



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, April 11, 2023

9:30 AM

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

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

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

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SEATTLE CITY COUNCIL
Public Safety and Human Services Committee
Agenda
April 11, 2023 - 9:30 AM

Meeting Location:

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

Committee Website:

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

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

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

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

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

Submit written comments to Councilmember Herbold at lisa.herbold@seattle.gov

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

(20 minutes)

D. Items of Business

1. [Appt 02505](#) **Appointment of Lynne Wilson as member, Community Police Commission, for a term to December 31, 2023.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (15 minutes for items 1-3)

Presenter for item 1-3: Joel Merkel, Co-Chair, Community Police Commission

2. [Appt 02506](#) **Appointment of Raven Nicole Tyler as member, Community Police Commission, for a term to December 31, 2024.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

3. [Appt 02508](#) **Appointment of Lars W. Erickson as member, Community Police Commission, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote

4. [Appt 02496](#) **Appointment of Tanya Kim as Director of Human Services Department, for a term to March 1, 2027.**

Attachments: [Appointment Packet](#)
[City Council Questions and Responses](#)

Briefing, Discussion, and Possible Vote (30 minutes)

Presenter: Deputy Mayor Tiffany Washington

5. **Ongoing Assessments in Proposed Consent Decree Agreement on Sustained Compliance**

Briefing and Discussion (15 minutes)

Presenter: Lisa Judge, Inspector General

6. **Unreinforced Masonry Program 1st Quarter Update**

Supporting Documents: [1st Quarter 2023 update](#)
[SDCI Presentation](#)
[ASAP! Presentation](#)

Briefing and Discussion (35 minutes)

Presenters: Nathan Torgelson, Director, Amanda Hertfeld, and Nathalie Boeholt, Department of Construction and Inspections; Lisa Nitze, ASAP (Alliance for Safety, Affordability and Preservation)

E. Adjournment



Legislation Text


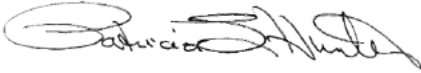
File #: Appt 02505, **Version:** 1

Appointment of Lynne Wilson as member, Community Police Commission, for a term to December 31, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Lynne Wilson</i>		
Board/Commission Name: <i>Community Police Commission</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>Community Police Commission</i>	Date Appointed: <i>3/22/2023</i>	Term of Position: * <i>1/1/2021</i> to <i>12/31/2023</i> <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Capitol Hill</i>	Zip Code: <i>98102-5023</i>	Contact Phone No.: [REDACTED]
Background: <i>Lynne Wilson is a civil rights attorney who has practiced in Seattle for more than thirty years. She focuses on police misconduct, prisoner civil rights, and personal injury law in state and federal courts. She graduated cum laude from Seattle University Law School after previously working as a journalist. Ms. Wilson served on the board of Mothers for Police Accountability for 27 years and on the ACLU Legal Committee for ten years in the 1990s. In 1999, she was a founding member of the National Lawyers Guild's Police Accountability Project. In 2013, she helped launch the Northwest Police Misconduct Attorneys group and currently serves as a co-facilitator.</i>		
Authorizing Signature (original signature): 	Appointing Signatory: <i>Joel C. Merkel</i> <i>Community Police Commission Co-Chair</i>	
Authorizing Signature (original signature): 	Appointing Signatory: <i>Reverend Patricia Hunter</i> <i>Community Police Commission Co-Chair</i>	

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

LYNNE WILSON

Attorney at Law

PROFESSIONAL EXPERIENCE & SKILLS

Substantial civil litigation experience in personal injury and federal civil rights cases. Experience covers all aspects of discovery, taking and defending depositions, summary judgments, motions, trial briefs, research memos, jury instructions, settlement demands, meditations, appeals. Substantial experience acting as a Superior Court arbitrator in tort cases. Federal experience includes Ninth Circuit appeals. Civil rights experience includes police excessive force, search and seizure violations, racial profiling, solitary confinement policies, coercive investigation techniques in child abuse cases.

EMPLOYMENT HISTORY

2001- Present Solo Practice. Focus on personal injury and civil rights cases. Contract work areas include employment, tribal law, real estate, family law, elder law, criminal, commercial, insurance defense. Worked full-time in 2011 for *Reeve Shima*, a workers compensation law firm. Civil Rights cases: *Releford v. City of Tukwila* [multiple tasing]; *Penwell v. King County* [changing Jail policy to allow group worship for those in solitary confinement]

1999-2000 Litigation Associate: *Reaugh, Fischnaller, Oettinger, Merker & Luppert.* Responsible for all aspects of plaintiff tort, employment & real estate litigation, including intake, discovery, depositions, motions, arbitrations, settlement & appeals.

1996-1999 Solo Practice. Focus on personal injury & civil rights cases. Contract work included: (1) *Sinsheimer & Meltzer*: Successfully represented plaintiff in civil rights lawsuit arising out of Wenatchee child sexual abuse prosecutions [*Doggett v. Perez*]; (2) *Northcraft & Tierney*: Complex civil rights litigation on behalf of municipalities & school districts including successful appeal of student religious freedom case [*Truth v. Kent School District* (upholding district disapproval of discriminatory after-school bible club)]

1991-1995 Litigation Associate: *Sinsheimer & Meltzer.* Plaintiff litigation with emphasis on complex civil rights & personal injury claims. All aspects of litigation including depositions, discovery, motions, mediations, arbitrations, trials & appeals. Personal Injury: *Sorenson v. Udderberg* [changing premises liability for owner of icy parking lot]

1988-1990 Contract Attorney: Entry-level work included: (1) *Thomas J. Chambers*: Settlement demands and appeals in complex personal injury cases; (2) *Deborah Senn*: Wrote briefs in Illinois utility rate cases representing Illinois Citizens Utility Board

EDUCATION

SEATTLE UNIVERSITY LAW SCHOOL, J.D., *cum laude*, 1987, Law Review Articles Editor
UNIVERSITY OF WASHINGTON, B.A., Comparative Literature, 1971

PROFESSIONAL & COMMUNITY ACTIVITIES

PUBLISHED ARTICLES

1. *Crisis Intervention & The Limits of De-Escalation*, Police Misconduct and Civil Rights Law Report [PMCRLR], Vol. 12 No. 7 (2018)
2. *Police Body Camera Policies, Privacy & Community Trust*, PMCRLR, Vol. 11 No. 14 (2016)
3. “Prisoner’s Religious Freedom Case Succeeds in Changing Solitary Confinement Policy,” Federal Bar Association (W.D.Wash.) News, Vol. 35 No. 2 (2013)
4. “Roberto Zamora and the Right to Peace,” International Association of Democratic Lawyers UN Activities Bulletin (2013), pp. 8-9
5. *Canadian Aboriginal Woodcarver’s Death Triggers Federal Oversight of Seattle Police*, PMCRLR, Vol. 10 No. 14 (2013)
6. *The Implications of Taser Failure to Warn Liability for Police Misconduct Suits*, PMCRLR, Vol. 10 No. 6 (2011)
7. *The Anatomy of a Post-Tasering Death*, PMCRLR, Vol. 9 No. 18 (2010)
8. *Canadian Commission Recommends Restraint on Police Use of Tasers*, PMCRLR, Vol. 9 No. 13 (2010)
9. *Beyond Graham: Defining Deadly Force in Non-Firearm Cases*, PMCRLR, Vol. 8 No. 5 (2005)
10. *Police Prone Restraint Methods & Taser-Related Deaths*, PMCRLR, Vol. 8 No. 1 (2005)
11. *Equal Protection and the Future of Racial Profiling*, PMCRLR, Vol. 7 No. 14 (2004)
12. *Mass Protest Litigation in the Post-9/11 Era*, PMCRLR, Vol. 7 No. 11 (2003)
13. *Counterterrorism & the Demise of Posse Comitatus*, PMCRLR, Vol. 7 No. 4 (2002)
14. *Less Lethal Weapons & the Fourth Amendment*, PMCRLR, Vol. 7 No. 1 (2002)
15. *Fighting the Collateral Estoppel Defense in §1983 Litigation*, PMCRLR, Vol. 6 No. 13 (2001)
16. *Law Enforcement Liability for Coercive Child Sex Abuse Investigations*, PMCRLR, Vol. 6 No. 5, September/October 1999
17. *Posse Comitatus, Drugs, & the Militarization of Local Police*, PMCRLR, Vol. 6 No. 1 (1999)
18. *Private Police Violence & the Scope of Section 1983*, PMCRLR, Vol. 5 No. 15 (1998)

