWARDS:

Honorary Professor of Management, Turar Ryskulov Kazakh Economic University, Almaty, The Republic of Kazakhstan (27 December 2011)
National Resource Fellowship in Near Eastern Languages & Civilizations, University of Washington (1981-1982)
Cum Laude Society, Stony Brook School (June 1975)

SPECIAL SKILLS, EXPERIENCE, & COMMUNITY SERVICE:

2015 – Present: Washington State Committee, US Global Leadership Council
2011 – President: Advisory Board, Persian & Iranian Studies Dept., UW
2010 – Present: Advisory Board, Global Business Program, Albers School, Seattle University
2009 – Present: Member, District Export Council of Washington State
2004 – Present: Board Member, Seattle Rotary & Co-Chair of Rotary Diplomacy Task Force
2003 – 2007: Steering Committee Member, Washington State Coalition for International Education, Chair (2005-2006)
2002 – 2004: Advisory Board, Ballard High School Teen Health Center, Seattle, WA
2000 – 2012: Advisory Board, Trade Development Alliance, Greater Seattle Chamber of Commerce, Seattle, WA
1999 – 2005: Advisory Board, Venture International, Nicosia, Cyprus
1996 – 1999: Board Chair, Taproot Theatre Company, Seattle, WA

Oral and written proficiency in Arabic, Persian (Farsi), and French. Frequently speak or present on international education, language & culture education, the Middle East, and the Muslim world. Have familiarity with Greek, Hebrew, German and Spanish. Born and grew up in Iran and have traveled extensively in Asia, Europe and the Middle East. Proficiency with wide variety of information technology applications.

Seattle International Affairs Advisory Board

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Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Seattle-Surabaya	June Cutler	5/1/24	04/30/26	1	SMC
	F		2.	Seattle-Limbe	LueRachelle Brim Atkins	5/1/24	04/30/26	1	SMC
6	F	4	3.	OIR, City of Seattle	Stacey Jehlik	5/1/24	04/30/26	2	SMC
	M	N/A	4.	Greater Seattle Partners	Josh Davis	5/1/24	04/30/26	1	SMC
	F	4	5.	Seattle City Council	Maritza Rivera	5/1/24	N/A	1	Council President
6	M	3	6.	UW, Jackson School	Monique A. Thormann	5/1/24	04/30/26	1	Mayor
6	M	7	7.	Visit Seattle	Liz Johnson	5/1/24	04/30/26	1	Mayor
	F	1	8.	UW, FIUTS	Era Schrepfer	5/1/24	04/30/26	1	Mayor
6	M	6	9.	Consular Association of Washington	Mark M. Gantar	5/1/24	04/30/26	1	Mayor
	M	1	10.	Amazon	Michael A. Harold	5/1/24	04/30/26	1	Mayor
6	F	N/A	11.	World Affairs Council	Jacqueline McLaren Miller	5/1/24	04/30/26	2	Mayor
	F	3	12.	Gates Foundation	Heather Yang Hwalek	5/1/24	04/30/26	1	Mayor
6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
6	F	3	14.	Port of Seattle	Karin Zaugg Black	5/1/24	04/30/26	2	Mayor
1	F	N/A	15.	Small Business Development Center	Ellie He	5/1/24	04/30/26	1	Mayor
6	M	5	16.	Seattle Public Schools	Noah Zeichner	5/1/24	04/30/26	1	Mayor

SELF-IDENTIFIED DIVERSITY CHART

	(1)		(2)		(3)		(4)		(5)		(6)		(7)		(8)		(9)	
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial					
Mayor	6	5			1					8								
Council	0	1																
Other	1	3																
Total	7	9			1					8								

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text


File #: Appt 02891, **Version:** 1

Appointment of Noah Zeichner as member, Seattle International Affairs Advisory Board, for a term to April 30, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Noah Zeichner		
Board/Commission Name: Seattle International Affairs Advisory Board		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 5/1/2024 to 4/30/2026 <input type="checkbox"/> Serving remaining term of a vacant position	
Residential Neighborhood: Pinehurst	Zip Code: 98125	Contact Phone No.: [REDACTED]
Background: Noah Zeichner, International Education Consulting Teacher Noah Zeichner is a National Board-certified social studies and Spanish teacher at Ingraham High School in Seattle, Washington. For the past several years, Noah has served as a consulting teacher for International Education for his school district. From 2011-2014, Noah coordinated a youth-led, school-wide festival called World Water Week and since 2015 he and his students have organized the annual Washington State Global Issues Network (WAGIN) Conference. From 2014-2017, he co-facilitated the weeklong Global Leadership Summer Institute, a workshop in which teachers learn how to create a more democratic classroom. Noah was honored with the 2013-14 World Affairs Council World Educator Award and was among 50 finalists chosen for the 2015 Global Teacher Prize. In 2012, Noah traveled to Brazil as part of the Teachers for Global Classrooms program and he recently visited South Africa as part of the 2018 NEA Foundation Global Learning Fellowship program.		
Authorizing Signature (original signature):  Date Signed (appointed): 4/16/2024		Appointing Signatory: Bruce A. Harrell Mayor of Seattle

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

Noah Zeichner



EDUCATION/CERTIFICATIONS

National Board Certification, November 2010, October 2019
Social Studies - History/Adolescence and Young Adulthood

University of Washington, Seattle, Washington, March 2004
Master in Teaching
Washington State Residency Teaching Certificate
Endorsements: Social Studies, Spanish, English as a Second Language

University of Wisconsin, Madison, Wisconsin, May 2000
Bachelor of Arts
Majors: History, Spanish

PROFESSIONAL EXPERIENCE

Ingraham High School, Seattle, Washington, 2017-Present
Social Studies and Spanish teacher

- Teach classes that include, IB History of the Americas, World History, and Spanish 1.
- Coordinate a youth-led global issues conference (2015, 2016, 2017, 2019, 2020).
- Advise student clubs and activities: East African Club, Latinx Club, Global Politics Club, Global Issues Network, Euro Challenge, and Ethics Bowl.

Seattle Public Schools, Seattle, Washington, 2014-Present
International Education Consulting Teacher

- Lead school district's International School Leadership Team.
- Provide curricular and programmatic support for teachers and administration.
- Coordinate language competency testing in schools.
- Create and disseminate a monthly global education newsletter.

NEA Foundation Global Learning Fellowship, 2017-2018
Global Learning Fellow

- Completed online global education coursework.
- Co-authored a global education book: "12 Lessons to Open Classrooms and Minds to the World."
- Traveled to South Africa to visit schools and historical sites.

Chief Sealth International High School, Seattle, Washington, 2004-2017
Social Studies and Spanish teacher

- Taught classes that include World History, United States History, American Government, Global Leadership, Spanish, and International Baccalaureate Theory of Knowledge to a diverse student population.
- Co-created and coordinated a student-led, weeklong ideas festival focused on local and global water issues (2011-2014).
- Represented colleagues on the school's Building Leadership Team (2013-2017).
- Served as educational technologist for school: developed workshops and coached teachers on integrating technology into their curricula.

- Chaired Family Engagement Action Team: developed and carried out school-wide plans to involve parents and guardians in students' education, coordinated home visits.
- Co-facilitated cultural and educational exchange with sister school in Chongqing, China: led student trip to China in 2006, host students and teachers from China every other year.
- Served as teacher advisor to Green Team club: empower student leaders to design and carry out environmental action projects.
- Co-facilitated the development of the school's mariachi education program: co-authored and administered grants to purchase traditional mariachi suits for students and to establish an after-school mariachi class at feeder middle school, fundraised for and chaperoned student trip to mariachi festival each year.
- Served as cooperating teacher for teacher candidates from University of Washington, University of Washington-Bothell, and Seattle Pacific University.
- Department chair of the World Languages Department 2005-2009: participated in district-wide curriculum alignment committee, guided the development of a Mandarin Chinese language program.

Global Visionaries, Seattle, Washington, 2004-Present

Lead Teacher

- Co-developed and facilitated Global Leadership Summer Institute for Teachers (2014-2016).
- Co-developed and taught Global Leadership high school curriculum.

Trip Leader

- Co-led five trips to Guatemala, which include intensive Spanish instruction, service-learning projects, and cross-cultural exchange.

Center for Teaching Quality, Carrboro, North Carolina, 2010-2014

CTQ Teacherpreneur

- Co-developed an international teacher leader virtual network.
- Represented CTQ and Seattle Public Schools at Global Cities Education Network meetings in Singapore (2013), Toronto (2014) and Shanghai (2015).
- Co-authored report focused on professional learning systems with teacher leaders from Singapore, Shanghai, Toronto, Lexington (KY), and Denver.
- Authored the *Minding the Globe* blog on teachingquality.org.
- Worked with Seattle Public Schools and the Seattle Education Association to create a Teacher Advisory Council, offering leadership opportunities to area teachers.

IREX/U.S. Department of State Bureau of Educational and Cultural Affairs, 2011-2012

Teachers for Global Classrooms Fellow

- Completed a graduate-level online course on best practices in global education.
- Participated in pre- and post-travel global education symposiums in Washington DC.
- Traveled to Brazil for two weeks to observe and co-teach in public school classrooms.
- Submitted a Program Capstone Project that includes a comprehensive Global Education Resource Guide for use in Seattle Public Schools.

Professional Educator Standards Board, State of Washington, 2011-2014

PESB Board Member

- Served in Governor-appointed position on board that is responsible for setting and upholding high standards for the teaching profession in Washington State.

Maple Elementary School, Seattle, Washington, 2000-2002

Bilingual Instructional Assistant

- Instructed K-5 ESL students in small groups and mainstream classes.
- Interpreted for Spanish-speaking parents.

- Represented the Bilingual Department on the Building Leadership Team.
- Coached fourth and fifth graders in weekly after-school basketball program.

**Instituto de Investigación, Educación y Promoción Popular del Ecuador
(Institute of Research, Education, and Popular Advancement of Ecuador)**

Quito, Ecuador, 1998-1999

Social Studies Teacher

- Taught history to low-income, Spanish-speaking high school students.
- Directed and edited oral history video project in neighboring community.

University of Wisconsin, May 2002

Research Assistant

- Observed and interviewed teachers in Namibia for education reform study.

Camp Interlaken, Eagle River, Wisconsin, 1996-2000

Co-director of Counselor-In-Training Program

- Instructed 17-year-olds in counseling skills.

Co-director of Teen Program

- Supervised staff and administered summer program for 15-year-olds.

Ropes Course Instructor

- Strengthened kids' group problem-solving and communication skills.

HONORS AND AWARDS

Top 50 Finalist, Global Teacher Prize, 2015

World Affairs Council World Educator Award, 2013

Phillip B. Swain Excellence in Education Award, 2011

Bezos Educator Scholar, 2010

Seattle Seahawks Hero in the Classroom, 2007

CONFERENCE PRESENTATIONS

- "Globalizing the Humanities," Global Teaching Dialogue. Washington DC, June 2019.
- "Teaching about Toilets," Empowering Students to Improve the World Summer Institute. Minneapolis, MN, June 2019
- "From High School to College to Real World: Education Abroad and the Surprising Path of Generation Z," Forum on Education Abroad Annual Conference. Seattle, WA, March 2017.
- "Facing Challenges in Implementing an Immersion Program in a Public High School," International Conference on Immersion and Dual Language Education. Minneapolis, MN, October 2016.
- "Teaching the 2015 UN Climate Change Conference," Northwest Teaching for Social Justice Conference. Seattle, WA, October 2015.
- "Transforming Teaching as a Global Profession," Teaching & Learning Conference. Washington DC, March 2015.
- "Lessons for Funders from Around the Globe: Setting our Learners up for Success," Grantmakers for Education Annual Conference. Miami, FL, October 2014.
- "Teaching about Toilets and the Global Sanitation Crisis," Partnership for Global Learning Annual Conference. New York City, NY, June 2014.
- "Teacherpreneurs: The Future of Teacher Leadership," Learning Forward Summer Conference. Minneapolis, MN, July 2013.
- "World Water Week: Going Global with a Schoolwide Festival," Partnership for Global Learning Annual Conference. New York City, NY, June 2013.

- “Teaching about Toilets,” Washington State Council for the Social Studies Leadership Retreat. Chelan, WA, March, 2013.
- “Everyone Gets It: A Model for Teaching Global Citizenship.” National Council for the Social Studies Annual Conference. Seattle, WA, November 2012.
- “Global Leadership in The Social Studies Classroom,” Washington State Council for the Social Studies Leadership Retreat. Chelan, WA, March, 2012.
- “What Does Global Education Look Like?” Global Washington K-20 Education Summit. Seattle, WA, November, 2011.
- “World Water Week: How to Create a Schoolwide Festival,” Northwest Teachers for Social Justice Conference. Seattle, WA, October, 2011.

PUBLICATIONS

- Zeichner, Noah. [“Racial Equity in Education: Reflections on South Africa.”](#) *Education Week Global Learning Blog*. December 13, 2018.
- Zeichner, Noah. [“Honoring Students’ Emotional Responses to Complex Global Issues.”](#) *Education Week Global Learning Blog*. April 10, 2018.
- Zeichner, Noah, Berry, Barnett, and Evans, Rachel. “Teacher Leadership: A Reinvented Teaching Profession.” *Flip the System*, edited by Jelmer Evers and Rene Kneyber, Routledge, 2015, 209-225.
- Zeichner, Noah. [“Why Teacher Leaders Are Critical to Advancing Global Education.”](#) *Education Week Global Learning Blog*. August 27, 2015.
- Zeichner, Noah. [“Professional Learning Takes Time.”](#) *Education Week Global Learning Blog*. June 5, 2014.
- Zeichner, Noah, et al. [“A Global Network of Teachers and Their Professional Learning Systems.”](#) Center for Teaching Quality. May 2014.
- Zeichner, Noah. [“Cultivating Global Leaders.”](#) *Go Teach Magazine*. March 12, 2014.
- Zeichner, Noah. [“Mapping a Teacher Boycott in Seattle.”](#) *Kappan Magazine*. October 2013.
- Zeichner, Noah. [“Rethinking Sh-t.”](#) *Rethinking Schools*. Fall 2013.
- Zeichner, Noah. [“The Next Step: A Hybrid Teaching Role.”](#) *Educational Horizons Magazine*. February 1, 2013
- Zeichner, Noah. [“Enhancing Global Competencies Through an International Teacher Network.”](#) *Education Week Global Learning Blog*. January 17, 2013.
- Zeichner, Noah. [“Global Education: Bringing the World to Your Classroom.”](#) *Education Week Teacher*. July 3, 2012.
- Zeichner, Noah. [“Calling All Teacher Leaders.”](#) *CNN Schools of Thought*. April 16, 2012.
- Zeichner, Noah. [“Going Global With a Schoolwide Festival.”](#) *Education Week Teacher*. April 10, 2012.
- Zeichner, Noah, et al. [“How Better Teacher & Student Assessment Can Power Up Learning.”](#) Washington New Millennium Initiative, Center for Teaching Quality. August 2011.