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19. *The Downsizing of Qualified Immunity in Private Prison Litigation Under 42 U.S.C. §1983*, PMCLRLR, Vol. 5 No 11 (1997)
20. *The Use and Abuse of Pepper Spray*, PMCLRLR, Vol. 5 No. 8 (1997)
21. *Democracy vs. Collective Bargaining: Countering the Police Union Attack on Citizen Review*, PMCLRLR, Vol. 5 No. 5 (1996)
22. *The Limits of Local Police Involvement in the Enforcement of Immigration Laws*, PMCLRLR, Vol. 4 No. 16 (1995)
23. *Malicious Prosecution Counterclaims and the Right of Petition in Police Misconduct Suits*, PMCLRLR, Vol. 4 No 11 (1994)
24. *The Public's Right of Access to Police Misconduct Files*, PMCLRLR, Vol. 4 No. 7 (1994)

PROFESSIONAL ACTIVITIES

1. Panel Speaker, Washington State Bar Association World Peace Through Law Section, “Using International Law in Domestic Practice,” April 2019
2. Speaker, Washington Association of Justice CLE, “Police Misconduct: From Ferguson to Pasco,” Presentation on Current Status of Qualified Immunity, March 2015
3. Co-Facilitator, Northwest Police Misconduct Attorneys, 2013-Present
4. King County Superior Court Ex Parte Pro Tem Commissioner, 2013-2014
5. Volunteer of the Month Award, King County Bar Association, March 2013
6. Modest Means Program Panel Attorney, Washington State Bar Association, 2011 to 2017
7. Pro Bono Civil Rights Litigation Panel, Federal Bar Association of Western District of Washington, 2009 to Present
8. Speaker, “Venturing Out on Your Own,” Job Strategies Workshop, Seattle University Law School, August 26, 2011
9. Speaker, “Police Accountability in Seattle,” Social Justice Tuesday, University of Washington School of Law, February 1, 2011
10. Appointed Member, Seattle City Council Police Accountability Review Panel, 2007-2008.
11. Speaker, “Tasers, Torture and Technology” Workshop, National Coalition on Police Accountability Conference [Portland, OR], October 16, 2004

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12. Speaker, Police Litigation Workshop, National Lawyers Guild Regional Meeting 2004
13. Seminar Keynote Speaker, “Police Associations and Community Conflict,” National Coalition of Public Safety Officers, San Diego, CA, September 3, 2003
14. 2002 Lawyer of the Year Award, Mothers for Police Accountability, Seattle, WA.
15. Speaker, How Do We Get Police Accountability, First African Methodist Episcopal Church, Public Discussion with Seattle Community Leaders, October 26, 2001.
16. Expert Testimony Regarding Police Unions, Amnesty International USA Public Hearing Regarding Anti-WTO Protests, Town Hall Center, Seattle, WA, March 30, 2000.
17. Keynote Speaker, 1998 World Conference of the International Association for Civilian Oversight of Law Enforcement, Seattle, WA, October 19, 1998.
18. Advisory Board, National Lawyers Guild National Police Accountability Project, 1997-2004.
19. Executive Board, Mothers for Police Accountability, 1994 to 2021
20. Legal Observer for International Association of Democratic Lawyers, Truth and Reconciliation Commission Hearings, East London, South Africa, April 1996.
21. Member, ACLU of Washington Police Practices and Legal Committees, 1995-2004.
22. Appointed Member, Seattle City Council Community-Police Relations Task Force, 1993-1995.

PRE-LAWYER RELEVANT EXPERIENCE

- 1974-1978 Intake Specialist, Seattle-King County Office of Citizen Complaints (Ombudsman)
1978-1979 Writer on Criminal Justice Issues, *Seattle Weekly*
1979-1987 Complex Litigation Paralegal & Law Clerk, *Houghton Cluck Coughlin & Riley*

Community Police Commission

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

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Lars Erickson	1/1/23	12/31/25	1	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	Adrien Leavitt	1/1/21	12/31/23	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Vacant	1/1/21	12/31/23		City Council
			6.	Civil Liberties	Lynne Wilson	1/1/21	12/31/23	1	CPC
	F		7.	Member	Raven Nicole Tyler	1/1/22	12/31/24	1	Mayor
			8.	Member	Mary Ruffin	1/1/22	12/31/24	1	City Council
4	M		9.	Member	Vacant	1/1/20	12/31/22		CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Joel Merkel	1/1/22	12/31/24	1	City Council
7	M		12.	Member	Amante (Monty) B. Vizcaya	1/1/22	12/31/24	1	CPC
9	F		13.	Member	Vacant	1/1/22	12/31/24		Mayor
			14.	Member	Le'Jayah Washington	1/1/22	12/31/24	2	City Council
2	M		15.	SPOG	Mark Mullens	1/1/23	12/31/25	3	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/23	12/31/25	2	City Council
			18.	SPMA	Anthony Gaedcke	1/1/23	12/31/25	1	CPC
			19.	Member	Jeremy Wood	1/1/22	12/31/23	1	Mayor
			20.	Member	Tascha R. Johnson	1/1/23	12/31/25	2	City Council
2	F		21.	Member	Erica Newman	1/1/23	12/31/25	2	CPC

SELF-IDENTIFIED DIVERSITY CHART

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

Key:

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

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

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

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02506, **Version:** 1

Appointment of Raven Nicole Tyler as member, Community Police Commission, for a term to December 31, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Raven Nicole Tyler</i>		
Board/Commission Name: <i>Community Police Commission</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: * 1/1/2022 to 12/31/2024 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood:	Zip Code:	Contact Phone No.: [REDACTED]
Background: <i>I am a U.S. Army veteran currently working as a political consultant at NWP Consulting. As a Veteran with extensive security experience that ranges from local unit protection to foreign case loads that involved coordination across organizations and functions, I am intimately familiar with the importance of safety and trust.</i> <i>I currently serve on the board of Seattle's LGBTQ Center and the YMCA Social Impact Center, both cementing my commitment to equity and inclusion in Seattle and providing additional insight to the impact of current policing on marginalized communities.</i> <i>As a Baltimore native, I have a personal connection to addressing the very real and warranted discord between police and the community. With a troubled history of over policing and violence toward marginalized communities, specifically black and brown communities, there is a need for change and progression. Both of which can only occur by engaging communities, police, and other relevant stakeholders to mend relationships and create more equitable policing and safer communities.</i> <i>I believe that my lived experience as a queer black woman and professional experience as a security professional will bring a unique prospective and solution-based leadership to the Community Policing Commission. I thrive in environments of varying perspectives and can build a consensus that aligns directly with your goal of building forward.</i>		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 3/22/2023		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

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

PROFESSIONAL EXPERIENCE

Northwest Passage Consulting

Political Consultant; January 2022- Present

- Develops and executes communication strategies by conducting market research, polling analysis, and data analytics to provide winning campaign strategies for candidates and ballot initiatives
- Builds coalitions through community engagement and advocacy to create power maps that supports campaign goals; solves problems through collaboration and negotiation
- Coordinates, designs, and implements marketing and communication via social media management, direct mail and online advertising; directly responsible for social media management of over 10 candidates

U.S. Army, 110th CBRN BN, 48th CM Brigade, S2

Unit Security Manager and Intelligence Officer; July 2020- Present

- Increased readiness among the unit of 300 people through meaningful engagement and reinforcement of Equal Opportunity (EO) and Sexual Harassment/Assault Response and Prevention (SHARP) Programs
- Provided senior leadership with timely and accurate updates on external security threats within the Pacific Region through written and oral briefs; ranked #2 of 10 officers
- Maintained personnel security of over 300 Soldiers: managed physical security for over 2 million dollars of equipment and 5 buildings with zero loss or incident

U.S. Army, 1-61 Infantry Regiment, 165 Infantry Brigade

Company Executive Officer; June 2019 – July 2020

- Maintained accountability for over \$500,000 of property, resulting in zero dollars of lost or stolen property over a period of one year
- Advised and mentored cadre on risk mitigation efforts by analyzing potential environmental and task related risks, resulting in zero property and personnel damage
- Provided leadership and mitigation efforts during COVID-19 pandemic while maintaining training levels, resulting in the successful graduation of over 400 soldiers

The Buffalo Group

Defense Intelligence Agency, Middle East and Africa Regional Center (MARC), Syria Branch

All Source Intelligence Analyst; June 2017- January 2019

- Provided daily time sensitive strategic analytic overviews of current political and military operations in Syria; influenced strategic decision making
- Maintained a database of over 1 million entities that produced an operational graphic depicting conflict in Areas of Influence in Syria; currently used throughout the intelligence community for strategic level analysis
- Researched using all source analytics to provide formal written assessments used in executive level decision making; published multiple white papers within IC

U.S. Army, 25th Infantry Division, Schofield Barracks, HI

Intelligence Analyst; June 1, 2015- January 4, 2017

- Prepared and presented written and oral intelligence presentations focused on military, political, economic, technological, energy and social sectors to support the analytic findings of hybrid threats
- Compiled intelligence reports, documents, forms, and correspondence provided by over 20 intelligence professionals; provided leadership with actionable analysis

U.S. Army Military Training; Various Locations, U.S.