PROFESSIONAL MEMBERSHIPS

National Council for the Social Studies
 Washington State Council for the Social Studies
 Organization of American Historians
 American Historical Association
 American Council on the Teaching of Foreign Languages
 Washington Association for Language Teaching

Seattle International Affairs Advisory Board

30 Members: Pursuant to *Seattle Municipal Code 3.14.470*, 12 members subject to City Council confirmation, 2-year terms:

- 1 City Council-appointed
- 11 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): SMC

Roster:

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6	M	6	13.	Rotary International	David B. Woodward	5/1/24	04/30/26	2	Mayor
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- **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown



Legislation Text

File #: Inf 2494, **Version:** 1

2023 Organized Retail Crime Audit Overview

The City Can Do More to Tackle Organized Retail Crime in Seattle

July 21, 2023

Claudia Gross Shader, Ph.D.
Research and Evaluation Director

David G. Jones, City Auditor



Seattle Office of City Auditor

The City Can Do More to Tackle Organized Retail Crime in Seattle

Report Highlights

Background

In recent years, the characteristics of retail crime have shifted and become more sophisticated. There is some emerging evidence that organized retail crime (ORC) has increased due, in part, to an increased use of online marketplaces for selling stolen goods. This audit is focused on fencing operations related to ORC. “Fencing” is the practice of reselling stolen goods through online marketplaces, unregulated markets such as illegal street markets, storefronts that buy stolen goods, and by shipping goods for sale outside of the U.S.

What We Found

This audit presents seven steps for the City to improve its approach to addressing the organized fencing operations that underpin ORC in Seattle:

1. Support City participation in collaborative efforts among agencies, including collaboration with the new Organized Retail Crime Unit in the Washington State Attorney General’s Office.
2. Leverage federal and state crime analysis resources.
3. Use in-custody interviews of “boosters”—people who steal on behalf of fencing operations—to gather information on fencing operations.
4. Explore new uses of technology to address ORC.
5. Use place-based approaches to disrupt unregulated street markets.
6. Follow the King County Prosecuting Attorney’s Office “prosecution checklist” for ORC cases.
7. Consider City support of legislation that addresses ORC.

Recommendations

For each step, we have included specific recommendations for actions that the City could take to improve its approach to ORC. Given the City’s current resource constraints, especially for the Seattle Police Department (SPD), our recommendations largely focus on leveraging new and existing collaborations, using existing expertise and resources, and exploring new technologies.

Seattle Police Department Response

In their formal written response, SPD stated they will work with the City to implement the recommendations.



WHY WE DID THIS AUDIT

Seattle City Councilmembers Andrew Lewis and Lisa Herbold requested that our office conduct an audit regarding retail theft in Seattle. We examined Organized Retail Crime (ORC), which involves organized efforts to steal and resell items, including sales through online marketplaces, unregulated markets, storefronts that buy stolen goods, and by the shipping of goods for sale outside of the U.S.

HOW WE DID THIS AUDIT

To accomplish the audit’s objectives, we worked with representatives from law enforcement, prosecution, and retail to identify the seven steps presented in this report. We attended collaborative meetings, including the Washington State Attorney General ORC Task Force and the Washington Organized Retail Crime Association. We reviewed Seattle Police Department records and case files; analyzed prosecution data; consulted with industry experts on best practices; and reviewed research literature.

Seattle Office of City Auditor
David G. Jones, City Auditor
www.seattle.gov/cityauditor

TABLE OF CONTENTS

TABLE OF CONTENTS	I
INTRODUCTION	1
ORGANIZED RETAIL CRIME IN THE CITY OF SEATTLE	6
STEP 1: CONTINUE TO SUPPORT CITY PARTICIPATION IN ORC COLLABORATIONS	12
STEP 2: LEVERAGE FEDERAL AND STATE CRIME ANALYSIS RESOURCES	16
STEP 3: USE IN-CUSTODY INTERVIEWS OF BOOSTERS TO GATHER INFORMATION ON FENCES	19
STEP 4: EXPLORE NEW USES OF TECHNOLOGY TO ADDRESS ORC	21
STEP 5: USE PLACE-BASED APPROACHES TO DISRUPT STREET MARKETS	26
STEP 6: FOLLOW THE “PROSECUTION CHECKLIST” FOR ORC CASES	30
STEP 7: CONSIDER CITY SUPPORT OF LEGISLATION THAT ADDRESSES ORC	32
OBJECTIVES, SCOPE, AND METHODOLOGY	34
REFERENCES	35
APPENDIX A	36
Seattle Police Department Response.....	36
APPENDIX B	37
Top Cities/Metropolitan Areas Affected by Organized Retail Crime.....	37
APPENDIX C	38
List of Recommendations	38
APPENDIX D	40
Seattle Office of City Auditor Mission, Background, and Quality Assurance.....	40

INTRODUCTION

Audit Overview

Seattle City Councilmembers Andrew Lewis and Lisa Herbold requested that our office conduct an audit regarding retail theft in Seattle. We examined organized retail crime, which involves organized efforts to steal and resell items, including sales through online marketplaces, unregulated markets, storefronts that buy stolen goods, and by shipping goods for sale outside of the U.S. This audit focuses on fencing operations associated with organized retail crime.

Background

In recent years, the characteristics of retail crime have shifted and become more sophisticated. There is some emerging evidence that organized retail crime (ORC) has increased due, in part, to an increased use of online marketplaces for selling stolen goods.¹ ORC operations can involve millions of dollars of stolen merchandise and be linked with other serious crimes including narcotics trafficking, human trafficking, money laundering, and even terrorism.

The newly-funded [Organized Retail Crime Unit in the Washington State Attorney General's Office](#) and a new program in the U.S. Department of Homeland Security called [Operation Boiling Point](#) will offer the City of Seattle (City) significant opportunities for collaboration and for leveraging resources to address ORC.

ORC is a complex, evolving problem that is intertwined with the growth of online retail and the housing and addiction crises, driving people who are homeless and people with substance use disorder to steal on behalf of organized retail crime rings. This audit does not address all aspects of ORC. Rather, based on preliminary fieldwork that we conducted in spring 2022, we decided to focus our analysis on fencing operations related to ORC. "Fencing" is the practice of reselling stolen goods through online marketplaces, unregulated markets such as illegal street markets, storefronts that buy stolen goods, and by shipping goods for sale outside of the U.S. (see Exhibit 1).

¹ A [2021 report commissioned by the Retail Industry Leaders Association and the Buy Safe America Coalition](#) found that, from 2003-2019, the growth in online marketplaces was highly correlated (61 percent) to the number of shoplifting events.

Exhibit 1: This Audit Focused on Fencing Operations



Source: Seattle Office of City Auditor

Definitions of organized retail crime.

There is not currently a universally accepted definition of ORC. This is due in part to the fact that ORC tactics and circumstances can vary widely. ORC can involve highly sophisticated crime rings that systematically steal certain products, warehouse, and inventory the stolen products, then resell the products through legitimate physical or online businesses. ORC may also be perpetrated by individuals or small groups that steal and resell the items themselves, including smash-and-grab thefts and resale of high-value items.

Working Definitions of ORC. The [Loss Prevention Research Council](#)² is working to develop a definition of ORC that includes seven elements: 1) predatory crimes in which 2) one or more offenders 3) knowingly and intentionally 4) plan or coordinate criminal activities 5) on one or more occasion 6) with the intent of financially profiting themselves, a group, or a broader criminal enterprise with which they are associated 7) through the acquisition of cash, other financial instruments, or merchandise that can be resold, returned, exchanged, or otherwise used to generate a profit. The [Washington Organized Retail Crime Association \(WAORCA\)](#)³ defines ORC as the theft/fraud activity conducted with the intent to convert illegally obtained merchandise, cargo, cash, or cash equivalent into financial gain when

² The [Loss Prevention Research Council](#) at the University of Florida supports the evidence-based needs of loss-prevention decision makers. Its membership includes over 70 major retail chains, and it has conducted over 300 loss-prevention research projects to date.

³ The [Washington Organized Retail Crime Association \(WAORCA\)](#) assists law enforcement, retail investigators, and prosecutors in identifying, investigating, and prosecuting those involved in ORC.

The City Can Do More to Tackle Organized Retail Crime in Seattle

the following elements are present: it occurs over multiple occurrences OR in multiple jurisdictions, conducted by two or more persons or an individual acting in dual roles (booster and fence)⁴. The [Washington State Attorney General’s Task Force](#) focuses on ORC as involving a group of individuals who steal products in order to resell them for a profit; this does not include petty theft, shoplifting, or poverty-driven crimes.

Prosecution of ORC. In Washington state, prosecution of ORC may occur⁵ under [Revised Code of Washington \(RCW\) 9A.56.350-Organized Retail Theft](#). This RCW applies to thefts of at least \$750 worth of merchandise and establishes organized retail theft as a felony in the first degree (Class B felony) if the property stolen has a value of \$5,000 or more. Per this RCW, a person is guilty of organized retail theft in the second degree if the stolen or possessed property has a value of at least \$750, but less than \$5,000. In addition, several sections of the Seattle Municipal Code (SMC) may apply to ORC misdemeanor offenses including [SMC 12A.08.060 Theft](#), [SMC 12A.08.160 Trafficking in stolen property](#), [12A.08.090 Possessing Stolen Property](#), and [SMC 12A.08.040 Criminal Trespass](#).

⁴ Boosters are people who steal merchandise on behalf of fences. Fences resell stolen goods, sometimes through sophisticated methods.

⁵ According to the King County Prosecuting Attorney’s Office (KCPAO), depending on the specific facts and circumstances, KCPAO may charge a theft from a retail establishment as one or more of the following felony crimes. The crimes in the left column are fairly specific to thefts from retail establishments. In other words, if that crime has been charged, it can be safely assumed that the factual scenario involves a theft from a retailer. The crimes in the right column are much less specific. In other words, if that crime has been charged, there cannot be any assumption as to whether or not it involved a theft from a retailer.

Fairly specific to thefts from retail establishments.	Less specific to thefts from retail establishments.
<ul style="list-style-type: none"> • Organized Retail Theft in the First Degree, RCW 9A.56.350(2). • Organized Retail Theft in the Second Degree, RCW 9A.56.350(3). • Retail Theft with Special Circumstances in the First Degree, RCW 9A.56.360(2). • Retail Theft with Special Circumstances in the Second Degree, RCW 9A.56.360(3). • Retail Theft with Special Circumstances in the Third Degree, RCW 9A.56.360(4). • Theft with Intent to Resell in the First Degree, RCW 9A.56.340(2). • Theft with Intent to Resell in the Second Degree, RCW 9A.56.340(3). 	<ul style="list-style-type: none"> • Assault in the Third Degree, RCW 9A.36.031(1)(a). • Burglary in the Second Degree, RCW 9A.52.030. • Theft in the First Degree, RCW 9A.56.030. • Theft in the Second Degree, RCW 9A.56.040. • Robbery in the First Degree, RCW 9A.56.200. • Robbery in the Second Degree, RCW 9A.56.210. • Trafficking in Stolen Property in the First Degree, RCW 9A.82.050. • Trafficking in Stolen Property in the Second Degree, RCW 9A.82.055.

How Organized Retail Crime Groups Operate

Organized retail crime (ORC) groups generally include individuals serving in one of two main capacities: boosters or fences.

“Boosters” steal or illegally obtain merchandise for fences.⁶ “Fences” pay boosters for stolen goods and then resell them to witting or unwitting consumers and businesses. Boosters work either alone or in groups to steal goods that they will later sell to fences for a fraction of the value or trade for drugs. Boosters often use lists provided by fences that itemize the goods fences desire. Boosters sometimes use high-powered magnets, modified clothing, or modified shopping bags lined with aluminum foil to conceal merchandise and circumvent electronic article surveillance or security tag technology. They may also simply fill up a shopping cart and push it out the door without making payment.

Fencing operations can be simple or operationally complex. Low-level fences, or “street fences,” will sell the stolen goods directly to the public through unregulated street markets, flea markets, swap meets, or online. Boosters may also sell the merchandise to mid-level fences who run “cleaning operations.” Cleaning operations remove security tags and store labels and repackage stolen goods to make them appear as though they came directly from the manufacturer. This cleaning process may even involve changing the expiration date on perishable goods, which creates public health and safety concerns. The “clean” goods may then be sold to the public or to higher-level fences, who operate illegitimate wholesale businesses. Through these businesses, the fences can supply merchandise to retailers, often mixing stolen merchandise with legitimate goods. In addition, fences selling goods via online marketplaces, or “e-fencing,” may ship stolen goods across state or national lines. E-fencing is more profitable than fencing at physical locations.⁷

ORC groups target vulnerable individuals to serve as boosters.

Vulnerable individuals, including people who are homeless and people with substance use disorders, often serve as boosters in ORC, stealing from stores in exchange for drugs or a small payment. [Boosters recently interviewed](#) in New York City stated that boosting was a safer alternative to other crimes, including catalytic converter theft and prostitution. Many Seattle boosters, especially those who have been identified by the Seattle City Attorney’s [High Utilizer Initiative](#),⁸ are people with substance use disorders. Our analysis of 2021 and 2022 data of ORC cases referred by the Seattle Police Department and

⁶ In some cases, boosters do not use a fence. Rather, they resell (i.e., fence) their own stolen merchandise through online marketplaces or unregulated street markets.

⁷ While fences may profit about 30 cents on the dollar by selling goods at physical fencing locations, they can make about 70 cents on the dollar via e-fencing. (Finklea, 2012)

⁸ The Seattle City Attorney’s [High Utilizer Initiative](#) is a collaborative effort to identify and reduce the impact of individuals responsible for repeat criminal activity across Seattle. In total, the initiative included 168 individuals who were responsible for almost 3,500 misdemeanor referrals since 2017.

prosecuted by the King County Prosecuting Attorney indicated that boosters frequently were people who were homeless and/or people with substance use disorders. In addition, according to a [report by the Association of Certified Anti-Money Laundering Specialists and Homeland Security Investigations](#), undocumented immigrants who are labor-trafficked into the U.S. may also be forced to serve as boosters for ORC rings to pay off a debt.

Note: Evidence-Based Treatment Could Help Address Underlying Issues for Boosters

While this audit does not specifically address ORC boosters, it should be noted that new efforts in Seattle are underway to address substance use disorders through evidence-based treatment. These could potentially help reduce the number of people who are drawn to serve as boosters for ORC.

Our October 2022 audit report, [Action is Needed to Explore Ways to Offer an Evidence-Based Treatment for People Who Use Methamphetamine](#), recommended that government, including the City of Seattle, should act with urgency to provide evidence-based treatment for people who use methamphetamine. Further, Mayor Bruce Harrell's April 2023 [Executive Order](#) outlines steps to address the public health and safety impacts of the fentanyl crisis in Seattle, including advancing evidence-based policies and programs to help people get treatment for substance use disorder.

ORGANIZED RETAIL CRIME IN THE CITY OF SEATTLE

Section Summary

Organized retail crime (ORC) is a concern for Seattle retailers of all sizes. While it is important to report ORC to the police for data-gathering and investigative purposes, Seattle Police Department (SPD) responses to calls for service from retailers in 2022 consumed significant resources. ORC fences can be involved with additional serious crimes, and they exploit vulnerable individuals to steal goods and shoulder the legal risks associated with ORC. Our report identifies seven steps the City can take to improve its approach to addressing the organized fencing operations that underpin ORC in Seattle.

ORC adversely affects Seattle retailers.

According to a 2022 National Retail Federation report, ORC rose by 60 percent since 2015, and nearly 70 percent of retailers nationwide reported an increase in ORC in 2021. Among the top U.S. cities affected by ORC, Seattle was 10th in 2020 and 8th in 2021, according to the [2022 National Retail Security Survey](#) (Appendix B). The Washington Retail Association indicated that within the past year, more than half of Washington state retailers have reported an increase in theft, resulting in \$2.7 billion in losses in the state.

ORC has become an increased concern for retailers of all sizes and in all areas of Seattle. On February 9, 2022, Councilmember Sara Nelson convened the Seattle City Council's Economic Development, Technology, and City Light Committee to hear from small business owners and neighborhood business representatives from around the city who expressed concerns about increased thefts, the safety of their staff and customers, and their ability to stay in business. A [written statement](#) delivered at that meeting by representatives from Seattle's neighborhood business districts stated, "Seattle's commercial districts are the heart of our neighborhoods and the center of all public life in our city. However, with the uptick in crime and behavioral health issues across the city, neighborhood business districts are getting hit hard and need help from our city leaders."

As community members and businesses expressed to the committee, ORC in Seattle can jeopardize the viability of small businesses, including those owned by Black, Indigenous, and People of Color (BIPOC). It can harm the fabric of neighborhoods, such as Little Saigon, and adversely affect the safety and perception of safety of hourly wage retail workers and their customers.

ORC created a significant body of work for the Seattle Police Department in 2022.

In Seattle, retailers can report theft to SPD by calling 911 or through [SPD's Retail Theft Program](#), which allows participating retailers to file misdemeanor theft cases without an officer's involvement. SPD indicates that there has been declining participation in its Retail Theft Program in recent years, and they have noticed a rise in SPD calls for service from retailers. We found that calls for service from retail locations created a significant body of work for SPD in 2022. SPD data indicates that, in 2022, there were 13,103 SPD calls for service from the top 100 retail locations, and the large majority of these calls for service, according to SPD, were related to retail theft. SPD tracks the time spent on each call by "Patrol Unit Service Hours," and each patrol unit may include one or more responding officers. For 2022, SPD patrol response to these 100 repeat retail locations totaled 18,615 Patrol Unit Service Hours. From our conservative calculations, SPD's time spent on these 100 retail locations in 2022 is equivalent to the annual work performed by nine full-time SPD patrol officers (see Exhibit 2).

Exhibit 2: SPD Patrol Response to ORC was Equivalent to Nine Full-Time Officers in 2022



Source: Seattle Office of City Auditor

Reporting retail crime to law enforcement is important because it can help investigators link evidence and build ORC cases for prosecution. Law enforcement uses crime reporting data to allocate resources, and law enforcement cannot respond to and investigate incidents that are not reported. However, nationally, the Loss Prevention Research Council found that about 50 percent of retail crime is reported to law enforcement.

SPD officials indicated that in the first quarter of 2023, they did not receive any theft reports (neither through 911 nor through SPD's Retail Theft Program) from some large downtown retailers because those businesses have increased their use of security guards and off-duty officers and are choosing not to report ORC to the police. However, some retailers cannot afford extra security, and some retailers choose not to use or increase security to avoid the risk of lawsuits from

shoppers injured by security guards in the process of apprehending thieves or from the alleged thieves themselves.

Exhibit 3 shows the top 10 of the 100 retail locations that generated the most SPD Patrol Unit Service Hours in 2022. These 10 retail locations were in each of SPD’s five precincts and represent a variety of retail sectors (e.g., grocery, home goods, clothing, and hardware). In 2022, there were 3,360 total SPD calls for service that generated 5,375 Patrol Unit Service Hours from these locations. Together, that is the equivalent of more than two-and-a-half full-time SPD patrol officers’ work for just 10 retail locations in 2022.

Despite SPD’s significant patrol response to retail crime, SPD officers often do not arrive at the retail location until long after the theft has occurred. For example, SPD 2022 case files document a suspect who entered a Target store, gathered over \$1,000 in merchandise, yelled obscenities, and threatened to harm staff. The suspect told staff that police would probably not respond and stayed in the store for about two-and-a-half hours. SPD arrived after the suspect had left the store.

Exhibit 3: Top 10 Retail Locations Accounted for Over 5,000 SPD Patrol Unit Service Hours in 2022

SPD Precinct	Retail Location	2022 SPD Patrol Unit Service Hours	2022 SPD Calls for Service
South	Rainier Valley Square	963	681
Southwest	Westwood Village Shopping Center	816	518
North	Target-Northgate	584	643
North	Northgate Shopping Center	494	434
Southwest	Target-Westwood Village	469	171
West	Target-Downtown	468	169
West	Nordstrom-Downtown	420	177
East	Safeway-Central District	419	198
South	Safeway-Othello	391	231
South	Lowe’s Rainier Avenue	351	138



SPD has limited capacity to pursue investigations of major ORC fencing operations. In 2022, SPD indicated that they were aware of at least four major fencing operations that sell goods stolen from Seattle retailers through unregulated markets and online marketplace, and by shipping overseas. However, SPD indicated that due to staffing

ORC is associated with other crimes.

constraints, especially in SPD investigative units, the department's ability to investigate these fencing operations is extremely limited. SPD officials indicated that the department has prioritized investigations of violent crimes over property crimes, including ORC.

The Washington Retail Association indicated that, in the past year, 80 percent of Washington state retailers have reported a rise in violence and aggression towards their frontline workers. Seattle retailers we interviewed reported that ORC boosters have increasingly made verbal and physical threats to their workers. Further, our analysis of 2021 and 2022 data for Seattle ORC cases prosecuted by the King County Prosecuting Attorney indicated that boosters were sometimes armed with weapons including knives and guns. Of the 49 cases prosecuted by the King County Prosecuting Attorney's Office (KCPAO) Economic Crimes Unit, 11 involved the use of weapons and/or physical assault by boosters.⁹

Seattle's experience is consistent with national data. For example, according to the [2022 Retail Security Survey by the National Retail Federation](#), 81 percent of retailers nationally reported that ORC offenders are somewhat or much more violent when compared with 2021.

The U.S. Department of Homeland Security acknowledges that ORC groups can also be involved in other crimes including narcotics trafficking, human trafficking, money laundering, and even terrorism. Therefore, in October 2022, the department's Homeland Security Investigations (HSI) launched a national program called [Operation Boiling Point](#) to address ORC by supporting investigations, conducting outreach, and coordinating with public and private sector partners.

Why is it important to focus on disrupting fencing operations in Seattle?

ORC fences routinely and systematically monetize stolen goods for their profits. They are often involved with other financial crimes including money laundering and Electronic Benefits Transfer (EBT) fraud. Some fences also perpetrate serious crimes like narcotics and human trafficking. Fences can also exploit vulnerable people to serve as their boosters. There is precedent for efforts to address ORC by focusing on fencing operations. For example, in 2019 the Auburn, Washington Police Department, area retailers, and the King County Prosecuting Attorney's Office worked together to investigate and prosecute a fencing case valued over \$18 million. Afterward, Auburn-area retailers reported at least a 30 percent drop in ORC. Also, in the wake of [publicized](#) ORC increases in San Francisco's commercial corridors in the summer of 2021, the San Francisco Police Department created a new three-person investigative unit focused on fencing operations within their Major Crimes Division. This unit works to

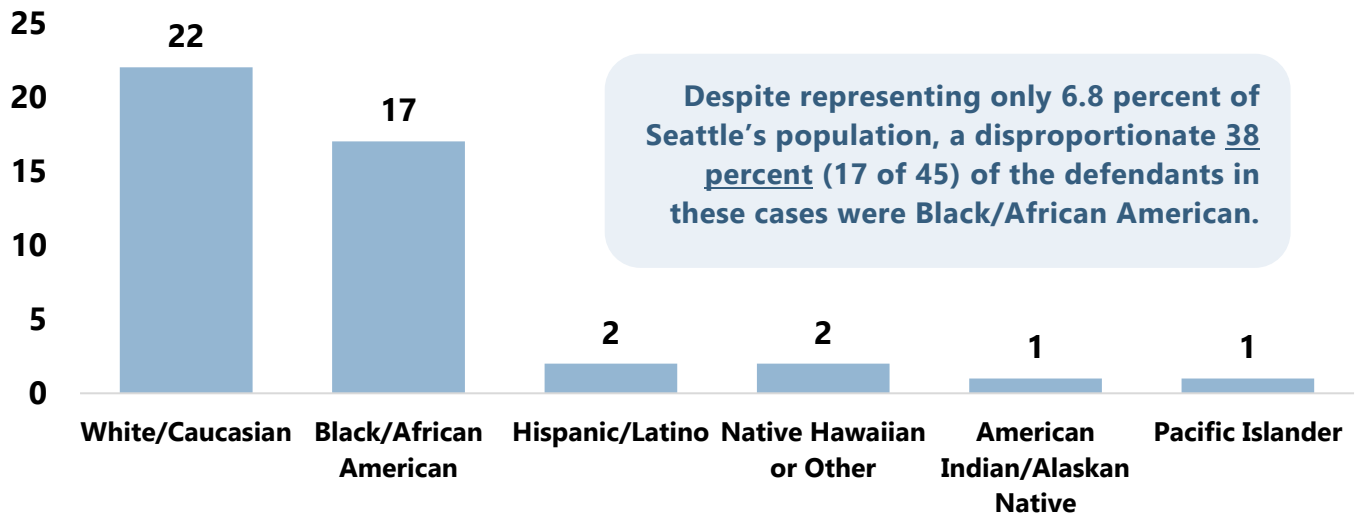
⁹ KCPAO notes that cases involving retail theft that include more violent encounters would be prosecuted by the Violent Crimes Unit (e.g., as assault) rather than the Economic Crimes Unit.

The City Can Do More to Tackle Organized Retail Crime in Seattle

disrupt street-level marketplaces, research and investigate local online sellers of stolen goods, and collaborate with other agencies like the FBI on ORC cases in which goods stolen in San Francisco are transported and resold internationally.

Further, in [a meeting of the Seattle City Council's Public Safety and Human Services Committee](#), Councilmember Andrew Lewis identified that, in our current system, ORC fences face little legal risk. He noted that, "most of the risk (of ORC) is borne with potential misdemeanor exposure by the people going into the store to steal, and the people fencing the goods have a plentiful supply of people that they can just churn through the system to go and steal things for them." Our analysis of the 49 ORC cases referred to the King County Prosecuting Attorney in 2022 indicated that only four¹⁰ of them indicated how the goods were fenced. The remaining 45 other ORC cases did not indicate how the goods were fenced, but they involved thefts that exceeded the \$750 felony threshold. SPD case reports indicate that some of the defendants in these cases were people who were homeless¹¹ and had substance use disorders. Compared to Seattle's population,¹² a disproportionate 38 percent (17 of 45 total) of the defendants were Black (see Exhibit 4).

Exhibit 4: Race/Ethnicity of ORC Booster Cases in 2021-2022



Source: Seattle Office of City Auditor

¹⁰ For these cases, two of the individuals resold the items they stole themselves on OfferUp; one individual resold tools he stole on an unidentified online platform; and one individual resold liquor he stole to businesses in Pioneer Square.

¹¹ For example, 18 of the 49 case files listed the defendant's address as a homeless shelter.

¹² [According to the 2020 U.S. census](#), 6.8 percent of Seattle's population is Black or African American.

Seven steps for improving the City's approach to ORC.

The following sections of this report present seven steps for the City to improve its approach to addressing the organized fencing operations that underpin ORC in Seattle:

1. Support City participation in collaborative efforts among agencies (including collaboration with the new Organized Retail Crime Unit in the Washington State Attorney General's Office).
2. Leverage federal and state crime analysis resources.
3. Use in-custody interviews of boosters to gather information on fencing operations.
4. Explore new uses of technology to address ORC.
5. Use place-based approaches to disrupt unregulated street markets.
6. Follow the King County Prosecuting Attorney's Office "prosecution checklist" for ORC cases.
7. Consider City support of legislation that addresses ORC.

For each step, we have included specific recommendations for actions that the City could take to improve its approach to ORC. Given the City's current resource constraints, especially for SPD, our recommendations largely focus on leveraging new and existing collaborations, using existing expertise and resources, and exploring new technologies.

STEP 1: CONTINUE TO SUPPORT CITY PARTICIPATION IN ORC COLLABORATIONS

Section Summary

Effectively addressing organized retail crime (ORC) requires collaboration among law enforcement agencies, retailers, and prosecutors. Since SPD resources are currently constrained, it is especially important for the City to continue to participate in ORC collaborations that will minimize the burden on SPD and capitalize on the resources available from other agencies at the federal, state, and local levels. There is a need for internal City structures to ensure coordination of strategies and information-sharing among various City staff who participate in the ORC collaborations.

The City currently participates in new and existing ORC collaborations.

City of Seattle staff and officials currently participate in collaborations that can help address ORC, including dismantling fencing operations. These collaborations include a new Homeland Security Investigations program, the new Washington State Attorney General's ORC Task Force, the Washington Organized Retail Crime Association (WAORCA), and the Downtown Security Forum.

Homeland Security Investigations Program. Homeland Security Investigations (HSI) is the principal investigative arm of the U.S. Department of Homeland Security tasked with investigating, disrupting, and dismantling transnational criminal organizations and terrorist networks that threaten or seek to exploit the customs and immigration laws of the United States. In October 2022, HSI launched a national program called [Operation Boiling Point](#) to address ORC by supporting investigations, conducting outreach, and coordinating with public and private sector partners. SPD is well-positioned to collaborate with HSI. A detective from SPD's Intelligence Unit is detailed to work exclusively with HSI under a Supervisory Special Agent for the Seattle region. Recently, this SPD detective collaborated with HSI, the U.S. Attorney's Office, and regional law enforcement agencies [to indict an ORC team](#) that victimized 190 stores across 23 states, including 10 in Western Washington.

Washington State Attorney General ORC Task Force and ORC Unit. In July 2022, the [Washington State Attorney General created a statewide Organized Retail Crime Theft Task Force](#). The task force has held three public meetings to look at ORC from various vantage points including online and brick-and-mortar retailers; large and small businesses; owners, employees, and security personnel; and local, state, and federal law enforcement. Representatives shared concerns, needs, resources and best

practices. The taskforce has also gathered information on current approaches and systems used by law enforcement and prosecution and opportunities for improvement. Subsequently, in April 2023, the Washington State Legislature funded a centralized [Organized Retail Crime Unit in the Attorney General's Office](#) to coordinate, investigate, and prosecute multi-jurisdictional retail crime statewide. The 10-person¹³ Organized Retail Crime Unit will include investigators, prosecutors, a data analyst, and support staff. The unit will be able to assist with investigations, including coordinating them across multiple jurisdictions and prosecuting cases referred to the office by county prosecutors. City officials have been participating in the task force meetings, and the newly funded state unit will offer the City of Seattle new opportunities for collaboration and for leveraging resources to address ORC.

Washington Organized Retail Crime Association. There are 35 statewide Organized Retail Crime Associations (ORCAs) in the U.S., including the [Washington Organized Retail Crime Association \(WAORCA\)](#). The primary purpose of an ORCA is to assist law enforcement, retail investigators, and prosecutors in identifying, investigating, and prosecuting those involved in ORC. WAORCA sponsors a number of quarterly and monthly meetings around the state, including a King County meeting and a virtual meeting. Participants at these local meetings share intelligence, coordinate investigations, identify suspects,



Image: The Economic Crimes Unit from the King County Prosecuting Attorney's Office presents at a WAORCA meeting. Source: WAORCA

identify fencing operations, and build working relationships. Businesses of any size may apply to participate in WAORCA, and WAORCA also provides free training for small businesses (see Step 5: Use Place-Based Approaches to Disrupt Street Markets in our report). Staff from the City Attorney's Office and from the SPD North Precinct attend WAORCA meetings and provide updates on SPD ORC cases.

¹³ The Legislature funded half of these positions to start on July 1, 2023, and the other half to start on July 1, 2024.