November 2014- June 2015

Nordstrom Inc., Assistant Department Manager

June 2013- November 2014q

EDUCATION

Bowie State University; Bowie, MD

Graduation Date: December 2018

Master of Public Administration; Concentration: Public Policy and Management

Marietta College; Marietta, OH

Graduation Date: May 2013

Bachelor of Arts in Advertising and Public Relations; Minor: Marketing

BOARD EXPERIENCE

Seattle LGBTQ Center; Seattle, WA

Board of Directors; June 2022- Present

YMCA- Social Impact Center; Seattle, WA

Board of Directors; July 2022- Present

Community Police Commission

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

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

Roster:

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			20.	Member	Tascha R. Johnson	1/1/23	12/31/25	2	City Council
2	F		21.	Member	Erica Newman	1/1/23	12/31/25	2	CPC

SELF-IDENTIFIED DIVERSITY CHART

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

Key:

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

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02508, **Version:** 1

Appointment of Lars W. Erickson as member, Community Police Commission, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Lars W. Erickson</i>		
Board/Commission Name: <i>Community Police Commission</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: * 1/1/2023 to 12/31/2025 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>Capitol Hill</i>	Zip Code: <i>98102</i>	Contact Phone No.: [REDACTED]
Background: <i>I have been a resident of the Capitol Hill neighborhood in Seattle for more than 15 years. I am proud member of the LGBTQ community. In 2020, I was appointed by Governor Inslee to the Washington State LGBTQ Commission. My partner of 12 years is a law enforcement officer in British Columbia, Canada. You will see on my resume below; I have extensive experience in leadership roles that frequently collaborated with law enforcement agencies. I know it is a great responsibility to be charged with ensuring public safety. That work cannot be done alone. Community participation is critical to create safe and inclusive places.</i>		
Authorizing Signature (original signature): <i>Bruce A. Harrell</i> Date Signed (appointed): 3/22/2023		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.

Lars W. Erickson

Employment History:

Seattle Metropolitan Chamber of Commerce, Seattle WA

Senior Vice President of Public Affairs and Communications, 2022-present

- Manage the development and implementation of government relations strategy, public affairs coalition building, and advocacy campaigns.
- Oversee the development and implementation of communications strategies that advance the Chamber's reputation as a business advocacy organization that helps its members thrive in an equitable and inclusive regional economy.

Washington State Department of Transportation (WSDOT), Olympia, WA

Senior Director of External Relations, 2018-2022

Director of Communications, 2013-2018

- Trusted member of the WSDOT Executive Leadership Team responsible for a statewide agency of nearly 7,000 employees with a biennial budget of \$8 billion.
- Manage division of 25 WSDOT staff responsible for internal and external communications, including; headquarter based media relations, customer service, web development and content, graphics, agency brand, community outreach, and social media.
- Manage division of five WSDOT staff responsible for agency's government relations, including; local, state, federal, and tribal government coordination.
- Oversee employee development and training for 30 staff to ensure their continued professional growth and develop new leaders.
- Coordinate and facilitate WSDOT Senior Managers meetings (director level and above, 100+ participants) with focus on agency priorities of inclusion, workforce development, and process improvement.
- Draft executive messages and develop multi-platform employee engagement strategies.
- Responsible for guiding agency social media and web messaging, brand management, and graphics strategies.
- Identify emerging issues that attract critical attention from the public and policymakers.
- Liaise with Governor Inslee's office and policy advisors to ensure alignment and coordination on key strategic initiatives to ensure successful project delivery.
- Oversee ongoing WSDOT legislative and public outreach efforts for the "Connecting Washington" program- a 16-year, \$16 billion capital and maintenance initiative.
- Guided crisis communications teams related to natural/humanmade disasters and incidents (I-5 Skagit Bridge collapse, SR 99 Tunnel project, COVID-19 global pandemic).

Pierce Transit, Lakewood, WA

Public Relations Officer, 2007-2011, 2011-2013

- Member of the Pierce Transit Executive Team. Managed a team of three responsible for agency state government relations and community outreach.
- Responsible for developing and implementing strategic internal and external communications plans.
- Oversaw ongoing agency community outreach and public engagement efforts. Coordinated communications ranging from real-time service updates to detailed designs of annual community and financial reports.
- Coordinated efforts to reprioritize performance measures to align with agency goals.

Office of Governor Christine Gregoire, Olympia, WA

Press Secretary, 2005-2007

- Coordinated day-to-day media operations for the Office of Governor Christine Gregoire.
- Served as spokesperson, managed media interview requests, and drafted executive briefing materials, press releases and advisories.

Independent Consultant, Washington, DC

- Bridgestone/Firestone settlement safety campaign (2005).
- Gap Inc. Hurricane Katrina relief efforts (2005).

Kerry/Edwards 2004, Washington, DC

National Press Coordinator/Director of Election Night Media Operations, 2003-2004

- Member of 2004 Democratic Presidential Nominee Senator John Kerry's traveling staff, coordinated communications efforts between campaign headquarters and candidate.
- Directed media operations for Election Night 2004 with John Kerry and John Edwards. Established a communications center, a senior staff war room, media filing centers, and press briefing room.

New York/New Jersey Safe Roads Alliance, Alexandria, VA

Government Relations Director, 2002-2003

- Partnered with grassroot and industry advocates to improve highway safety standards.

Ashoka: Innovators for the Public, Arlington, VA

Director of Special Events, 2001-2002

- Organized "Social Entrepreneurs: An Antidote to Terrorism"- a series of town hall discussions involving Ashoka fellows, community leaders and Ashoka supporters.

Gore/Lieberman 2000, Nashville, TN

Media Coordinator, 2000

- Managed U.S. Presidential campaign communications staff providing logistics support to the media.
- Responsible for election night media operations.

Democratic National Committee, Washington, DC

Event Manager, October 1999-2000

- Prepared Democratic National Committee media briefing material for President Clinton and Vice President Gore.
- Planned political fundraising and issue advocacy events.

Education:

Gustavus Adolphus College, St. Peter, MN

Bachelor of Arts, Psychology, May 1996

Volunteer:

Washington State LGBTQ Commission

Commissioner, appointed by Governor Inslee, January 2020

- Member, economic development subcommittee.

The White House, Washington, DC

Volunteer Advance Lead, 1998-2001, 2009-2016, 2021-present

- Led planning efforts for visits by the President and First Lady of the United States. Directed local media relations, provided political guidance, and drafted briefing material.
- Represented the White House in 35 states and 18 countries on more than 60 presidential trips.

References: Available upon request.

Community Police Commission

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

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Lars Erickson	1/1/23	12/31/25	1	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	Adrien Leavitt	1/1/21	12/31/23	1	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Vacant	1/1/21	12/31/23		City Council
			6.	Civil Liberties	Lynne Wilson	1/1/21	12/31/23	1	CPC
	F		7.	Member	Raven Nicole Tyler	1/1/22	12/31/24	1	Mayor
			8.	Member	Mary Ruffin	1/1/22	12/31/24	1	City Council
4	M		9.	Member	Vacant	1/1/20	12/31/22		CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Joel Merkel	1/1/22	12/31/24	1	City Council
7	M		12.	Member	Amante (Monty) B. Vizcaya	1/1/22	12/31/24	1	CPC
9	F		13.	Member	Vacant	1/1/22	12/31/24		Mayor
			14.	Member	Le'Jayah Washington	1/1/22	12/31/24	2	City Council
2	M		15.	SPOG	Mark Mullens	1/1/23	12/31/25	3	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/23	12/31/25	2	City Council
			18.	SPMA	Anthony Gaedcke	1/1/23	12/31/25	1	CPC
			19.	Member	Jeremy Wood	1/1/22	12/31/23	1	Mayor
			20.	Member	Tascha R. Johnson	1/1/23	12/31/25	2	City Council
2	F		21.	Member	Erica Newman	1/1/23	12/31/25	2	CPC

SELF-IDENTIFIED DIVERSITY CHART

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

Key:

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

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

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

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02496, **Version:** 1

Appointment of Tanya Kim as Director of Human Services Department, for a term to March 1, 2027.

The Appointment Packet is provided as an attachment.

City of Seattle



Director Human Services Department

**Confirmation Packet
February 14, 2023**

Tanya Kim



February 14, 2023

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

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Tanya Kim as Director of the Human Services Department (HSD).

The materials in this packet are divided into two sections:

A. Tanya Kim

This section contains Ms. Kim's appointment, her oath of office form, and her resume.

B. Background Check

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

Tanya Kim is a results-oriented leader who is committed to accomplishing difficult work to deliver for people in need. Over her years of service, she has consistently demonstrated how she is driven to surmount challenges, and she has done so in partnership with community. She's built-up HSD's leadership team with compassionate and capable public servants who have a commitment to advancing racial equity, supporting providers, and helping the people of Seattle. She leads without ego, and recognizes and cultivates the potential in others, uplifting their voices.