The Downtown Security Forum. An example of SPD’s leadership in ongoing problem-solving among agencies is the Downtown Security Forum (DSF) that brings together property managers and security and loss-prevention professionals with SPD West Precinct command to share updates and problem solve crime and other issues negatively impacting people and assets in West Precinct business districts. The DSF was established over four years ago, and there are currently over 180 contacts on the DSF distribution list. The DSF is co-hosted by the SPD West Precinct Crime Prevention Coordinator and the Downtown Seattle Association’s Metropolitan Improvement District’s Safety Services Manager. The DSF meets six times a year or as needed. In addition, the DSF hosts educational forums¹⁴ that allow more time to discuss topics that affect crime and safety in West Precinct business districts.

Vibrant Communities Initiative. In May 2023, the King County Prosecuting Attorney’s Office (KCPAO) was selected as a pilot agency for a new program sponsored by the Retail Industry Leaders Association and National District Attorneys Association called the [Vibrant Communities Initiative](#). This program is intended “to address root drivers of habitual theft, violence, and other unlawful activity in and around retail establishments—mental health issues, substance use, homelessness, and other complex societal challenges.” KCPAO’s national leadership on this new program will provide the City of Seattle with an opportunity to collaborate with KCPAO on innovative systems changes.

Centralized coordination from the City is needed.

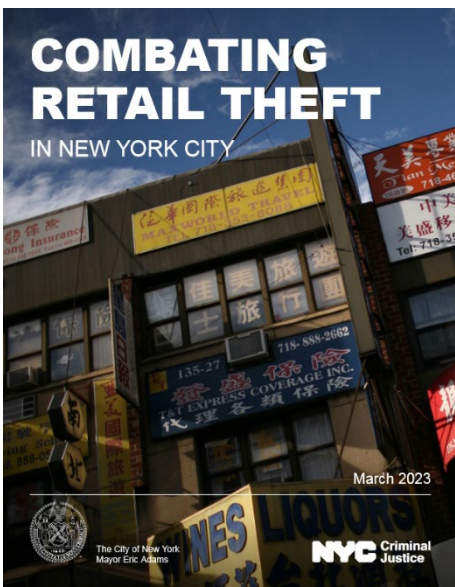
Currently, City of Seattle representatives participate in all the collaborative efforts described above. However, we observed that the City staff participation is diffuse (see Exhibit 5), and there is no City structure in place for communication and coordination among City staff involved with ORC. The City might be better positioned to make more effective use of City participation in these collaborations if there were centralized coordination from the City. This might include a designated central point of contact for the City on ORC, a shared list of City contacts on ORC, and a central City repository (e.g., SharePoint site) for ORC information.

¹⁴ DSF educational forum topics for 2023 include: best practice tips for security camera systems and video evidence; crime prevention through environmental design for safer places; place-based crime prevention; tips for exterior lighting in urban business districts.

Exhibit 5: City Staff Participation in ORC Collaborations is Diffuse

Collaborative Group	City Staff Participation Noted
Homeland Security Investigations	<ul style="list-style-type: none"> • SPD Intelligence Unit
Attorney General’s ORC Task Force	<ul style="list-style-type: none"> • SPD Command staff • SPD Major Crimes Unit • City Attorney leadership
WAORCA	<ul style="list-style-type: none"> • SPD North Precinct Patrol staff • SPD Southwest Precinct Crime Prevention staff • City Attorney North Precinct Liaison
Downtown Security Forum	<ul style="list-style-type: none"> • SPD West Precinct staff

Source: Seattle Office of City Auditor.



Central coordination could help the City make the best use of its current staff involvement in these collaborations so that information gathered at these meetings can be operationalized into the City’s work on ORC.

Central City coordination could also help the City more effectively set and communicate its priorities for ORC. For example, in December 2022, New York City Mayor Eric Adams convened more than 70 stakeholders “to collaborate on policy and find creative solutions to the prevalent increases in retail theft.” A [subsequent report](#) (left) published by the Mayor identified six priorities for addressing retail theft in New York City:

1. Creating targeted retail theft diversion programs
2. Bringing support services closer to our retail communities
3. Building stronger, safer unified retail communities
4. Prioritizing the use of precision enforcement when appropriate
5. Launching a strategic task force against retail theft
6. Advocating for stronger online marketplace authentication procedures to ensure consumer safety and deter organized theft rings.

Recommendation 1

The City should explore ways to improve coordination among City staff who participate in organized retail crime (ORC) collaborations, including designating a central point of contact on ORC, creating a shared list of City contacts on ORC, and developing a central City repository for ORC information.

STEP 2: LEVERAGE FEDERAL AND STATE CRIME ANALYSIS RESOURCES

Section Summary

Applying crime analysis to organized retail crime (ORC) investigations could help the City identify fencing operations and gather evidence for prosecution. The City of Seattle can seek support with crime analysis from the U.S. Department of Homeland Security's Homeland Security Investigations (HSI), which offers analytic services for local law enforcement for ORC, as well as from the Washington State Attorney General Office's new ORC unit. In addition, the City should consider using federal technical assistance to build its capacity to use the problem-oriented-policing model to address ORC fencing operations.

Crime analysis can support ORC investigations.

SPD has indicated that staffing constraints prevent the organization from investigating fencing operations and conducting thorough analysis of ORC. Crime analysis¹⁵ involves analyzing the identified crime problem in-depth using a variety of data sources so that appropriate responses can be developed. Law enforcement and industry experts note the importance of crime analysis to help identify trends and patterns that could lead to successful ORC investigations. This type of crime analysis might include mapping ORC locations, identifying trends in frequently fenced items, analyzing data from interviews, phones, and social media to collect evidence on fencing operations, and analyzing financial data related to fencing operations. For example, the San Francisco Police Department monitors and analyzes online resale platforms like eBay and OfferUp to identify local fences.

Washington State Attorney General's ORC Unit and Homeland Security Investigations can offer crime analysis assistance for ORC.

The City can request assistance with ORC crime analysis from the Washington State Attorney General's Office and HSI. The new ORC unit in the Washington State Attorney General's Office will include a data analyst and several investigators. This unit may have some capacity to provide crime analysis assistance to SPD regarding fencing operations.

HSI has a team that can lend analytical assistance to SPD for ORC fencing cases. In 2022, HSI's National Lead Development Center (NLDC) began acting as an information and analytics clearinghouse for HSI's [Operation Boiling Point](#). NLDC accepts leads on ORC cases from a wide range of sources that include federal, state, and local law

¹⁵ The [U.S. Department of Justice Community Oriented Policing Services \(COPS\) Office](#) defines crime analysis as "the qualitative and quantitative study of crime and law enforcement information in combination with socio-demographic and spatial factors to apprehend criminals, prevent crime, reduce disorder, and evaluate organizational procedures."

enforcement contacts; foreign law enforcement; and retail loss-prevention professionals.¹⁶

NLDC analytical resources are available to SPD and could be useful for addressing the known major fencing operations, especially those with international ties. SPD is particularly well-positioned to request analytical services from the NLDC because an SPD detective from the SPD Intelligence Unit is detailed to and co-located with HSI and could liaise with the NLDC as needed.

Free technical assistance from the U.S. Department of Justice could help.

In addition, the federal government has resources, including free technical assistance, that could help the City build its capacity to apply [problem-oriented-policing \(POP\)](#) strategies to address ORC fencing operations. Analysis is an important component of POP. Decades of research has shown strong and consistent evidence that POP is an effective strategy for reducing crime and disorder. POP requires police to use problem-solving to address chronic problems, rather than using traditional reactive efforts. POP interventions commonly use the SARA (scanning, analysis, response, assessment) model to identify problems, carefully analyze the conditions contributing to the problem, develop a tailored response to target these underlying factors, and evaluate outcome effectiveness. POP has been effectively¹⁷ used to address a range of crime types, including violent crimes and property crime, including [retail theft](#).

Although POP has existed since the 1980s, SPD has not systematically implemented it. In fact, SPD's lack of experience with POP was seen as a limiting factor in a federally funded pilot project designed to address two downtown Seattle crime hot spots (Gill, et al., 2018).

SPD is aware of four major fencing operations in Seattle, including one that is operating out of a fast-food business. SPD indicated that due to staffing constraints, especially in SPD investigative units, the department's ability to investigate these fencing operations is extremely limited. However, POP would be well-suited to address ORC fencing operations, especially those with a known location.

Free technical assistance from the U.S. Department of Justice could help SPD build its capacity to apply POP techniques to address ORC

¹⁶ The NLDC is responsible for producing high-quality criminal referrals and case support for the various HSI field offices across the country. The NLDC is comprised of trained special agents, criminal analysts, and task force officers who evaluate referrals and develop investigative case materials for ORC cases. Some of the analytic tools they use include financial analysis, forensic auditing, and open-source analytics. Once they have received and evaluated the case lead and developed case materials, the NLDC shares the materials with the local HSI office and works to ensure the case is accepted by a U.S. Attorney. The NLDC then tracks and supports the case through prosecution. The NLDC has existing agreements with many foreign-based law enforcement agencies and can help local law enforcement identify organized retail crime rings from foreign countries that are operating in U.S. cities.

¹⁷ A 2020 meta-analysis of 34 studies of POP found a statistically significant 34 percent reduction in crime and disorder in the POP treatment areas compared to the control sites (Hickle, Weisburd, Telep, & Peterson, 2020).

fencing operations. For example, the [Community Oriented Policing Services \(COPS\) Office maintains a clearinghouse of information](#) on POP. In addition, the Bureau of Justice Assistance offers [consultation and short-term technical assistance](#) to local governments and law enforcement agencies that includes implementing evidence-based programs, such as POP.

Recommendation 2

The City should make a coordinated and prioritized request(s) to the Washington State Attorney General and Homeland Security Investigations for assistance with organized retail crime fencing crime analysis.

Recommendation 3

The City should consider using free technical assistance from the U.S. Department of Justice to begin to apply problem-oriented-policing techniques to address known organized retail crime fencing operations.

STEP 3: USE IN-CUSTODY INTERVIEWS OF BOOSTERS TO GATHER INFORMATION ON FENCES

Section Summary

Interviews with boosters are an important source of information for identifying and investigating fencing operations. However, SPD does not currently conduct in-custody interviews with boosters due to resource constraints. We learned that staff from other law enforcement agencies are available to assist SPD with booster interviews.

Interviews with boosters can provide important information about fencing operations.

Many retailers have adopted policies that prohibit staff from detaining and questioning people who steal merchandise. Therefore, there are fewer opportunities for retail staff to gather information about how stolen goods are resold. Consequently, police interactions with these suspects have taken on new importance for gathering information, particularly information about how the goods are intended to be resold. Even if a booster is initially reluctant to provide information about the fencing operations, there are proven techniques that can yield helpful intelligence for investigators, such as asking open-ended questions (e.g., “Could you tell me about what happens with the product after you leave the store?”).¹⁸

Law enforcement staff from other jurisdictions stressed the importance of gathering information from boosters regarding fencing operations. One police sergeant from a jurisdiction in Snohomish County who has experience conducting ORC interviews said:

“Every (retail theft) is an opportunity to get law enforcement pointed in the right direction, or at least to confirm information. One conversation between an individual (booster) and a patrol officer can have a huge impact. This information can then be passed on to investigators or crime analysis.”

SPD does not conduct interviews with boosters to obtain information on fencing operations.

In addition, several law enforcement staff from other jurisdictions indicated that they are often able to obtain data from the boosters’ phones as another source of information to help identify the ORC network and fencing operations.

Our analysis of the 49 Organized Retail Theft cases referred by SPD to the King County Prosecuting Attorney in 2021-2022 indicated that very little information is gathered about how the stolen goods are resold. Except for the four cases in which the boosters were themselves selling

¹⁸ The [Problem-Oriented Policing Guide on Stolen Goods Markets](#), produced by the U.S. Department of Justice Community Oriented Policing Services (COPS) Office, includes an appendix containing ORC interview questions.

the stolen goods, there were no indications in the case files that SPD collected information on the fencing operations related to these cases. SPD has indicated that it lacks resources to conduct in-custody interviews for ORC.

By not conducting interviews with boosters, the City is missing opportunities to learn more about the fences these boosters work for. This information could be helpful in investigations and prosecutions of fencing operations. In addition, the City is missing opportunities to learn more about Seattle businesses that are buying stolen goods¹⁹ wittingly or unwittingly. This information would better help the City target certain businesses or areas to provide educational outreach about the risks associated with purchasing and reselling stolen items (for example, items with altered expiration dates could pose public health problems).

Other law enforcement agencies can assist SPD with interviews.

We learned from our interviews that Homeland Security Investigations personnel are available to assist with interviews with boosters. In addition, other local law enforcement agencies might also be available to conduct interviews with boosters. For example, in 2022, at the urging of a loss-prevention staff person from a Northgate mall retailer, a sergeant from the Lynnwood Police Department was brought in to conduct in-custody interviews of boosters to learn more about the fencing operations underpinning the thefts at their store.

Recommendation 4

The City should explore opportunities for other law enforcement agencies to assist with conducting and documenting booster interviews for the purpose of gathering information on organized retail crime fencing operations.

¹⁹ For example, in one of the cases prosecuted in 2022 involved a person who was stealing liquor from downtown retailer and reselling the liquor to businesses in Pioneer Square for \$10 per bottle.

STEP 4: EXPLORE NEW USES OF TECHNOLOGY TO ADDRESS ORC

Section Summary

Retailers' use of SPD's current Retail Theft Program has declined in recent years, and there are barriers to participation in the program by small businesses and retailers without dedicated loss-prevention staff. As the City considers replacing its existing Retail Theft Program, it will be important to consider potential new technologies, such as rapid video response. Retailers have made investments in technology that could be helpful to the City in investigating ORC fencing.

SPD's current Retail Theft Program is ineffective and inefficient for both retailers and SPD.

Reports of retail crime to law enforcement are crucial to the City's ability to address ORC, including fencing operations. However, retailers' use of SPD's current Retail Theft Program has declined in recent years, and there are barriers to participation in the program by small businesses and retailers without dedicated loss-prevention staff.

[SPD's Retail Theft Program \(RTP\)](#) was developed in 1989 to allow retailers to file misdemeanor theft or criminal trespass cases without patrol involvement. In lieu of reporting a misdemeanor theft or criminal trespass to SPD, the RTP participants notify SPD in writing by filing a [Security Incident Report](#). There is one detective in SPD's General Investigations Unit assigned to the RTP whose duties include following up on the reports from retailers, referring cases for prosecution, conducting additional data gathering in the field, providing technical assistance to the loss-prevention staff, and participating in collaborative groups including the Washington Organized Retail Crime Association (WAORCA) and the Downtown Security Forum.

According to SPD, the program was intended to save time for the retail companies, eliminating the need to wait for police follow-up at the scene, and free up police resources for other types of response. SPD acknowledges that there has been a decline in participation in RTP in recent years, and a rise in SPD calls for service from retailers. SPD's [2022 RTP report to the City Council Public Safety and Human Services Committee](#) indicated that (as of February 2022) there were 63 store chains signed up for the program, and 158 retail loss-prevention officers had recently submitted reports through RTP.

SPD indicated a potential reason for the decline in use of the RTP is that, due to liability issues, some retailers' policies preclude staff from interacting with individuals who are stealing merchandise. Indeed, due to legal concerns and safety concerns for employees, it has become common among many retailers to prohibit employees from interacting

with or detaining an individual who is stealing. Further, SPD's [Security Incident Report](#) includes fields for information on the suspect—including name, address, and driver's license number—which would require retail staff to interact with the suspect. While it is possible for retailers to submit a Security Incident Report without identifying the suspect, this may not be a worthwhile time investment for retailers. Our review of 2021-2022 ORC case files indicates that, in lieu of identifying suspects by detaining them, some loss-prevention staff identify suspects by comparing store video footage with previous jail booking photos. In addition, loss-prevention staff, law enforcement, and prosecutors work together during WAORCA meetings to try to identify unknown suspects based on retail video footage.