Tanya Kim brings a wealth of experience to her position as Human Services Department Director. She's served as HSD's Human Services Program Supervisor, Senior Grants & Contracts Specialist, Planning & Program Development Specialist, Planning and Development Supervisor, Division Director for the Youth & Family Empowerment Division, Deputy Director and has been Acting Director since September 2021. Prior, she managed and led the *Powerful Voices* community-based organization to foster the development of adolescent girls. Her experience as a provider gives Tanya a deep appreciation for the positive impact non-profits have on our community while also understanding the challenges they face.

Recognizing how community needs are higher than ever, my office took great care in reviewing this nominee's abilities and her relationships to community. In recent weeks, my office consulted with stakeholders regarding Tanya Kim's performance, including representatives from the King County Regional Homelessness Authority, the Seattle Human Services Coalition, Community Passageways, Let Everyone Advance With Dignity (LEAD), the Ballard Food Bank, the Chief Seattle Club, Southwest Youth & Family Services, the Chinese Information and Service Center, the Coalition Ending Gender-Based Violence, the Workforce Development Council, former Councilmember and HSD Director John Okamoto (under whom Tanya served), and several current and past staff members at the Human Services Department. The resounding conclusion from stakeholders was that Tanya Kim is a highly capable, analytical, caring and humble human services leader worthy of your vote of confirmation. Further, my office conferred with the Seattle Department of Human Resources and the Office of the Employee Ombud to find she's had no complaints in her over decade of service to the City, including during her 16

months as Acting Director. Review of Tanya Kim's performance and the consultation with stakeholders is the process that informed my decision to advance her for your consideration today.

Tanya brings empathy, kindness, and fiscal stewardship to a department that has faced significant transition and disruption in recent years. As the City has increased financial investments in HSD, she recognized the need to commensurately increase staff capacity to meet the demand. She's worked to strengthen the department's financial operations by building in checks-and-balances for contract review and adopting sound governing policies and procedures.

I trust that after reviewing Tanya Kim's application materials, meeting with her, and following the thoughtful review of her credentials and vision through Councilmember Herbold's Public Safety & Human Services Committee, you will find that she is the right choice to serve as permanent Director of the Human Services Department. Our provider community has made it abundantly clear how essential stability is at HSD after the office has endured significant transitions in recent years. When our City recruiters tell me that Tanya Kim would be a top contender for any human services director position in the nation, it reenforces my belief that we are privileged to have this immense talent who rose to leadership from within the department. I appreciate your consideration.

If you have any questions about the attached materials or need additional information, Deputy Mayor Tiffany Washington would welcome hearing from you.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the printed name and title.

Bruce A. Harrell
Mayor of Seattle

SECTION

A



City of Seattle

Mayor Bruce Harrell

February 1, 2023

Tanya Kim
Seattle, WA
Transmitted via e-mail

Dear Tanya,

It gives me great pleasure to appoint you to the position of Director of the Human Services Department at an annual salary of \$219,390.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term will be for four years and you serve at the discretion of the Mayor.

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

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

Sincerely,


A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: Tanya Kim	
City Department Name: Human Services Department	Position Title: Director
<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: * Council Confirmation to 3/1/2027 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Background: Tanya Kim brings a wealth of experience to her position as Human Services Department Director. She's served as HSD's Human Services Program Supervisor, Senior Grants & Contracts Specialist, Planning & Program Development Specialist, Planning and Development Supervisor, Division Director for the Youth & Family Empowerment Division, Deputy Director and has been Acting Director since September 2021. Prior, she managed and led the <i>Powerful Voices</i> community-based organization to foster the development of adolescent girls. Her experience as a provider gives Tanya a deep appreciation for the positive impact non-profits have on our community while also understanding the challenges they face.	
Authorizing Signature:  Date Signed: February 14, 2023	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.



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Tanya Kim, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Director of the Human Services Department; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Human Services Department.

Tanya Kim

Subscribed and sworn to before me

this ____ day of _____, 2023.

[Seal]

Elizabeth M. Adkisson, Interim City Clerk

Employment

Sept. 2021 – Present

Acting Director, Human Services Department (HSD)

City of Seattle

- Establish priorities as funder, direct service provider and convener to fulfill HSD's mission 'to connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities'
- Foster Mayor Harrell's vision of 'One Seattle;' routinely engage in/oversee policy efforts in collaboration with Councilmember Lisa Herbold (Chair, Public Safety & Human Services Committee) and Councilmember Andrew Lewis (Chair, Public Assets & Homelessness)
- Provide leadership for 427+ dedicated employees, overseeing \$319 million of complex funding streams and 170+ human services contracts
- Build relationships with community and other constituents to advance racial equity, improve policy and procedures, and deliver effective human services

Feb. – Sept. 2021

Deputy Director, Human Services Department (HSD)

City of Seattle

- Led HSD's Senior Leadership Team of 11 executive-level leaders
- Responsible for investments and policy efforts spanning youth, family, affordability, emergency feeding, and community safety
- Advanced the HSD's racial equity goals as a co-lead for the Racial Equity Plan and as a member of the Change Team

Oct. 2017 – Feb. 2021

Division Director, Human Services Department (HSD)

City of Seattle

- Provided leadership for the Youth & Family Empowerment Division of 60+ employees and budget of \$33+ million
- Oversaw divisional operations including workplans, procurement processes, contracts (e.g., affordability, emergency feeding and nutrition, youth development, community safety, family support, etc.), and direct services (i.e. Seattle Youth Employment Program, Upward Bound, Utility Discount Program and Vehicle Licensing Fee Rebate program)

Nov. 2015 – Oct. 2017

Planning and Development Supervisor, Human Services Department (HSD)

City of Seattle

- Led a Youth & Family Empowerment Division Planning Unit of 6+ Planners and Administrative employees focusing on affordability, emergency feeding and nutrition, youth development, community safety, and family support
- Responsible for all aspects of the division's competitive funding processes
- Oversaw unit products including budget material, grant applications and reports, stakeholder meeting material, policy briefing material, and legislative actions
- Recipient of annual employee recognition awards as an individual and part of a unit, nominated by peers and the department director

June – Nov. 2015

Legislative Assistant, Seattle City Councilmember John Okamoto

City of Seattle

- Tracked, researched, analyzed, and briefed the Councilmember on assigned issues; staffed constituent and executive meetings; engaged community stakeholders; and made policy recommendations
- Clerked the Committee on Housing Affordability, Human Services, and Economic Resiliency. Managed the schedule, developed meeting agendas/minutes, wrote the Chair's speaking points, and liaised with executive offices

- July 2013 – June 2015** **Planning & Program Development Specialist, Human Services Department (HSD)**
City of Seattle
- Led competitive funding processes for the Youth & Family Empowerment Division
 - Provided program planning support for Seattle Youth Employment Program and Upward Bound direct service programs focusing on BIPOC young people
 - Change Team member; led internal RSJI funding process; co-led the RSJI Core Team Outcomes Framework Committee
- Oct. 2010 – July 2013** **Senior Grants & Contracts Specialist, Human Services Department (HSD)**
City of Seattle
- Administered contracts in two divisions for homecare, disability, adult day care and health, youth development, South Park youth services, and crime prevention
 - Conducted annual assessments in accordance with state, federal and other local regulatory guidelines; monitored corrective actions
 - Convened provider meetings and organized community safety trainings
- Apr. – Sept. 2012** **Human Services Program Supervisor, Human Services Department (HSD)**
City of Seattle
- In this temporary assignment, led and managed all aspects of the Seattle Youth Employment Program direct services, including hire of temporary employees, recruitment and support of employers hosting interns, recruitment and support of 200 interns, mitigating challenges, and reporting
- Sept. 2006 – Oct. 2010** **Executive Director**
Powerful Voices, Seattle
- Led Powerful Voices, a non-profit community-based organization whose mission was 'to foster adolescence girls' development by providing programs and promoting social justice so girls can realize their dreams, engage their communities and shape a better world' through its direct services and advocacy
 - Managed and supervised five senior staff; supported 12-person board of directors
 - Responsible for financial health; managed annual operating budget of < \$1 million including fundraising: foundation, government, corporate, and individual donors
 - Focused on community building and advocacy at city, county and state levels
- Sept. 2003 – Sept. 2006** **Program Manager**
Powerful Voices, Seattle
- Managed and supervised ten staff, interns, and volunteers; managed partnerships
 - Responsible for juvenile detention programming, high school academic and employment direct services (co-founder), and case management (founder).
 - Completed all reporting for contract reimbursement and grants
- Sept. 2003 – June 2004** **Pathways Program Coordinator**
Community Schools Collaboration, Tukwila
- 0.2 FTE contractor, concurrent with Powerful Voices
 - Developed Foster High School's after-school health and wellness program
 - Provided direct services for BIPOC students in group and individual settings; supported juniors and seniors with post-high school transition plans
- Apr. 2001 – Sept. 2003** **Youth Program Manager**
International District Housing Alliance, Seattle
- Managed Wilderness Inner-city Leadership Development Program, a youth development program; led community organizing with low-income immigrant and refugee high school students and Chinatown-International District elders