Nonetheless, missing information regarding suspects can hamper investigations and is problematic for SPD data reporting. SPD officials indicated that even when retailers complete the Security Incident Reports and include suspect information, there is a lack of consistency in the information provided, rendering it unusable for SPD reporting purposes.

Some retailers we interviewed indicated that the RTP was very cumbersome to use, especially for their loss-prevention staff who are transferred in and out of Seattle store locations or whose positions turn over regularly. It is important to note that participation in the RTP is limited to retailers large enough to have loss-prevention staff.²⁰ We found that SPD's [47-page RTP Manual](#) has not been updated since January 2013,²¹ and it contains outdated information including contact information for the SPD Retail Theft Program Detective. While SPD indicated that they have updated the RTP to include online reporting, our analysis of 2021-2022 case files referred to the King County Prosecuting Attorney for prosecution showed that some retail loss-prevention staff continue to provide evidence (e.g., sending a USB flash drive with photos, witness statements, and video footage) via U.S. mail.

The Mayor's Office and SPD leadership have indicated that they are considering replacing all of SPD's online reporting systems, including the Retail Theft Program. As SPD explores alternatives for replacing the Retail Theft Program, it should consider emerging technologies, such as rapid video response, which would allow near-instant response to retail crimes, provide greater consistency in reporting, and could

²⁰ This precludes small Seattle businesses from participation. As noted by one small business owner at the November 20, 2022 Attorney General ORC Task Force meeting, filling out police reports is time-consuming and there might be a language barrier for some small businesses that prevents online reporting. SPD has indicated that the RTP has not yet been analyzed with the City's Racial Equity Toolkit. SPD noted that this type of analysis may be difficult to perform because participating RTP retailers do not consistently include information on race and ethnicity in their reports.

²¹ SPD has indicated that there is a 2017 update for this manual. However, the 2017 updated manual was not made available to us in time for publication of this report.

potentially lead to efficiencies in ORC investigations, including information-gathering on fencing operations.

Rapid video response is an emerging technology that could be helpful to ORC reporting and investigations

Rapid video response is an emerging technology that allows 911 callers, for certain non-urgent calls, to be connected to a police officer or medic through a virtual platform rather than receiving the traditional in-person response. Rapid video response was pioneered by the Kent Police Department in England²² and is now being deployed throughout England.

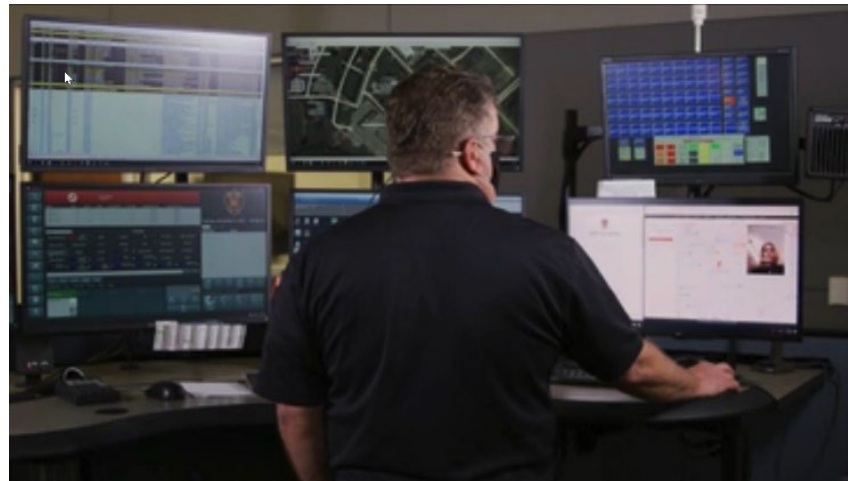


Image: The San Antonio Fire Department is currently using rapid video response to respond to low-priority medical calls for service. See this [video description](#). Source: San Antonio Fire Department

In the U.S., rapid video response has been deployed by the San Antonio Fire Department for low-priority medical calls for service. The goals of the rapid video response program are to provide callers with the appropriate amount of care while conserving valuable fire department equipment and vehicles and keeping emergency responders available for critical incidents.²³

²² Kent Police is a large county force in the southeast of the United Kingdom. It protects and serves an estimated population of 1.87 million across metropolitan centers, towns, villages, and rural hamlets with approximately 7,000 police officers and civilian staff. Kent Police used rapid video response to respond to domestic abuse calls. A [rigorous impact evaluation](#) found that the average rapid video response time of three minutes was 656 times faster than the average patrol response time. Rapid video response resulted in significantly greater victim satisfaction and resulted in higher arrest rates of offenders. The evaluation also found that trust and confidence in the police improves more for victims receiving rapid video response versus those who received the patrol response. Based on these positive evaluation findings, rapid video response is now being deployed throughout England.

²³ San Antonio Fire dispatchers follow a protocol for referring callers with mild complaints to a clinical dispatcher who then verifies the non-critical nature of the call. If the call is verified as non-critical, the clinical dispatchers send the caller a link to an app that allows for audio and video, allowing the clinical dispatcher to see the caller and retrieve the caller's pulse rate from the app. The clinical dispatcher assesses whether the patient should go to the hospital and offers guidance but can still call for an ambulance if the patient requests one. They can also offer the patient a taxi voucher to go to the emergency room later.

Retail theft calls for service that are not urgent might be a good application for rapid video response in Seattle. It could shorten response times and potentially reduce the amount of SPD Patrol Unit Service Hours spent responding to calls for service from retailers. Further, the rapid video response technology could also allow retailers to easily upload their video and images at the time of the call. Since reporting would be done through the police, there could also be greater consistency in reporting metrics under rapid video response.

Greater consistency in reporting and faster police response to retail theft calls could help the City gather evidence more quickly and efficiently to support investigations of ORC fencing. A rigorous impact evaluation of rapid video response, like the one conducted in the U.K., could help the City understand the potential benefits of rapid video response for addressing ORC.

Recommendation 5

As the City considers replacing the current Retail Theft Program technology, it should consider using emerging technology, such as rapid video response to help address organized retail crime.

Large retailers have invested in technology that could be beneficial to the City to gather evidence on ORC fencing operations.

In the past two decades, large retailers have made significant investments in their loss-prevention departments, including investments in technology. The City of Seattle could benefit from some of these investments by collaborating with retailers to investigate ORC fencing operations.

For example, [Walmart and Target run digital forensic laboratories](#) that are accredited by the American Society of Crime Laboratory Directors. Target has two labs staffed with forensic professionals, including former law enforcement officers. The labs can perform analyses that could be helpful to ORC fencing investigations, including video, image, and audio analysis, and latent fingerprint analysis. In fact, some of Target's forensic work is done pro bono on behalf of local law enforcement.

In addition, some retailers have invested in RFID (Radio Frequency Identification) technology. RFID technology allows retailers to track individual products from the point of manufacture to the point of sale. This can help retailers identify and track stolen merchandise and prevent it from being resold on the black market. Further, Homeland Security Investigations' National Lead Development Center has the ability to inspect outbound international shipments for known RFID tags that are associated with stolen merchandise.

Recommendation 6

The City should explore leveraging pro bono technology services from retailers in its investigations of organized retail crime fencing.

Note: New Technology to Discourage Product Theft and Validate Authentic Purchases



While this audit does not specifically address advances to deter certain types of retail theft, it should be noted that some retailers are making investments in technology that could make stolen products unusable. For example, [Lowe's](#) has begun installing RFID (Radio Frequency Identification) chips in power tools that make them inoperable unless they are legitimately purchased. Lowe's is also using blockchain technology to create an anonymous public record of purchase that can be used by retailers and law enforcement to validate authentic purchase of the product.

STEP 5: USE PLACE-BASED APPROACHES TO DISRUPT STREET MARKETS

Section Summary

Research shows numerous place-based strategies are effective in reducing crime. Place-based strategies can be led by non-police agencies and can be applied to address illegal street markets where organized retail crime (ORC) fences sell stolen goods. The City has experience with community-led, place-based crime prevention that could be applied to locations where illegal street markets occur. Local retail organizations can provide guidance and training to small businesses and neighborhood businesses on place-based strategies to address ORC.

Some ORC fences sell stolen goods at illegal street markets in Seattle.

Goods stolen by ORC boosters are sometimes resold by ORC fences and/or their associates at illegal street markets. SPD indicated that in recent years, they have run operations to disrupt street markets in Belltown and at 12th and Jackson. However, these street markets often return, including at the same location.

The criminal activity in and around these illegal street markets is problematic for local businesses and community members. For example, Quynh Phan, the executive director of Friends of Little Saigon, expressed concerns about 12th and Jackson during a February 2022 meeting of the Seattle City Council's Economic Development, Technology, and City Light Committee.

"The issues at 12th & Jackson are very complex. I have to say it's a combination of various people from very diverse backgrounds from places outside of the neighborhood, but also people from our community, and so we feel like we're in this place where we don't know what to do anymore, and businesses want to take matters into their own hands, and I fear for their lives." - Quynh Phan, Friends of Little Saigon

The City Has experience with community-led, place-based crime prevention.

SPD indicated that illegal street markets where stolen goods are sold occur repeatedly along certain streets in neighborhoods including Belltown, Little Saigon, and downtown. Since these illegal street markets are place-based, it would be appropriate for the City to leverage its experience with place-based crime prevention by supporting community-led, place-based efforts directed at these specific areas.

Place-based crime prevention involves disrupting crime at small geographic locations, like intersections or parks, by making changes to

the physical environment such as increasing street lighting, remediating a vacant lot, or by implementing strategies to change the behavior patterns among the people who use the space. Place-based interventions also can include increasing guardianship at a location, such as schools and parking lots. By their very nature, many place-based interventions require collaboration among property owners, community members, government agencies, and other stakeholders.



Image: Members of the Safe Passage Team from the Boys and Girls Clubs of King County provide extra guardianship around schools in Rainier Beach, ensuring that youth get safely to their after-school destinations. Source: Annie O'Neal for [Rainier Beach: A Beautiful Safe Place for Youth](#).

A significant body of research²⁴ has shown that these place-based approaches are effective for responding to and preventing violent crime and property crime. The City of Seattle has gained experience in place-based community-led approaches to reducing crime through a decade of work in Seattle's Rainier Beach neighborhood. Evaluations²⁵ of the community-led, place-based efforts in Rainier Beach have also been shown to be effective in reducing crime at the specific locations where the interventions were directed. In spite of the City's experience with place-based approaches in Rainier Beach, the City has not systematically implemented place-based approaches in other Seattle neighborhoods.

An SPD report identified 68 place-based strategies for 12th and Jackson.

An excellent candidate for the City to consider for supporting another community-led, place-based approach to crime prevention is at the 12th and Jackson intersection. In September 2022, at the request of community organizations, the Seattle Police Department prepared a [Crime Prevention Through Environmental Design \(CPTED\)²⁶ report for the 12th and Jackson intersection](#) of the Little Saigon neighborhood that provided 68 recommendations to reduce incidents of crime and disorder, including illegal street markets (See Exhibit 6). Three²⁷ of the 68 items have been completed to date. More attention and

²⁴ See, for example, (Eck & Guerette, 2012) and (Hohl, et al., 2019).

²⁵ See the quasi-experimental [2016 evaluation of Rainier Beach: A Beautiful Safe Place for Youth](#) (Gill, Vitter, & Weisburd, 2016) and the [2023 evaluation of the Rainier Beach Campus Safety Continuum](#) (Gill, McPherson, Zheng, & Gross Shader, 2023).

²⁶ Crime Prevention Through Environmental Design (CPTED) is an often-implemented place-based strategy for preventing crime and reducing fear of crime that focuses on the design of or changes to the built environment. See this [description of CPTED on SPD's website](#).

²⁷ Follow-up action items to date for [the 12th and Jackson CPTED report](#) include: City Light repaired 13 out streetlights, added four streetlights to under-lit street/sidewalk segments to improve visibility and safety. The Seattle Department of Transportation (SDOT) urban forestry pruned low tree canopies and cleared brush from the pedestrian right of way to improve sight lines and safety. SDOT partnered with Friends of Little Saigon to wrap utility cabinets that are repeatedly hit by graffiti taggers, moved traffic signs obstructed by trees, and addressed multiple pedestrian hazards.

coordination from the City are needed to complete the remaining items. For example, some of these items will require collaboration with business owners and with other agencies (e.g., Seattle Parks and Recreation, King County Metro).

Exhibit 6: SPD’s Crime Prevention Through Environmental Design (CPTED) Report for 12th and Jackson Includes Recommendations That Will Require City Coordination



Figure 4: Observed areas of concentrated criminal and nuisance activity: Purple outline indicates locations where drug use and sales and other nuisance behaviors was concentrated in 2021 and early 2022. After Chu Minh building owners fenced off their property in late summer 2021(SW corner of 12thAve S/S Jackson), the open drug market activity migrated to the SE corner of the intersection, adding to the milieu of black market street vending in front of Khang Hoa Duong Grocery, Ding How Center and the adjacent bus stop and public sidewalk. KC Metro Transit relocated the bus stop (orange bus icon) for transit rider and operator safety to the SW corner of S Jackson in Feb 2022

Note how the drug nuisance behaviors overlaps with Metro Transit stops (Yellow Metro Bus Shelter icon. Street car icon also in yellow). The blue outline shows areas where open drug sales and use persists.

Source: SPD Crime Prevention Through Environmental Design (CPTED) Report. Sept. 2022

Recommendation 7

The City should leverage its experience with place-based crime prevention to address illegal street markets where stolen goods are fenced. This should include supporting the completion of Seattle Police Department’s place-based recommendations for the 12th and Jackson intersection.

There are some resources available to Seattle retailers that may be helpful with place-based strategies to address ORC.

There are some resources available to Seattle retailers that may be helpful with place-based strategies to address ORC. For example, retailers can schedule a security assessment with SPD to receive practical ideas on burglary/theft prevention and workplace safety.

In addition, the [Washington Retail Association recently published a Guide to Navigating Public Safety and Retail Crime](#) that includes information on recognizing the signs that a business is being surveilled for a potential retail crime, implementing best practices to discourage thieves from targeting a business, protecting staff, customers, and inventory, and the steps to take in the aftermath of a retail crime. [The Washington Organized Retail Crime Association](#) offers free training for small businesses that includes:

- Investigation basics (e.g., building a case, filing cases with police, witness statements)
- Employee safety
- Environmental site hardening (e.g., product protection, camera selection and placement)

For some small businesses, there may be barriers to accessing these resources. Some potential ways to reduce these barriers might include providing translation, coordinating trainings for multiple businesses, and identifying resources to offset business costs for staff time to participate in these trainings.

Recommendation 8

To help address organized retail crime, the City should explore ways to reduce barriers for small businesses to participate in crime prevention trainings.

STEP 6: FOLLOW THE “PROSECUTION CHECKLIST” FOR ORC CASES

Section Summary

Successful prosecution of organized retail crime (ORC) cases requires good communication about the details of a case between the prosecutor and law enforcement. Despite recent efforts by the King County Prosecuting Attorney’s Office (KCPAO) to identify for SPD the elements needed for prosecution of ORC cases, some SPD ORC investigation reports are missing those elements. This creates process delays and could affect case outcomes.

Some SPD ORC investigation reports are missing information needed for prosecution.

While the KCPAO has always prosecuted retail crimes as part of its general felony prosecution practice, in June 2021 the office designated a specific Deputy Prosecuting Attorney to work full time on these cases.²⁸ In 2022, the KCPAO indicated that they filed more than 140 felony cases involving retail theft, a significant increase over previous years. These cases often involve multiple codefendants and/or multiple incidents per defendant. KCPAO prosecutors, including the full-time Retail Crimes Deputy Prosecuting Attorney, regularly attend ORC collaborations (see Step 1 of this report) and are available to provide trainings to law enforcement on ORC cases and the use of the checklist. As the King County Prosecuting Attorney recently noted, “economic crimes are often very difficult to prove, and they’re often very difficult to investigate. We can be a resource to law enforcement, and we can be on the same page with law enforcement so that we can get better outcomes.”

Case files submitted by law enforcement must clearly communicate the details of the case and sufficiently document evidence. However, interviews with KCPAO staff indicated that ORC cases referred to them by SPD were often missing information required for successful prosecution. To address the issue of information missing from ORC case files, in November 2022, KCPAO developed a [checklist](#) of information needed from law enforcement for successful prosecution of ORC cases. KCPAO circulated the checklist to the law enforcement agencies in King County, including SPD. The checklist includes detailed guidance on what would constitute sufficient proof of the defendant’s identity, what the defendant stole or attempted to steal, and the value of the items as well as additional information that would be helpful for prosecution.

We reviewed five Organized Retail Theft cases that SPD had filed after receiving the KCPAO checklist (i.e., between December 1, 2022 and April

²⁸ The full-time Retail Crimes Deputy Prosecuting Attorney position was initially housed in the Economic Crimes Unit within the Criminal Division. However, in early 2023, KCPAO created a new Economic Crimes and Wage Theft Division to provide a unified focus and approach to economic crimes cases—including retail crimes—and to bring greater accountability to those who commit them. KCPAO’s Economic Crimes Unit is now housed within that new division.

5, 2023) and found that all five cases were missing information described in the checklist. Further, the KCPAO database showed that all five cases were on hold pending receipt of missing information. KCPAO indicated that they would be willing to meet with and train SPD detectives in the use of the checklist or to create an online training module for SPD.

Note: Forthcoming SPD Investigations Study Could Inform Approach to ORC

While this audit did not include an in-depth review of SPD's ORC investigations, a forthcoming study of SPD's investigative practices could inform further opportunities for improved ORC investigations. In 2022, the Executive engaged a team from the [Center for Evidence-Based Crime Policy at George Mason University](#) to conduct an evidence-assessment of SPD's investigative work. This study will include ORC investigations. The purpose of the study is to see if SPD investigative practices are aligned with the research and offer opportunities for improvement. The report is scheduled to be completed in mid-2023.

Recommendation 9

The City should request that King County Prosecuting Attorney's Office train Seattle Police Department (SPD) Detectives and their supervising Sergeants in the use of the organized retail crime prosecution checklist. This should include soliciting any feedback from SPD on obstacles faced in using the checklist or ideas for process improvements.

STEP 7: CONSIDER CITY SUPPORT OF LEGISLATION THAT ADDRESSES ORC

Section Summary

Legislation at the federal and state levels could help address ORC fencing operations by regulating online marketplaces and by dedicating more resources to ORC enforcement, investigations, and prosecution. Opportunities for strengthening ORC-related legislation will not occur unless there's political support from stakeholders, such as the City of Seattle.

Federal and state legislation can help the City address ORC fencing operations.

Federal legislation. The [Integrity, Notification, and Fairness in Online Market Retail Marketplaces for Consumers Act \(INFORM Act\)](#) is intended to help deter the online sale of counterfeit goods by anonymous sellers and prevent ORC rings from stealing items from stores to resell those items online. INFORM became law on December 29, 2022 and has a compliance deadline for online marketplace operators and sellers of June 27, 2023. INFORM imposes new requirements on online marketplaces to collect, verify, and disclose certain information²⁹ from high-volume third-party sellers³⁰. In addition, INFORM requires that online marketplace operators must provide a reporting mechanism that allows for electronic and telephone reporting of suspicious marketplace activity to the online marketplace. The Federal Trade Commission (FTC) is charged with enforcing the INFORM Act's requirements, and violations by an online marketplace will be treated as an unfair or deceptive act or practice under U.S. Code. The INFORM Act also authorizes state attorneys general to bring civil actions for any violation of INFORM that affects residents of their state.

In addition, the [Combating Organized Retail Crime Act](#), was introduced in the U.S. House and Senate earlier this year. It would establish an ORC Coordination Center in the Department of Homeland Security's Homeland Security Investigations. The ORC Coordination Center will coordinate all federal law enforcement activities related to ORC, establish relationships with state and local law enforcement agencies, retailers, and retail organizations, and assist state and local law enforcement agencies with their investigations of ORC groups.

²⁹ For example, online marketplace operations must collect and verify bank account numbers, contact information, tax ID, email address, and phone numbers for high volume sellers.

³⁰ High volume sellers are defined as vendors with more than 200 transactions and \$5,000 in sales revenue in a year.

State legislation. A proposed [Washington State Senate bill 5259 – 2023-24](#),³¹ which sets certain guidelines for the Retail Theft Task Force in the Attorney General’s Office includes new requirements for reporting ORC to law enforcement agencies, and provides tax relief for retailers and cannabis shops to pay for physical security improvements. For retailers, the proposed Business and Occupation Tax Credit equals the amount the business spent on physical security improvements³² in the previous four quarters, up to \$3,000. This bill was initiated by the State Senate Labor and Commerce Committee and was referred to the State Senate Committee on Ways and Means in February 2023, but it did not pass out of committee during the recent legislative session.

Recommendation 10

The City should advocate for new state and federal legislation that could help address organized retail crime investigations and should seek opportunities for funding, technical assistance, or collaboration resulting from the legislation.

³¹ The proposed bill would require the Attorney General’s ORC Task Force to work with retailers and retail associations to collect and aggregate data on incidents of organized retail theft. Further, it would require the Attorney General’s Office to transmit this data to the Washington Association of Sheriffs and Police Chiefs (WASPC), which must, in turn, transmit that information to the appropriate law enforcement agencies.

³² Under this proposed bill, "physical security improvements" means physical improvements, additions, or other similar changes to a mercantile establishment exclusively for the purposes of preventing the theft of merchandise, including, but not limited to: security cameras; antitheft mirrors and signage; merchandising security equipment; locking display cases or display locks; electronic article surveillance; and storefront crash barriers or safety bollards.

OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives, Scope, and Methodology

This audit does not address all aspects of ORC. Rather, based on preliminary fieldwork that we conducted in the spring of 2022, we decided to focus our analysis on fencing operations related to ORC (e.g., reselling stolen goods through online marketplaces, unregulated markets such as illegal street markets, storefronts that buy stolen goods, and shipping goods for sale outside of the U.S., etc.)

To accomplish the audit's objectives, we worked with representatives from law enforcement, prosecution, and retail to identify the seven steps presented in this report; we attended collaborative meetings, including the Washington State Attorney General ORC task force, and the Washington Organized Retail Crime Association; we reviewed Seattle Police Department records and case files; we analyzed prosecution data; we consulted with industry experts on best practices and reviewed research literature.

This audit was written by Claudia Gross Shader, PhD, with input from IB Osuntoki, Melissa Alderson, Nhi Tran, and David G. Jones. We received and incorporated input on this audit from reviewers in: the Seattle Police Department, Mayor's Office, King County Prosecuting Attorney's Office, Washington State Attorney General's Office, U.S. Department of Homeland Security – Homeland Security Investigations, Washington Organized Retail Crime Association, and Washington Retail Association.

We would especially like to acknowledge Dr. Cynthia Lum, Director of the [Center for Evidence-Based Crime Policy](#), at George Mason University, and Dr. Cory Lowe, Senior Research Scientist, at the [Loss Prevention Research Council](#), at the University of Florida, for their review and comments on a draft of this report.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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APPENDIX A

Seattle Police Department Response



July 7, 2023

Mr. David Jones, City Auditor
PO Box 94729
Seattle, WA 98124-4729

Dear Mr. Jones:

Thank you for including the Seattle Police Department in your review of the City of Seattle's Organized Retail Crime response. We appreciate your constructive recommendations and your acknowledgement that law enforcement, while essential, is only one part of the City's response to organized retail crime.

Many, if not most, of your recommendations call for action or collaboration in other city departments to increase place-based crime prevention, centering around CPTED principles, and development of technological solutions.

We agree this is the proper focus, especially as current staffing levels have greatly decreased SPD capacity to respond fully to this critical public safety need, and look forward to working with the City to implement these recommendations.

Sincerely,



Adrian Z. Diaz
Chief of Police

HM:lt

APPENDIX B

Top Cities/Metropolitan Areas Affected by Organized Retail Crime

Rank Order	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
1	CA – Los Angeles	CA – Los Angeles	CA – Los Angeles	CA – Los Angeles	NY – New York
2	CA – SF/Oakland	CA – SF/Oakland	IL – Chicago	NY – New York	CA – Los Angeles
3	NY – New York	IL – Chicago	FL – Miami	TX – Houston	FL – Miami
4	TX – Houston	NY – New York	NY – New York	IL – Chicago	IL – Chicago TX – Houston (tie)
5	FL – Miami	FL – Miami	CA – San Francisco	FL – Miami	CA – SF/Oakland
6	IL – Chicago	TX – Houston	MD – Baltimore	CA – SF/Oakland GA – Atlanta (tie)	GA – Atlanta
7	CA – Sacramento	GA – Atlanta	GA – Atlanta	MD – Baltimore PA – Philadelphia TX – Dallas Ft. Worth (tie)	MD – Baltimore
8	WA – Seattle	CA – Sacramento	Washington D.C.	CA – Sacramento	FL – Orlando
9	GA – Atlanta	MD – Baltimore	PA – Philadelphia	CA – Orange Co. NV – Las Vegas (tie)	NJ – Northern New Jersey Washington D.C. PA – Philadelphia TX – Dallas Ft. Worth (tie)
10	TX – Dallas Ft. Worth	NV – Las Vegas WA – Seattle (tie)	CA – Sacramento	CA – San Diego	FT – Ft. Lauderdale WA - Seattle

Source: 2022 National Retail Security Survey.

APPENDIX C

List of Recommendations

Step 1: Support City participation in collaborative efforts among agencies (e.g., including collaboration with the new Organized Retail Crime Unit in the Washington State Attorney General’s Office).

Recommendation 1

The City should explore ways to improve coordination among City staff who participate in organized retail crime (ORC) collaborations, including designating a central point of contact on ORC, creating a shared list of City contacts on ORC, and developing a central City repository for ORC information.

Step 2: Leverage federal and state crime analysis resources.

Recommendation 2

The City should make a coordinated and prioritized request(s) to the Washington State Attorney General and Homeland Security Investigations for assistance with organized retail crime fencing crime analysis.

Recommendation 3

The City should consider using free technical assistance from the U.S. Department of Justice to begin to apply Problem-Oriented-Policing techniques to address known organized retail crime fencing operations.

Step 3: Use in-custody interviews of boosters to gather information on fencing operations.

Recommendation 4

The City should explore opportunities for other law enforcement agencies to assist with conducting and documenting booster interviews for the purpose of gathering information on organized retail crime fencing operations.

Step 4: Explore new uses of technology to address ORC.

Recommendation 5

As the City considers replacing the current Retail Theft Program technology, it should consider using emerging technology, such as rapid video response to help address organized retail crime.

Recommendation 6

The City should explore leveraging pro bono technology services from retailers in its investigations of organized retail crime fencing.

Step 5: Use place-based approaches to disrupt unregulated street markets.

Recommendation 7

The City should leverage its experience with place-based crime prevention to address illegal street markets where stolen goods are fenced. This should include supporting the completion of Seattle Police Department's place-based recommendations for the 12th and Jackson intersection.

Recommendation 8

To help address organized retail crime, the City should explore ways to reduce barriers for small businesses to participate in crime prevention trainings.

Step 6: Follow the King County Prosecuting Attorney's Office 'prosecution checklist' for ORC cases.

Recommendation 9

The City should request that King County Prosecuting Attorney's Office train Seattle Police Department (SPD) Detectives and their supervising Sergeants in the use of the organized retail crime prosecution checklist. This should include soliciting any feedback from SPD on obstacles faced in using the checklist or ideas for process improvements.

Step 7: Consider City support of legislation that addresses ORC.

Recommendation 10

The City should advocate for new state and federal legislation that could help address organized retail crime investigations and should seek opportunities for funding, technical assistance, or collaboration resulting from the legislation.

APPENDIX D

Seattle Office of City Auditor Mission, Background, and Quality Assurance

Our Mission:

To help the City of Seattle achieve honest, efficient management and full accountability throughout City government. We serve the public interest by providing the City Council, Mayor and City department heads with accurate information, unbiased analysis, and objective recommendations on how best to use public resources in support of the well-being of Seattle residents.

Background:

Seattle voters established our office by a 1991 amendment to the City Charter. The office is an independent department within the legislative branch of City government. The City Auditor reports to the City Council and has a four-year term to ensure their independence in deciding what work the office should perform and reporting the results of this work. The Office of City Auditor conducts performance audits and non-audit projects covering City of Seattle programs, departments, grants, and contracts. The City Auditor's goal is to ensure that the City of Seattle is run as effectively, efficiently, and equitably as possible in compliance with applicable laws and regulations.

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Seattle Office of City Auditor
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Update on Recommendations: 2023 Organized Retail Crime Audit

SEATTLE CITY COUNCIL

GOVERNANCE, ACCOUNTABILITY, AND ECONOMIC DEVELOPMENT
COMMITTEE

JUNE 13, 2024



<https://www.seattle.gov/cityauditor/reports>

Acknowledgements:

Dr. Cynthia Lum, Center for Evidence Based Crime Policy

Dr. Cory Lowe, Loss Prevention Research Council

Report Reviewed by:

- Seattle Police Department
- King County Prosecuting Attorney's Office
- Washington State Attorney General's Office
- Mayor's Office
- Homeland Security Investigations
- Washington Retail Association
- Washington Organized Retail Crime Association



RETAIL BUSINESSES

Small local businesses and large retailers are affected by ORC.



BOOSTERS

People who steal merchandise on behalf of fences are known as “boosters.”



FENCING OPERATIONS

Fencing can be a sophisticated organized criminal activity; merchandise stolen in Seattle may be shipped overseas, sold online, or sold in storefronts or unregulated markets.



SPD Patrol Response to ORC was Equivalent to Nine Full-Time Officers in 2022



100
Seattle
Retailers



13,103
SPD Calls for
Service



18,615
Patrol Unit
Service Hours



SPD Time Spent = 9 Full-
Time Officers





Image Source: Washington Organized Retail Crime Association

Step 1:
Support City
participation in
collaborative
efforts among
agencies.



Operation Boiling Point takes on Organized Theft Groups



Subscribe to receive updates via email

Step 2:
Leverage federal
and state crime
analysis
resources.

Image Source: Homeland Security Investigations





Image Source: Seattle Police Department

Step 3:
Use in-custody interviews of boosters to gather information on fencing operations.



Image Source: San Antonio Fire Department

Step 4:
Explore new uses
of technology to
address
organized retail
crime.





Image Source: Seattle Police Department

Step 5:
Use place-based approaches to disrupt street markets.