- Supervised ten staff, interns and volunteers

Mar. 1999 – Mar. 2001 Public Programs Coordinator

Wing Luke Asian Museum, Seattle

- Responsible for programs/special events: lectures, film, classes, and performing arts to further its mission to ‘connect everyone to the dynamic history, cultures, and art of Asian Americans, Native Hawaiians, and Pacific Islanders through vivid storytelling and inspiring experiences to advance racial and social equity’
- Co-founded and managed YouthCAN youth development program, a 2010 National Arts and Humanities Youth Program award recipient; co-founded and provided direct service of summer college internship program

Professional Development & Education

2010 – ongoing	City of Seattle: FEMA Intro. to the National Incident Management System, FEMA Intro. to Incident Command System, Homeless Youth and Young Adult Street Outreach, Race and Social Justice Initiative Toolkit, Community Engagement, Mediation and Conflict Resolution, Workplace Violence Prevention, Ethics, Results Based Facilitation 101-301, Results Based Accountability (certified), Implicit Bias, Anti-Harassment and Anti-Discrimination, Coaching for Results, Art of Feedback, Lean/Continuous Improvement, etc.
2009	Strategic Financial Management Course University of Washington Evans School, Seattle
2009	Executive Director Peer Table Talks Non-Profit Works, Seattle
2008	Executive Program for Nonprofit Leaders Stanford Graduate School of Business, Stanford
2002	Undoing Institutionalized Racism People’s Institute, Seattle
1993 – 1997	American Cultural Studies, Bachelor of Arts Degree Western Washington University, Bellingham

Community Leadership & Volunteerism

2019 – 2021	Children and Youth Advisory Board (City of Seattle representative) Best Starts for Kids, King County
2015 – 2021	Board of Trustee Cedarmere Foundation, Seattle
2010 – 2011	Board of Directors & Economic Development Grant Committee Women’s Funding Alliance, Seattle
2010	Prostituted Youth Advisory Committee Seattle Human Services Department, Seattle
2009 – 2010	Impact Assessment Committee Washington Women’s Foundation, Seattle
2006 – 2010	Minority Executive Directors Coalition, Seattle
2006 – 2010	Asian Pacific Directors Coalition, Seattle
2003 – 2008	Multicultural Advisory Board to the President Western Washington University, Bellingham
2007	Gang Prevention & Intervention Workgroup State of Washington, Olympia

SECTION

B



City of Seattle

Seattle Department of Human Resources

Kimberly Loving, Director

January 24, 2023

TO: Lindsey King – Talent Acquisition Lead SDHR

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for Tanya Kim

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

Cc: Personnel File

Seattle Department of Human Resources

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

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



Human Services Department Director – Council Appointment Questions

Approach and Vision

1. Why do you want to be the HSD Director? How has your prior work and life experience prepared you for this challenge, and what unique perspective do you bring to it?

My life experiences and extensive work in both community and city government have prepared me to become HSD's Director.

It starts with family – in my case it's both my birth and chosen families that have shaped me profoundly. I am a daughter of Korean immigrant parents and grew-up in south King County. Unfortunately, some of my earliest memories are rooted in fear and pain associated with racism, xenophobia, sexism, violence, mental health, and poverty. My resiliency grew over the years in part due to community connections and governmental resources in times of need. As an adult, my greatest privilege is being mom to my daughter and son. I was intentional about creating an inviting home environment that promoted love, safety, creativity, identity, curiosity, and an overall tenor of belonging. My home became a place where other kids and family members stayed. My personal experiences and education informed my life's work to serve and seek justice. I continue to live my values at home, in community, and at work.

My professional relationship with the City of Seattle started when I worked for a community-based organization (CBO) located in the Chinatown-International District. The CBO had contracts with the Human Services Department (HSD) for its youth development program, through which I participated in trainings such as Youth Undoing Institutionalized Racism co-facilitated by HSD employees. I experienced first-hand the incredible and collaborative racial equity work led by HSD, which compelled me to eventually pursue an opportunity with the City.

I joined HSD in 2010 as a Senior Grants and Contracts Specialist. I was thrilled to work alongside the very leaders who inspired me. At HSD, including a temporary assignment with Council, I've held nine positions and was promoted six times in my nearly 13-year tenure. Throughout my tenure, I've endeavored to make improvements to reduce barriers or decrease institutional harms when possible. I've made dear friends, grieved with colleagues, celebrated life and work accomplishments, dedicated years to the Change Team to advance racial equity, and led groups of various sizes through significant change. I've partnered with community to tackle challenges and I've learned many important lessons.

HSD has endured a series of substantial institutional challenges in recent years due to several reorganizations and significant leadership turnover, with the last permanent director confirmed in 2018 and a total of four different directors helming the Department the last five years. Fortunately, HSD's incredibly diverse employees are dedicated, smart and hardworking—however, even with this advantage, any organization experiencing these kinds of changes will be challenged. I am fully committed to enhancing HSD's stability to ensure a thriving Department. A thriving HSD will yield improvements in our direct services, contracts, convening, and policy efforts. I understand the importance of staff morale in fostering synergy for every corner of the Department. Since 2021 as Acting Director, I've focused on staff well-being, rebuilding executive leadership, re-engaging the Change Team with leadership, and strengthening operations. Lasting transformational change takes an open-minded leadership team, relational culture, and appropriate amount of time.

I'm committed to HSD's mission and have loved each role, including my current Acting Director position. Post pandemic, we are less reactive and are coalescing around our future. It would be a tremendous honor to provide steady and accessible leadership as the next HSD Director.

2. What are your major goals for HSD over the next three years? What do you see as the primary challenges facing HSD in the coming years?

HSD strives to create a world where the needs of our residents are met so they can thrive. We prioritize community-driven solutions and work tirelessly to ensure community voices are heard. In the next three years major goals for HSD include:

1. Improving employee morale and building a strong workforce.
2. Strengthening operations of our financial, funding and contracting, and direct services.
3. Being accountable to racial equity goals through an updated strategic plan.
4. Building and nurturing relationships with diverse communities and regional partners.

Primary challenges facing HSD include (1) growing substance abuse, (2) sheltered and unsheltered homelessness, and (3) constraints due to a recovering economy.

Substance abuse, especially as it relates to growing fentanyl use, can be deadly, and is a significant contributor to homelessness and economic struggles. While King County and the state are leaders in this effort, the City must ensure our residents are getting their needs met through existing resources and exploring potential pilots. HSD will leverage our contract with Public Health Seattle-King County, and partnership with King County Department of Community and Human Services, to access treatment programs that are evidence-based and tailored to meet the needs of individuals with substance use disorders.

The homelessness challenge continues to be a top priority for HSD. HSD will continue to support the King County Regional Homelessness Authority (KCRHA) as they develop specialized housing support programs that provide shelter, case management, and other essential services to individuals experiencing homelessness. As part of the city-wide Unified Care Team, HSD will continue to ensure that people living unsheltered are connected to shelter and services that meet their needs.

A struggling economy exacerbates poverty, which can trigger substance use and homelessness. HSD will continue to work with local employers and community-based organizations to develop employment and job training programs that provide essential skills and job opportunities in our Seattle Youth Employment Program and re-entry services for adults.

Addressing the challenges of substance abuse, homelessness, and a recovery economy requires a multi-faceted approach that involves various stakeholders. A motivated and supported staffing team with strong operational policies and procedures will improve the quality of our customer service. An updated strategic plan, developed in partnership with community and grounded in evidence-based practices, will illuminate for HSD a clear roadmap to advancing racial equity in human services. Working collaboratively with other regional partners and community members will increase the likelihood of broader and sustainable outcomes.

3. How will you ensure that Councilmembers and legislative staff receive timely information needed from your department for Council to make sound policy and budgetary decisions, including responses to Council requests even regarding priorities that differ from those of the executive branch?

The community looks to the City of Seattle, regardless of branch or department, to foster a thriving city for all. As Acting Director, I have prioritized timely and transparent responsiveness with accurate information to Councilmembers and legislative staff. HSD has solicited and welcomed feedback from the Council for process improvement. Internally, HSD adheres to defined communication protocols to ensure we provide factual information on a wide spectrum of complex human services issues including homelessness, community safety, behavioral health, gender-based violence, food access, and more. Clarity and expectations of timeliness have helped streamline communication across the Department of 400+ employees, four divisions, three office buildings, and hybrid work environments. As “One Seattle,” it is my expectation that we maintain respectful relationships across the City and communicate between the Executive and Legislative branches of City government effectively. When requested information is not immediately available, HSD will continue to offer explicit timeframes and follow through accordingly.

4. How will you work with other departments to achieve the goals of the City, particularly surrounding homelessness, which touches many departments? How about outside stakeholders, including KCRHA, and how does the department ensure accountability and results from our partners?