WHAT PROSECUTORS MUST PROVE IN RETAIL CRIMES CASES

There are three main topics that must be proven when prosecuting a retail crime:

- 1) The identity of the defendant who committed the crime
- 2) What was stolen
- 3) The value of the stolen items/merchandise

Image Source: King County Prosecuting Attorney's Office

Step 6:
Follow the King
County
Prosecuting
Attorney's Office
"prosecution
checklist" for
ORC cases.



WASHINGTON STATE LEGISLATURE

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Bill Information > SB 5259

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5259 **Bill** Initiative 2023-2024 Search

SB 5259 - 2023-24

Ensuring commerce and workplaces are safe from product theft.

Sponsors: **Keiser, King, Conway, Lovick, Hunt, Kuderer, Nobles, Wilson, C.**

Bill Status-at-a-Glance

See **Bill History** for complete details on the bill

As of Monday, July 24, 2023 09:40 AM

Current Version:	Current Status:
SB 5259	SWays & Means

Where is it in the process?

	Introduced	In Committee	On Floor Calendar	Passed Chamber
In the Senate:	●	○	○	○
In the House:	○	○	○	○
After Passage:	○	○	○	○

Step 7:
 Consider City support of legislation that addresses organized retail crime.

Image Source: Washington State Legislature



Update on Audit Recommendations:

- **Update from Mayor's Office** – Natalie Walton-Anderson, Director of Public Safety, Mayor's Office
- **Addressing illegal street market at 12th and Jackson** - Quynh Pham, Executive Director, Friends of Little Saigon and Barb Biondo, Crime Prevention Coordinator, West Precinct, Seattle Police Department
- **Legislative update** – Mark Johnson, Sr. Vice President of Policy and Government Affairs, Washington Retail Association
- **Vibrant Communities Initiative and prosecutions update** – Patrick Hinds, Chief Deputy, Economic Crimes and Wage Theft Division, King County Prosecuting Attorney's Office



2024 Phố Đẹp (Beautiful Neighborhood)

A Place-Based Community-Led Crime Prevention Initiative in Little Saigon

Objective:

Engage community stakeholders, use a problem-solving framework to identify and address the underlying causes of crime at place at hotspot for violent and property crime and overdose response.

Overview of Phase 1:

Develop a Community Safety Plan that identifies evidence-based strategies to change the physical and social environment to reduce opportunities for crime to occur and improve safety:

- Change the physical environment (CPTED)
- Increase guardianship
- Change and/or enforce policies or rules
- Increase social cohesion and collective efficacy

Collaboration: Little Saigon Community Stakeholders in partnership with SPD and other City / Govt agencies



2024 Phố Đẹp: June Updates

Funding

- Secured \$83K and contract for Friends of Little Saigon for Phase 1
- FLS recruiting a representative Community Task Force (CTF)

Review

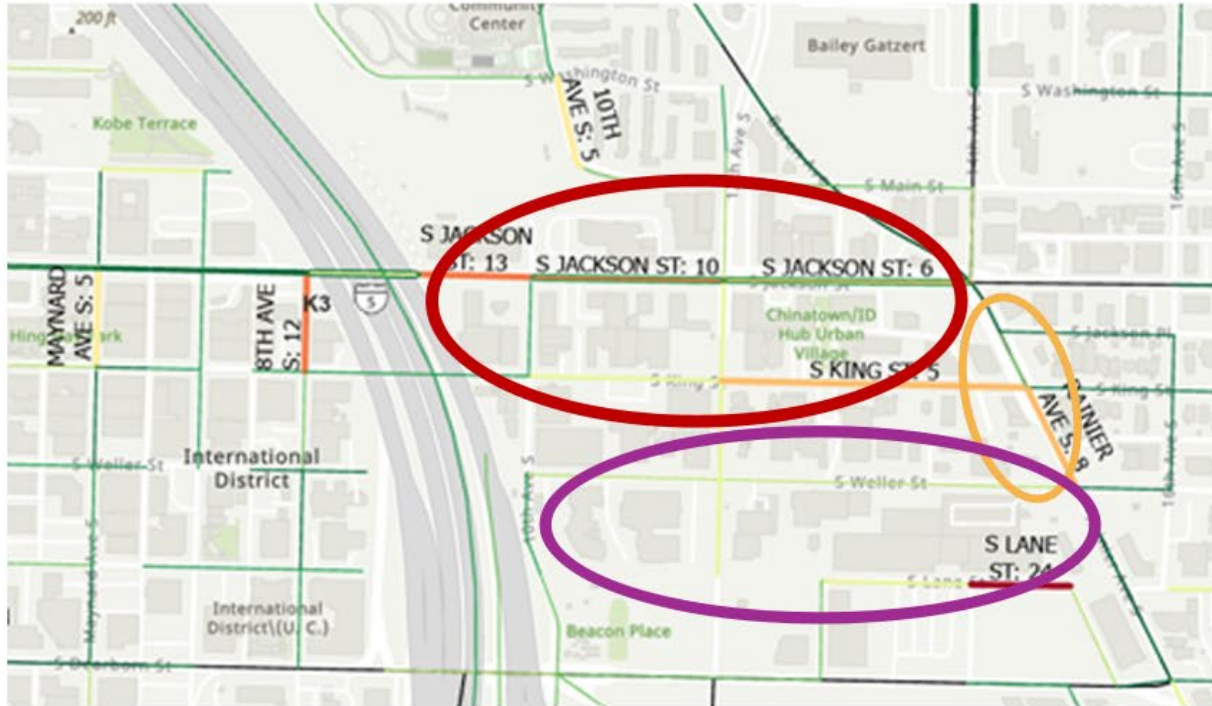
- Preliminary review Crime Data from CAD Data and other data sources (Find It /Fix It)
- Identified multiple hotspots based on crime data, observations of physical environment, activity patterns and distinct stakeholders

Next Steps

- Seeking / applying for Phase 2 implementation funding
- Developing training curriculum for Community-Based Problem-Solving Training for Community Task Force



2024 Phố Đẹp: Hotspots



Base Map: SPD Data-Driven Violent Crime –Street Segment Analysis K3

- 12th Ave / S King St / S Jackson St
 - Stolen goods market & property damage
- 12th Ave / S Weller St / S Dearborn St /
 - Drug sales, drug use, and violent crimes
- Rainer Ave S & S King St
 - Crisis
 - Disturbances



Questions?

City of Seattle Office of City Auditor

Claudia Gross Shader, Research and Evaluation Director

David G. Jones, City Auditor

www.seattle.gov/cityauditor





Legislation Text

File #: CB 120781, **Version:** 1

CITY OF SEATTLE

ORDINANCE _____

COUNCIL BILL _____

AN ORDINANCE updating definitions in the Seattle Municipal Code related to cannabis businesses to align with state law; and amending Section 6.500.020 of the Seattle Municipal Code.

WHEREAS, cannabis businesses must be licensed by both the City and the State, and City laws and regulations of cannabis businesses must be consistent with State law; and

WHEREAS, in 2020, the State passed legislation, further amended in 2021, 2022, and 2023, to establish a Social Equity in Cannabis program. The purpose of this program is to provide business opportunities to cannabis license applicants who were disproportionately impacted by the unequal enforcement of cannabis prohibition laws. The program authorizes the Washington State Liquor and Cannabis Board to issue cannabis licenses to applicants who meet certain social equity criteria established by State law and further clarified by rules promulgated by the Washington State Liquor and Cannabis Board; and

WHEREAS, The City of Seattle established its own local Social Equity in Cannabis program, aligned with the State's Social Equity in Cannabis program, that waives cannabis license fees for those granted a social equity cannabis license under the State's program. These waived fees will give those who meet social equity criteria the greatest chances of success in entering the legal cannabis industry in Seattle; and

WHEREAS, the State adopted two bills during the 2023 legislative session (Engrossed Second Substitute Senate Bills 5080 and 5367) that impact the City's regulation of cannabis businesses. As a result of these two bills, the City's cannabis code in Chapter 6.500 of the Seattle Municipal Code is now out of alignment with state law; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Section 6.500.020 of the Seattle Municipal Code, last amended by Ordinance 126664, is amended as follows:

6.500.020 Definitions

For the purposes of this Chapter 6.500 the following definitions are adopted:

“Authorization” means a form developed by the Washington State Department of Health that is completed and signed by a qualifying patient’s health care professional and printed on tamper-resistant paper.

“Cannabis” means all parts of the plant Cannabis (~~(spp.)~~), whether growing or not, with a THC concentration greater than 0.3 percent on a dry weight basis (~~(; the seeds thereof; the resin extracted from any part of the plant; and every compound, manufacture, salt, derivative, mixture, or preparation of the plant, its seeds, or its resin. The term does not include:~~

1. ~~The mature stalks of the plant; fiber produced from the stalks, oil or cake made from the seeds of the plant; any other compound, manufacture, salt, derivative, mixture, or preparation of the mature stalks (except the resin extracted therefrom), fiber, oil, or cake; or the sterilized seed of the plant that is incapable of germination; or~~

2. ~~Hemp or industrial hemp as defined in RCW 15.140.020,)) during the growing cycle through harvest and useable cannabis. “Cannabis” does not include hemp or industrial hemp as defined in RCW 15.140.020, or seeds used for licensed hemp production under chapter 15.140 RCW.~~

“Cannabis business” means any person licensed by the Washington State Liquor and Cannabis Board and The City of Seattle to grow, possess, produce, process, manufacture, sell (whether at wholesale or retail), distribute, transport, allow for consumption on their premises, or deliver cannabis, and includes, but is not limited to, any cannabis processor, producer, or retailer, regardless of whether the cannabis is intended for medical or recreational use.

“Cannabis concentrates” means products consisting wholly or in part of the resin extracted from any

part of the plant Cannabis and having a THC concentration greater than ten percent.

“Cannabis health and beauty aid” means a product containing parts of the cannabis plant and which: (a) is intended for use only as a topical application to provide therapeutic benefit or to enhance appearance; (b) contains a THC concentration of not more than 0.3 percent; (c) does not cross the blood-brain barrier; and (d) is not intended for ingestion by humans or animals.

“Cannabis-infused products” means products that contain cannabis or cannabis extracts, are intended for human use, are derived from cannabis, and have a THC concentration no greater than ten percent. The term “cannabis-infused products” does not include either useable cannabis or cannabis concentrates.

“Cannabis license” or “license” means a license issued by the Director giving permission to a person to engage in a cannabis business in Seattle.

“Cannabis processor” means a person licensed by the Washington State Liquor and Cannabis Board to process cannabis into cannabis concentrates, useable cannabis, and cannabis-infused products, package and label cannabis concentrates, useable cannabis, and cannabis-infused products for sale in retail outlets, and sell cannabis concentrates, useable cannabis, and cannabis-infused products at wholesale to cannabis retailers.

“Cannabis producer” means a person licensed by the Washington State Liquor and Cannabis Board to produce and sell cannabis at wholesale to cannabis processors and other cannabis producers.

“Cannabis producer-small business” means a cannabis producer holding a Tier 1 cannabis producer license from Washington State whose total space for cannabis production is less than 4,000 square feet;

“Cannabis products” means useable cannabis, cannabis concentrates, and cannabis-infused products as defined in this Section 6.500.020, including any product intended to be consumed or absorbed inside the body by any means including inhalation, ingestion, or insertion, with any detectable amount of THC.

“Cannabis products” also means any product containing only THC content.

“Cannabis products” does not include cannabis health and beauty aids as defined in this Section 6.500.020 or products approved by the United States Food and Drug Administration.

“Cannabis retailer” means a person licensed by the Washington State Liquor and Cannabis Board to sell cannabis concentrates, useable cannabis, and cannabis-infused products in a retail outlet.

“Cannabis transporter” means a person licensed by the Washington State Liquor and Cannabis Board to physically transport or deliver cannabis, cannabis concentrates, and cannabis-infused products between licensed cannabis businesses within Washington State.

“Department” means the Department of Finance and Administrative Services of The City of Seattle.

“Designated provider” means a person who is 21 years of age or older and:

1. a. Is the parent or guardian of a qualifying patient who is under the age of 18 years and holds a recognition card; or
 - b. Has been designated in writing by a qualifying patient to serve as the designated provider for that patient;
2. a. Has an authorization from the qualifying patient’s health care professional; or:
 - 1) Has been entered into the medical cannabis authorization database as being the designated provider to a qualifying patient;
 - 2) Has been provided a recognition card;
 - 3) Is prohibited from consuming cannabis obtained for the personal, medical use of the qualifying patient for whom the individual is acting as designated provider;
 - 4) Provides cannabis to only the qualifying patient that has designated them;
 - 5) Is in compliance with the terms and conditions of chapter 69.51A RCW; and
 - 6) Is the designated provider to only one patient at any one time.

“Director” means the Director of the Department of Finance and Administrative Services of The City of Seattle or that Director’s designee.

~~(“Disproportionately impacted area” means a census tract or comparable geographic area that satisfies the following criteria, which may be further defined in a rule by the Director after consideration of the criteria~~

established by the Washington State Liquor and Cannabis Board:

1. The area has a high poverty rate;
2. The area has a high rate of participation in income-based federal or state programs;
3. The area has a high rate of unemployment; and
4. The area has a high rate of arrest, conviction, or incarceration related to the sale, possession, use, cultivation, manufacture, or transport of cannabis.))

“Employee” means any individual who is employed by an employer in return for the payment of direct or indirect monetary wages or profit, any individual who volunteers their services to an employer for no monetary compensation, or any individual who performs work or renders services, for any period of time, at the direction of an owner, lessee, or other person in charge of a place.

“Engaging in business” has the meaning provided in subsection 5.30.030.B.1.

“Gross profit” means the entire gross receipts from all sales and services made in, upon, or from the licensed business.

“Health care professional” means a physician licensed under chapter 18.71 RCW, a physician assistant licensed under chapter 18.71A RCW, an osteopathic physician licensed under chapter 18.57 RCW, a naturopath licensed under chapter 18.36A RCW, or an advanced registered nurse practitioner licensed under chapter 18.79 RCW.

“Juvenile” means any individual who is under the chronological age of 18 years.

“Medical cannabis authorization database” means the secure and confidential database created by the Washington State Department of Health pursuant to RCW 69.51A.230.

“Net profit” means gross sales minus cost of goods sold.

“Operator” means any person operating, conducting, or maintaining a cannabis business.

“Person” means any individual, partnership, corporation, trust, incorporated or unincorporated association, marital community, joint venture, governmental entity, or other entity or group of persons however

organized.

“Process” means to engage in any one or more of the activities of a cannabis processor.

“Produce” means to plant, grow, or harvest cannabis for medical or recreational use.

“Qualifying patient” means a person who:

1. Is a patient of a health care professional;
2. Has been diagnosed by that health care professional as having a terminal or debilitating

medical condition;

3. Is a resident of the state of Washington at the time of such diagnosis;

4. Has been advised by that health care professional about the risks and benefits of the medical use of cannabis;

5. Has been advised by that health care professional that they may benefit from the medical use of cannabis;

6. a. Has an authorization from their health care professional; or

b. Has been entered into the medical cannabis authorization database and has been provided a recognition card; and

7. Is otherwise in compliance with the terms and conditions of chapter 69.51A RCW.

“Qualifying patient” does not include a person who is actively being supervised for a criminal conviction by a corrections agency or department that has determined that the terms of chapter 69.51A RCW are inconsistent with and contrary to that person’s supervision and all related processes and procedures related to that supervision.

“Recognition card” means a card issued to qualifying patients and designated providers by a cannabis retailer with a medical cannabis endorsement that has entered them into the medical cannabis authorization database.

“Social equity applicant” means ((:)) an applicant who has been issued a license by the Washington

State Liquor and Cannabis Board under the social equity program established in RCW 69.50.335.