As a member of the Mayor’s multi-departmental Unified Care Team (UCT), HSD coordinates efforts with KCRHA and service provider partners to ensure offers and connections to shelter and essential services for those living unsheltered citywide. I am fully supportive of collaboration across partners for the implementation of the UCT’s geographically based teams this year; this effort will bring together community stakeholders to address challenging issues related to unsheltered homelessness in the city. We have dedicated and engaged leaders and staff to support this effort.

I believe in the importance of working in collaboration with the Mayor, Council, other City departments, and KCRHA to effectively reduce homelessness in our community, and look to KCRHA as the leading regional entity. I believe that a comprehensive approach, including supportive services, affordable housing, and community engagement, is essential in addressing homelessness.

HSD maintains a service agreement with KCRHA. As part of that development, HSD and KCRHA collaborated to ensure alignment on all documented expectations. This includes how and what is reported to HSD. As reports are submitted, HSD reviews the reports and discusses performance with the KCRHA. In addition to reviewing reports, the following monitoring activities are also taking place:

- Monitoring performance standards and program requirements
- Reviewing and processing monthly invoices
- Tracking expenditures to ensure that funds are used appropriately per contract terms
- Performing fiscal reviews of sub-recipients to ensure proper usage of funds and contract/grant compliance
- Identifying deficiencies in performance of fiscal compliance and corrective action as needed (in such cases HSD is also responsible for following up)

5. What is your organizational management approach? How will you review internal operations at HSD to determine if they warrant improvement? What is your leadership approach and how do you support staff morale at times of change?

My organizational management approach includes a culture of inclusion, curiosity, continuous improvement, and orientation towards solutions and outcomes (what we're trying to achieve together). It's important to me that people understand the 'why' and are clear about our greater role/mission. It's also important to me that HSD approach the work in partnership with community and are mindful of our positional authority as funder and direct service provider. How we approach our work is therefore a reflection of our values. I am moving HSD to embrace department-wide clear and measurable goals, racial equity and anti-racism principles, and collaboration.

As public stewards, it is essential that we regularly review and assess our processes and procedures to identify areas for improvement, which we will do through feedback from staff and clients, as well as data analysis and benchmarking against other organizations. One of my goals is to strengthen our operations in financial, funding and contracting, and direct services. We will develop a framework, including schedule and training, on how HSD updates its policy and procedures. Having a proactive process improvement structure will ensure we're methodical and current. Having visibility to the process will also increase trust.

I am an adaptive leader and have made meaningful contributions throughout my career in community and in government. A foundational facet of my leadership approach and support of morale is through relationships. Consistent engagement, collaboration, and communication are important. I celebrate accomplishments and recognize people and teams for their efforts. I will continue to collaborate with HSD's Senior Leadership Team, Change Team, Caucuses, Labor, and other employee groups to improve things that matter, such as our commitment to the Race and Social Justice Initiative and other significant opportunities to come. I have utilized other City resources such as the Office of the Ombuds, who is currently engaging staff to assess morale so we can make improvements. I care deeply about employee wellbeing and fully appreciate this is an ongoing endeavor and not a one-time activity.

Leading with a Racial Equity Lens

6. What is your role in moving HSD to becoming an anti-racist multicultural organization and support the implementation of the City's Race and Social Justice Initiative?

I believe that every individual has the right to live and thrive in a world free from racism, discrimination, and prejudice. Our society has deeply-rooted inequalities and systemic racism is prevalent in government institutions, organizations, and policies. HSD is not immune to this and we have a responsibility to act. I have been a Change Team member since I joined HSD over a decade ago and led special projects such as administering a special RSJI funding process. I am also a member of the Asian Pacific Islander Caucus and have participated on a city-wide affinity group. As a former Planner, I have utilized the city's Racial Equity Toolkit in developing requests for proposals.

As HSD Director, I will expand my commitment to moving the Department towards becoming an anti-racist multicultural organization. We know that our workforce, stakeholders, and the broader community are diverse and that our policies and practices must be equitable.

I am committed to:

- **Acknowledging Racism:** Recognizing that racism exists within their organizations and taking responsibility for addressing it is important. This requires creating space for honest and open conversation about the prevalence of racism and the ways in which it affects people.
- **Examining Policies and Practices:** A thorough assessment of existing policies and practices will be conducted to identify any hidden or overt biases. This includes examining how hiring and promotion decisions are made, how budgets are allocated, and how feedback is given to employees.
- **Diversifying Leadership:** HSD will thrive with diverse leaders across the department that reflect the communities they serve. This means actively recruiting, promoting, and retaining people of color.
- **Training and Educating Team Members:** Base-line training that addresses racism, diversity, and inclusion should be provided to all employees, including senior leadership. This training should be ongoing and address topics such as unconscious bias, microaggressions, and cultural competency. The City's Racial Equity Toolkit, racial equity power analysis, and Undoing Institutionalized Racism (UIR) by the People's Institute for Survival and Beyond (PISB) are important City-sponsored tools and community-led frameworks for more transformative change. Notably, PISB's [Anti-Racist Organization Principles](#) include (1) Analyzing Power, (2) Developing Leadership, (3) Gatekeeping, (4) Identifying and Analyzing Manifestations of Racism, (5) Learning from History, (6) Maintaining Accountability, (7) Networking, (8) Sharing Culture, (9) Undoing Internalized Racial Oppression, and (10) Undoing Racism. We need access to a variety of resources and HSD has a long history with UIR.
- **Listening and Engaging:** HSD must actively listen to and engage with people who have experienced racism. This means creating welcoming spaces for people to share their experiences and concerns, and taking action to address those concerns when possible.
- **Setting Goals and Tracking Progress:** HSD needs clear racial equity goals that are baked into its updated strategic plan.

HSD shares in the above work and I will support my teams to implement and lead by example, as well as ask employees to be active practitioners and learners.

7. How are HSD managers held accountable for doing the same thing in their individual work units, so that all levels of management are in alignment?

We will update HSD's strategic plan in the coming year. The strategic plan will inform annual division and unit work plans and ensure alignment, collaboration and clarity.

Employees, including managers, thrive when they are provided clear expectations, manageable workloads, have autonomy to perform their roles and responsibilities, and the support and tools they need to do their best work. HSD managers are held to a high standard and have regular coaching and training, annual workplans, and performance reviews. These proactive measures hold managers accountable. When additional support is needed, more intentional coaching is available with clearly articulated pathways for improvement. We've built an infrastructure that reinforces effective communication and culture through a cadence of meetings and other forms of communication.

The success of managers starts with a strong and consistent executive Senior Leadership Team. I have dedicated great time and care, in partnership with internal and external stakeholders, to hire and onboard the majority of HSD's senior leadership in the past two years. Our HSD executives are

extraordinarily talented, and they represent the diversity of our community.

8. How do you center community and prioritize voices of people of color in the work of HSD? Please provide some example outcomes of this centering.

Depending on HSD's top leadership and other related factors, there have been periods of great successes and there have been periods of misalignment. I am fully committed to centering community and prioritizing the voices of people of color in our work. This year, for example, HSD will partner with community to ensure their feedback improves our competitive funding processes (i.e. request for proposals). Some measures include:

- Conducting an equity analysis to assess the current funding process and identify any existing inequities. The analysis will focus on understanding the experiences, needs, and perspectives of underserved communities and identify any biases in the funding process.
- Creating an objective set of criteria for equity to guide the funding process. The criteria should and will include measurable indicators such as the diversity of funding recipients, the impact of the funds on communities of color, and the inclusion of community members in the decision-making process.
- Evaluating the effectiveness of our funding process on a regular cadence to review if we're advancing racial equity. Such evaluation will incorporate feedback from contractors and their communities, as well as measurable outcomes of the contracts. This ongoing evaluation is essential to proactively improve the HSD's funding process and ensure that it aligns with its equity goals.

By taking these steps and ensuring that community-centered, anti-racist practices are at the forefront of our work, we can better serve our communities and prioritize the voices of those who have been historically oppressed and marginalized.

Examples of how I've centered community and prioritized voices of people of color include having diverse representation on hiring panels including Change Team/Caucus and community members. Having diverse voices at each stage of hiring processes has resulted in excellent hires and increased trust. When leading or overseeing funding processes, workgroup and rating panels had diverse representation to ensure the selection yielded culturally responsive services with agencies more often led by people of color.

Human Services Department

9. What do you see as the biggest challenges facing HSD and the department's most promising unmet opportunities? What's in the way of realizing those opportunities?

In question #2 I offered some challenges and opportunities.

Additional examples include:

- Resource constraints - The field of human services is often challenged with maintaining quality services in the face of resource constraints which includes contracting requirements, competitive funding processes that may be disruptive to a network of providers, restricted use of funds, and available funding amounts. HSD will always operate within a budget and will have mixed fund sources, so the opportunity before us is to ensure we are reducing barriers to

funding, increasing collaboration with partners to fund community-driven solutions, and assessing our investments and their impacts.

- Staffing - HSD is heavily reliant on its staff to provide critical services. Organizations like ours are vulnerable to staffing shortages or turnover which can disrupt service delivery and put stress on existing staff. It's imperative we prioritize the wellbeing of our workforce and mitigate secondary trauma that is often associated with human services.
- Meeting the needs of our diverse populations - HSD employees are from diverse backgrounds and cultures, and many speak multiple languages. Still, we must continue to hire and retain diverse staff across all units to increase language access and increase our cultural responsiveness.
- Managing data and evaluating our impact -- Effective data management is essential in the human services field to track the delivery of services, outcomes achieved, and to measure program effectiveness. We are assessing our current database systems and will hire research-oriented and/or data scientist this year.

10. At a high level, could you please describe HSD's role in the oversight of funded organizations, communicating the outcomes of those investments, and ensuring that organizations are accountable for those outcomes? Are there any places where you see opportunities for improvement? When organizations are not meeting expectations, how does HSD work with them to help them improve?

As stewards of public funds, contract monitoring is an essential role to responsibly achieve the desired results. Monitoring provides HSD with the information necessary to assess the fiscal and programmatic accountability of service providers and ensures we're compliant with city, state and federal requirements. At a high-level those monitoring activities include:

- Monitoring performance standards and program requirements
- Reviewing and processing monthly invoices
- Tracking expenditures to ensure that funds are used appropriately per contract terms
- Performing fiscal reviews of sub-recipients to ensure proper usage of funds and contract/grant compliance
- Identifying deficiencies in performance of fiscal compliance and corrective action (in such cases HSD is also responsible for following up on the implementation of the corrective plan)

HSD is committed to prioritizing partnerships with community-led organizations and recognizes the need for strong relationships and clear communication to effectively address deficiencies. Some examples for mitigating deficiencies include technical assistance and/or a corrective action plan. Persistent deficiencies are escalated within the HSD and addressed depending on the severity of the issue.

HSD would like to be more strategic with our community-led partners who often represent the voices and needs of underserved communities and are better equipped to implement culturally responsive programs. We envision increased and proactive technical assistance (e.g., one-on-one or group trainings) and utilization of technology (i.e. video tutorials).

In the years to come, HSD is planning to develop an external dashboard to better communicate the outcomes of our various investments. In the interim, HSD is tracking outcomes and working with each of

our funded organizations to ensure that they are performing as outlined in their contract. Our [annual report](#) summarizes our efforts from the prior year and can be found on our website.

11. What specific and measurable outcomes should HSD look to when measuring success both within HSD and externally with human service providers?

When HSD has an updated strategic plan we will create a companion dashboard to transparently report our progress and lessons learned. This dashboard will be the basis for our annual report as well. HSD uses the Results Based Accountability framework for our strategic planning and theory of change efforts. In this framework you will see quantity, quality and impact performance measures. Our current framework focuses on the six investment areas:

1. Promoting healthy aging
2. Addressing homelessness
3. Supporting safe communities
4. Supporting affordability and livability
5. Promoting public health
6. Preparing youth for success

Our [annual report](#) offers both quantitative and qualitative data, and some measures include:

- # of unduplicated families served through family supports
- # of youth who participated in paid opportunities through Seattle Youth Employment Program
- # enrolled into the Utility Discount Program
- # of emergency meals served to low-income and vulnerable populations
- # of survivors who received advocacy services
- # of referrals to shelter
- # of those who received medical care through mobile medical van
- # of people who received long-term care assessments

Measurable indicators to assess HSD’s operational successes include metrics such as on-time contracting and invoice reimbursements, feedback from competitive funding processes, and number of hiring applications and retention (do people want to work at HSD). This this time these metrics are reviewed internally for process improvement purposes.

Public Health

12. How would you describe HSD’s role with respect to the King County Board of Health? How does HSD ensure that the Board is aware of its concerns, priorities, and positions? How can we ensure that the City is partnering with Public Health to get the best results possible, particularly around issues of public health and behavioral health?

HSD has a critical role for the City’s relationship with the King County Board of Health. HSD utilizes the Interlocal Agreement between the City and Public Health Seattle-King County (PHSKC) to ensure city residents receive maximal public health results and benefits. HSD’s Health Integration Strategic Advisor directly engages the Board of Health and PHSKC to effectively support the three City Councilmember representatives. HSD ensures the representatives are apprised of the City’s priorities and serves as a subject matter expert.

HSD administers a contract with PHSKC on an annual basis; the 2023 budgeted amount is approximately \$17.5 million. The contract is a critical avenue in leveraging PHSKC's technical and policy expertise such as epidemiology, communicable diseases, injury prevention, violence interruption, and health care for vulnerable populations. PHSKC's Director has a reporting relationship to the Mayor.

Dr. Faisal Khan and I have connected and I look forward to strategically partnering with him on matters of alignment and opportunity.

13. Over the past few years, several areas where the City provides funding to Seattle – King County Public Health have gained visibility over the past few years. These include COVID, behavioral health including substance-use disorders, abortion, and gun violence. How has HSD's partnership with Public Health changed over this time, and how should it continue to change?

HSD and PHSKC's partnership strengthened over the years with the overlapping and large-scale demands. We worked closely throughout the pandemic, for example, in keeping our older adult population safe while providing door-to-door food, supplies and vaccinations – a complete pivot from our ordinary congregate meal programming. We worked with health specialists to provide testing and vaccinations in de-intensified shelters. HSD and other city partners quickly stood-up the de-identified shelters and often relied on PHSKC to provide and interpret the most up-to-date health guidance. HSD continues to partner with PHSKC's to support the relatively new Regional Peacekeepers Collective strategy, as well passing through funding for increased access to critical health care such as abortion. Staff and leadership teams across both departments worked around the clock to meet the unprecedented challenges.

The partnership stems from our long history including previous disease outbreaks going back to SARS, Ebola and HIV/AIDS, to name a few. This also includes addressing the health care needs of people living unsheltered, pregnant and parenting teens, and people at risk for a myriad of communicable diseases, including individuals with mental health disorders and substances use disorders.

Moving forward, it's important to partner with Dr. Kahn to affirm what's working and identify opportunities to mitigate both the current and future needs for the City of Seattle.

14. The Interlocal Agreement between the City and Public Health has not been updated since 2011. Especially given all of these issues of mutual interest, would you support updating it to reflect the partnership's evolution? If not, what do you see as some triggers of an update?

Yes. Given the new leadership at both HSD and PHSKC, it'll be prudent to review both the Interlocal Agreement and contract. Updates may be necessary and I'm committed to partnering with Dr. Kahn and other key stakeholders such as the Mayor's Office and Council to engage in a thoughtful process.

15. The Public Health – Seattle & King County Fatal Overdose Dashboard indicates that the explosion of fatal overdoses is concentrated in the Seattle subregion, with 60% (589) of King County's 1,003 fatal overdoses in 2022. That represents a 72% increase over 2021, far exceeding the 9.8% increase in South King County in 2022 (280 fatalities or 28.7% of total in KC). Although HSD does not currently contract for behavioral health services (that being the purview of PHSKC and DCHS), given this trend, do you think it would be warranted for the department to take on an expanded role in regional policymaking and contracting in the areas of SUD prevention and treatment? If so, what would that look like? If not, what more can or should the City of Seattle do to address SUD and expand access to comprehensive

treatment services?

PHSKC and the King County Department of Community and Human Services (DCHS) are best positioned to address the region's behavioral health crisis, and Substance Use Disorders (SUDs) specifically.

That said, the City has filled gaps and/or piloted programs in the past. When this occurs, HSD's role has a clear focus area and coordinates with partners. For example, HSD developed and/or funded harm reduction and drug user health services such as access to needles and condoms, and promoted efforts focusing on those greatest risk of becoming infected and dying during the HIV/AIDS epidemic in the 1980's and 1990's.

Presently, as mentioned in question #12, HSD provides policy support to three Board of Health City Council representatives. Additionally, HSD represents the City of Seattle on a regional Opioid Abatement Council (OAC) as part of the Washington State Opioid Settlement funds. OAC's responsibilities include oversight of fund distribution, an annual review of expenditure reports, and development and maintenance of a centralized public dashboard or other repository of information. An update will be provided to Council as requested in the Statement of Legislative Intent [HSD-605-A-001-2023](#) by May 1, 2023.

King County Regional Homelessness Authority

16. How do you envision HSD working most effectively with the King County Regional Homelessness Authority, and how close is that vision to being realized? What steps will you take to ensure accountability and results from KCRHA for funds that Seattle has provided? How is HSD building and investing in its relationships with KCHRA partners?

HSD's role is both funder and partner to KCRHA as the contract administrator and member of the Unified Care Team. We work most effectively when organizational roles are clear, and communication with the right people is timely and transparent. HSD and KCRHA have both experienced transition throughout the year and we've worked thoughtful to strengthen our relationship.