~~((1. An applicant who has at least 51 percent ownership and control by one or more individuals who have resided in a disproportionately impacted area for a period of time defined in rule by the Director after consideration of the time period established by the Washington State Liquor and Cannabis Board; or~~

~~2. An applicant who has at least 51 percent ownership and control by at least one individual who has been convicted of a cannabis offense, a drug offense, or is a family member of such an individual; or~~

~~3. An applicant who meets criteria defined in rule by the Director after consideration of the criteria established by the Washington State Liquor and Cannabis Board.))~~

“Successor” means any person to whom the owner(s) of a cannabis business who are quitting, selling out, exchanging, or disposing of the cannabis business sells or otherwise conveys, directly or indirectly, the ((owner(s)')) owner’s or owners’ share of the business, or any part of the materials, supplies, merchandise, inventory, fixtures, or equipment of the business in bulk and not in the ordinary course of the person’s marijuana business. Any person obligated to fulfill the terms of a contract shall be deemed a successor to any contractor defaulting in the performance of any contract as to which such person is a surety or guarantor.

“Tamper-resistant paper” means paper that meets one or more of the following industry-recognized features:

1. One or more features designed to prevent copying of the paper;
2. One or more features designed to prevent the erasure or modification of information on the paper; or
3. One or more features designed to prevent the use of counterfeit authorization.

“True party of interest” means:

1. For a sole proprietorship, the sole proprietor and spouse.
2. For a general partnership, all partners and their spouses.
3. For a limited partnership, limited liability partnership, or limited liability limited partnership,

all general partners and their spouses and all limited partners and their spouses.

4. For a limited liability company, all members and their spouses, and all managers and their spouses.

5. For a privately held corporation, all corporate officers (or persons with equivalent title) and their spouses, and all stockholders and their spouses.

6. For a publicly held corporation, all corporate officers (or persons with equivalent title) and their spouses, and all stockholders and their spouses.

7. For multilevel ownership structures, all persons and entities that make up the ownership structure and their spouses.

8. Any entity or person (inclusive of financiers) that is expecting a percentage of the profits in exchange for a monetary loan or expertise, any entity or person who is in receipt of, or has the right to receive, a percentage of the gross or net profit from the licensed business during any full or partial calendar or fiscal year, or any entity or person who exercises control over the licensed business in exchange for money or expertise.

“True party of interest” does not mean:

1. A person or entity receiving reasonable payment for rent on a fixed basis under a bona fide lease or rental obligation, unless the lessor or property manager exercises control over or participates in the management of the business.

2. A person who receives a bonus as an employee, if: the employee is on a fixed wage or salary and the bonus is not more than 25 percent of the employee’s pre-bonus annual compensation; or the bonus is based on a written incentive/bonus program that is not out of the ordinary for the services rendered.

3. A person or entity contracting with the applicant(s) to sell the property, unless the contract holder exercises control over or participates in the management of the licensed business.

“Useable cannabis” means dried cannabis flowers. The term “useable cannabis” does not include either

cannabis-infused products or cannabis concentrates.

Section 2. This ordinance shall take effect as provided by Seattle Municipal Code Sections 1.04.020 and 1.04.070.

Passed by the City Council the _____ day of _____, 2024, and signed by me in open session in authentication of its passage this _____ day of _____, 2024.

President _____ of the City Council

Approved / returned unsigned / vetoed this _____ day of _____, 2024.

Bruce A. Harrell, Mayor

Filed by me this _____ day of _____, 2024.

Scheereen Dedman, City Clerk

(Seal)

SUMMARY and FISCAL NOTE

Department:	Dept. Contact:	CBO Contact:
FAS	Lachen Chernyha	Lorine Cheung

1. BILL SUMMARY

Legislation Title: AN ORDINANCE updating definitions in the Seattle Municipal Code related to cannabis businesses to align with state law; and amending Section 6.500.020 of the Seattle Municipal Code.

Summary and Background of the Legislation: After changes to state law adopted during the 2023 legislative session, the City’s cannabis code SMC 6.500 is now out of alignment with state law. This ordinance will bring SMC back into alignment with state law.

In September 2022, the City adopted Ordinance 126664 as part of a broader package that included legislation to establish new protections for workers in the cannabis industry. In addition to other updates, Ordinance 126664 set the cannabis license fees for “social equity applicants” at \$0. The purpose of the license fee waiver is to give those who meet social equity criteria, as established by state law, the greatest chances of success in entering the legal cannabis industry in Seattle. Ordinance 126664 adopted the state’s definition for “social equity applicant” and “disproportionately impacted area” (because it is referenced in the definition for “social equity applicant”).

Since Ordinance 126664 was adopted in September 2022, the state passed legislation (SB 5080) amending the state’s social equity in cannabis program. In addition to expanding the number of licenses available under the social equity program, this bill altered the state’s definition of “social equity applicant” and “disproportionately impacted area.” As a result of these changes, the definitions contained in the Seattle Municipal Code (SMC) are now out of date.

To ensure that anyone granted a social equity cannabis license by the state under the new definitions remains eligible for waived City cannabis licensing fees, the City must update the code to be consistent with state law. Specifically, this ordinance will update the City definition for “social equity applicant” to anyone granted a cannabis license by the Washington State Liquor and Cannabis Board (LCB) under the state’s social equity program. This will ensure our code maintains alignment with the state’s social equity program as it continues to evolve. This ordinance will also eliminate the definition for “disproportionately impacted area” from the SMC, as it is no longer referenced in the definition for “social equity applicant.”

In addition, during the 2023 legislative session, the state also adopted SB 5367, concerning the regulation of products containing THC. This bill updated the state’s definitions for “cannabis” and “cannabis products.”

The definitions contained in SMC 6.500 are adopted from state law. Since the state adopted SB 5367, the definitions for “cannabis” and “cannabis products” contained in the SMC are now out of alignment with the state. Because the City’s authority to regulate cannabis derives from the state, our laws and rules related to cannabis businesses must be consistent with state law.

This ordinance will adopt the updated state definitions for “cannabis” and “cannabis products” into the City code, thus bringing the SMC back into alignment with state law.

2. CAPITAL IMPROVEMENT PROGRAM

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

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation have financial impacts to the City? Yes No

4. OTHER IMPLICATIONS

a. Please describe how this legislation may affect any departments besides the originating department.

N/A

b. Does this legislation affect a piece of property? If yes, please attach a map and explain any impacts on the property. Please attach any Environmental Impact Statements, Determinations of Non-Significance, or other reports generated for this property.

N/A

c. Please describe any perceived implication for the principles of the Race and Social Justice Initiative.

i. How does this legislation impact vulnerable or historically disadvantaged communities? How did you arrive at this conclusion? In your response please consider impacts within City government (employees, internal programs) as well as in the broader community.

The purpose of the state’s social equity in cannabis program is to provide business opportunities to cannabis license applicants who were disproportionately impacted by the war on drugs and to improve diversity in the cannabis industry. To give those who meet social equity criteria, as established by state law, the greatest chances of success in entering the legal cannabis industry in Seattle, the City has waived cannabis licensing fees for social equity applicants.

The changes to the definition of “social equity applicant” and “disproportionately impacted area,” adopted into state law during the 2023 legislative session, are intended to better capture the communities most harmed by the war on drugs. Now that the City code is out of alignment with the state’s definitions, a person who is granted a social equity license by the state under the new definitions may not qualify for a fee waiver in the City. This ordinance will ensure that anyone granted a state

cannabis license under the state’s new definitions will still be eligible for waived Seattle cannabis licensing fees, as intended by the original Ordinance 126664.

- ii. **Please attach any Racial Equity Toolkits or other racial equity analyses in the development and/or assessment of the legislation.**

N/A

- iii. **What is the Language Access Plan for any communications to the public?**

N/A

d. Climate Change Implications

- i. **Emissions: How is this legislation likely to increase or decrease carbon emissions in a material way? Please attach any studies or other materials that were used to inform this response.**

N/A

- ii. **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

- e. **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)? What mechanisms will be used to measure progress towards meeting those goals?**

N/A

5. CHECKLIST

- Is a public hearing required?**
- Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required?**
- If this legislation changes spending and/or revenues for a fund, have you reviewed the relevant fund policies and determined that this legislation complies?**
- Does this legislation create a non-utility CIP project that involves a shared financial commitment with a non-City partner agency or organization?**

6. ATTACHMENTS

Summary Attachments: None

June 10, 2024

MEMORANDUM

To: Governance, Accountability, and Economic Development Committee
From: Ketil Freeman, Analysts
Subject: Council Bill 120781 – Cannabis Business Definitions: State Law Alignment

On June 13, 2024, the Governance, Accountability, and Economic Development Committee (Committee) will have an initial briefing and may make a recommendation on [Council Bill \(CB\) 120781](#). CB 120781 would amend and eliminate definitions in regulations for cannabis businesses to align those definitions with recent changes to state law.

This memorandum: (1) provides background on the regulation of cannabis businesses and State and City efforts to improve equity in the cannabis industry and (2) describes what CB 120781 would do.

Background

Following voter approval of Initiative 502, in 2012 Washington became the second state to legalize adult recreational cannabis use. Cannabis establishments that do business in the city, which can be retailers or producer / processors, must have a license from the State Liquor and Cannabis Board (LCB) and the City's Department of Finance and Administrative Services (FAS) and they must comply with both state and city regulations.¹

Cannabis Equity

To increase licenses from populations adversely impacted by the War on Drugs, in 2020 the state passed [Engrossed Second Substitute House Bill 2870](#), which established the [Cannabis Social Equity Program](#). To date that program has not resulted in additional City licenses.

In 2022, the City passed three ordinances related to that effort. [Ordinance 126663](#) outlined actions the City intends to take to address racial disparities in the cannabis industry. [Ordinance 126664](#) revised license requirements and established criteria for a new class of licensee, "social equity applicants." And, [Ordinance 126665](#), the "Cannabis Employee Job Retention Ordinance," modified City labor standards to increase job security for cannabis business.

Changes to State Law

In 2023 the state legislature passed [ESSB 5080](#) and [ESSB 5367](#). The former modified the state Cannabis Social Equity Program by amending the definition of a "social equity applicant" and "disproportionately impacted area" (DIA) and increasing the number of additional licenses that can be issued under the program. Residence in a "disproportionately impacted area" between 1980 and 2010 is a criterion for "social equity applicant" status under the Cannabis Social Equity

¹ City regulations are set out in [Seattle Municipal Code \(SMC\) Chapter 6.500 – Cannabis Businesses](#).

Program. [RCW 69.50.335\(6\)\(b\)](#).² The latter (1) modified definitions of cannabis, cannabis products, tetrahydrocannabinol, and other definitions to further refine the distinction between cannabis and hemp products, (2) clarified the regulatory status of cannabis health and beauty products, and (3) clarified labelling and packaging requirements.

The City currently regulates 87 cannabis licensees, some of whom are located outside the city but do business within the city limits. LCB is currently refining criteria for social equity applicants. It is unclear how many additional applicants may apply for City licenses because of passage of ESSB 5080.

What CB 120781 Would Do

CB 120781 would amend Seattle Municipal Code Chapter 6.500 to align definitions with changes in ESSB 5080 and ESSB 5367. This includes modifying the definition of “social equity applicant” to reference the definition in Revised Code of Washington Section 69.50.335, eliminating the definition of DIA because it becomes superfluous with the reference to the state definition, and modifying definitions of “cannabis” and “cannabis product.”

Next Steps

If the Committee does not make a recommendation to the Council on June 13, the bill will be discussed again at the next regularly scheduled Committee meeting on June 27. If the Committee does make a recommendation, the Council will consider the recommendation on June 25.

cc: Ben Noble, Director
Aly Pennucci, Deputy Director

² Draft maps of DIAs are available at [Draft Disproportionately Impacted Area \(DIA\) Maps | Washington State Liquor and Cannabis Board](#).

Cannabis Definition Changes



Summary

- In 2023, State adopted two bills impacting City's regulation of cannabis businesses
 - SB 5367 – Regulation of Products Containing THC
 - SB 5080 – Social Equity in Cannabis
- As a result, SMC 6.500 is now out of alignment with state law
- The proposed ordinance will bring SMC back into alignment with state law

SB 5367 - Regulation of Products Containing THC

- Updates state definitions for “cannabis” and “cannabis products”
- Proposed ordinance will update City definitions to align with state law:

~~"Cannabis" means all parts of the plant Cannabis((spp.)), whether growing or not, with a THC concentration greater than 0.3 percent on a dry weight basis((; the seeds thereof; the resin extracted from any part of the plant; and every compound, manufacture, salt, derivative, mixture, or preparation of the plant, its seeds, or its resin. The term does not include:~~

- ~~1. The mature stalks of the plant; fiber produced from the stalks, oil or cake made from the seeds of the plant; any other compound, manufacture, salt, derivative, mixture, or preparation of the mature stalks (except the resin extracted therefrom), fiber, oil, or cake; or the sterilized seed of the plant that is incapable of germination; or~~
- ~~2. Hemp or industrial hemp as defined in RCW 15.140.020,)) during the growing cycle through harvest and usable cannabis. “Cannabis” does not include hemp or industrial hemp as defined in RCW 15.140.030, or seeds used for licensed hemp production under chapter 15.140 RCW.~~

~~“Cannabis products” means useable cannabis, cannabis concentrates, and cannabis-infused products as defined in this Section 6.500.020, including any product intended to be consumed or absorbed inside the body by any means including inhalation, ingestion, or insertion, with any detectable amount of THC. “Cannabis products” also means any product containing only THC content. “Cannabis products” does not include cannabis health and beauty aids as defined in this Section 6.500.020 or products approved by the United States Food and Drug Administration.~~

SB 5080 - Social Equity in Cannabis

- In September 2022, City adopted Ordinance 126664:
 - Waives Seattle cannabis licensing fees for those granted social equity licenses by state
 - Adopts state definitions for “social equity applicant” and “disproportionately impacted area”
- SB 5080, adopted in 2023, amends state social equity program



Social Equity in Cannabis - Background

- Currently 87 cannabis businesses located in Seattle and licensed by the City – (44 retailers, 43 producers and/or processors)
- Initial state social equity program:
 - 46 retail licenses allocated by County; 8 reserved for King County
 - Awarded in September 2023
- SB 5080 program expansion
 - Authorizes 10 new producer licenses, 100 new processor licenses, and 52 new retail licenses through 2032
 - Can be located anywhere in state

SB 5080 - Social Equity in Cannabis

- SB 5080 also updates definitions for “social equity applicant” and “disproportionately impacted area”
- As a result:
 - City definitions now out of alignment with state law
 - Those granted social equity licenses under new state definitions may not be eligible for City fee waivers



Proposed Ordinance

Proposed ordinance is clean-up legislation that:

- Updates City definitions for “cannabis” and “cannabis product” to align with state law
- Updates definition for “social equity applicant” to anyone granted a cannabis license by the LCB under the state’s social equity program
- Eliminates definition for “disproportionately impacted area”

Proposed Ordinance

This legislation will:

- Bring City code into alignment with state law
- Ensure all social equity applicants continue to qualify for waived City cannabis licensing fees
- Allow SMC to maintain alignment with the state's social equity program as it continues to evolve



RJSI Implications

Proposed legislation will:

- Promote diversity in cannabis industry through fee waivers
- Ensure those granted social equity licenses by the LCB under new state definitions remain eligible for City fee waivers, as intended by Ordinance 126664

Fiscal Implications

- We anticipate a handful of new businesses
- Expect to absorb marginal cost of regulating new businesses into existing budget and staffing levels

Questions?