Active contract monitoring is essential to achieving desired results. Some standard practices include:

- Monitoring performance standards and program requirements
- Reviewing and processing monthly invoices
- Tracking expenditures to ensure that funds are used appropriately per contract terms
- Performing fiscal reviews of sub-recipients to ensure proper usage of funds and contract/grant compliance
- Identifying deficiencies in performance of fiscal compliance and corrective action (in such cases HSD is also responsible for following-up on the implementation of the corrective plan)

Additionally, KCRHA and HSD have weekly meetings to ensure teams have access to timely information, support, and technical assistance as needed/requested.

HSD partners with KCRHA to support contracted outreach providers and have made ourselves available to assist in identifying partners and resources for new projects. Following the anticipated agreement with KCRHA as it relates to geographically based outreach and services outlined in Council Budget Action [HSD-035-C-001-2023](#), HSD will be well-positioned to communicate our role in supporting KCRHA in the months and years to come.

17. How is HSD working with KCRHA to ensure that Council Budget Action HSD-035-001-2023 is being implemented? The Executive proposed that HSD take on responsibility for geographically based outreach to those experiencing homelessness and Council shifted the body of work to KCRHA and provided funding to support this work administratively. How will HSD system navigators support KCRHA staff and contractors in their performance of this work? What is HSD's role more generally on the Unified Care Team, and how are its efforts tracked and managed?

HSD is committed to aligning with Council, the Mayor's Office, the community, and our regional partners on how to best leverage our resources to support individuals experiencing homelessness. While the CBA has yet to be finalized, we're encouraged by the progress made by our two organizations and look forward to reporting out to Council on our agreement once finalized.

HSD's role on the Unified Care Team as part of the newly designed geographic based teams is intended to help coordinate service delivery efforts and community relations within an assigned region. While HSD is not responsible for scheduling removals or conducting removal operations, our main objective is to support individuals at encampment sites by coordinating connections to shelter and services that meet their needs, in partnership with KCRHA and providers. HSD works with the UCT and KCRHA to plan this engagement efforts at encampment sites weeks, if not months in advance of a scheduled removal date.

Metrics related to this work are reported quarterly to Council as part of the Statement of Legislative Intent [HSD-301-A-001](#) report. At a high-level this includes offers of shelters, enrollments, and ethnicity data. HSD tracks client interactions, analyzes trends, leverages data from HMIS, and compiles results from custom HSD surveys (i.e., the decline data). HSD shares this data with UCT to support their SLI report. UCT is responsible for reporting on these and other efforts as part of its SLI. HSD will continue to track data that is useful in analyzing our ability to house unsheltered individuals (e.g., reasons why a person experiencing homelessness may decline an offer of shelter).

18. How is HSD working with KCRHA to ensure that Council Budget Action HSD-034-B-001 is implemented? This CBA expanded funding for a KCRHA contract to support vehicle residents as a stopgap while safe parking lots are being stood up. Please provide some specific examples of the work that KCRHA is doing to support vehicle residents and the outcomes of that work.

KCRHA is lead for program design and awarding a contractor once HSD transfers the funds. This program is in the planning phase.

Last year, KCRHA administered a request for proposal for an RV Safe Lot program which was awarded to the Low Income Housing Institute. To date, a property suitable to host the RV Safe Lot has not yet been identified so the funds have not been implemented. Additional funding for RV Safe Lots was included as part of the City's 2023 Adopted Budget which has been transferred from HSD to KCRHA for implementation.

Over the past year, the City of Seattle has been exploring City-owned properties that could support future safe parking efforts. HSD is lead on a landscape analysis which is currently in development. While the City owns various parcels and properties, there is not an abundance of unused properties that are suitable for RV Safe Lots. HSD has extended its landscape analysis to include parcels that are owned by

state and federal partners and those conversations are still ongoing.

Topical Questions

19. In the past, HSD has sometimes been very late in getting dollars to funded organizations. These delays can cause serious operational and fiscal issues for funded organizations. What steps has HSD taken to ensure that money is getting out the door faster? Does HSD have internal efficiency benchmarks to measure its own performance? What factors cause these delays, and to what extent can they be mitigated?

Ensuring our providers have timely contracts is a top priority. The majority of HSD's contracts are executed on time, however, there are some contracts that are delayed for a variety of reasons. In some cases, providers require extensive technical assistance. In some cases, HSD has experienced staffing shortages. There are times when contract negotiations are prolonged due to complexities related to budget and/or policy decisions. Regardless, we are committed to process improvement and have made great strides this year.

In 2023, HSD is implementing the City's contract management system so that providers have a more standard experience with City contracting processes, along with improved contracting procedures to ensure that contracts are implemented by their start date. HSD tracks annual Department-wide contract implementation statuses that are reported to Division Directors and their teams. The goal moving forward is 100% of contracts signed by the beginning of the contract period, most contracts spanning January-December.

20. Historically, HSD has been primarily a contracting organization, connecting organizations to funding. But I know that HSD staff were on the front lines helping to pivot shelter resources in the early days of COVID and, more recently, they provided on-site assistance to families in South Park who were affected by flooding. Is HSD's mission evolving? If yes, is the department appropriately staffed for increasing direct service provision? If not, what are the trade-offs when staff who are not professional responders become involved in response to emergent situations?

Generally, HSD functions as a funder, convener, and direct service provider to fulfill our mission. Contracting with community-based organizations, which represents 79% of our budget, is a critical way the City connects people with resources they need. As a direct service provider, for example, HSD provides case management across King County, enrolls qualified residents into the Utility Discount Program, and provides youth with employment opportunities.

Many City departments have a unique role during times of emergency. HSD serves as the City's lead for Mass Care and Housing function, otherwise known as ESF 6. Our role is to convene a group of agencies and lead a coordinated response during an emergency. HSD recently filled this role during the December South Park Flooding event by executing contracting with three community-based organizations. Many of the providers acquired for this emergency were not trained in emergency response. HSD worked alongside providers and was able to onboard new partners, house families, support individual needs, and provide food.

During HSD's response to COVID, it was all hands on deck to support our most vulnerable in homelessness shelters that needed to be de-intensified. HSD staff also supported front line providers such as food banks, by taking on shifts in kitchens and preparing and delivering meals to those self-isolating at home. While these efforts were outside of "normal operations" for the Department, they

directly aligned with our mission and Continuity of Operations Plan to serve and support the most vulnerable in our community.

I'd like to thank the many HSD employees who worked around the clock, during holidays and weekends, to achieve the above. HSD employees are servant leaders and ready to help. I've personally taken many shifts with my colleagues and even bonded with CEO Dones during our shift at a severe weather shelter at City Hall. While HSD is prepared for occasional emergencies and associated planning, we are tracking emergency response trends and assessing capacity needs.

21. In October of last year, HSD staff briefed this committee on the ongoing HSD Financial Improvement Plan. At that time, there were a few objectives still outstanding, and I'd like to get updates on them from you, along with some information about why each of them matter and how they will mean better service for HSD's customers.

a. Is HSD's federal and state billing current?

HSD has made considerable progress in reducing aged receivables through implementing process improvements and better coordination with funders. This work continues to be a high priority for the Department through 2023.

b. Has account review been completed, with all disparities reconciled?

HSD is in the process of implementing its financial transactional quality assurance function (G/L project cost accounting team) and all 2022 reconciliations are complete. In 2023, HSD will contract with an external certified public accountant firm to perform a comprehensive review of historical Human Services Department (grant) fund balances.

c. Has HSD finalized its new cash forecasting approach?

A new cash forecasting model has been implemented and is being refined as current year data is received.

d. Has HSD finalized its new methodology for overhead cost allocation?

In 2022, HSD worked with City finance and business systems teams to streamline the overhead allocation processes. In 2023, HSD will review the trade-offs, risks, and internal capacity needs associated with a methodology change with City finance to determine the appropriate implementation timing.

22. From HSD's perspective and based on what providers are sharing, to what extent do wage equity concerns put at risk funded organizations' ability to deliver services? Council added \$7.1 million to HSD's budget in 2023 merely to provide contract inflation consistent with the CPI-W increase, and the recent UW study found that nonprofit human service workers were underpaid by 37%. How does HSD both maximize the reach of funded services and advocate for those services to be fairly compensated? (This question acknowledges Statement of Legislative Intent HSD-300-A-001 and doesn't request analysis or recommendations – it's looking to understand HSD's approach to balancing two priorities.)

HSD administered the request for proposal that led to the contract with UW for the wage study. HSD

leadership, myself included, attends a monthly Seattle Human Services Coalition sponsored “Wage Equity Funding Roundtable.” This roundtable includes regional funders including several foundations, Department of Education and Early Learning, King County’s Department of Community and Human Services, and HSD. I have heard providers share their concerns and reviewed the study, and I remain committed to the roundtables and other venues to discuss potential opportunities. The contract with UW and Seattle Human Services Coalition, respectively, also includes briefings to policy makers. HSD promotes information sharing and designed the contracts to support this intentional effort.

HSD agrees that competitive wages will support recruitment and retention efforts, which will have an impact on the quality of services. Now that we have access to baseline information, analysis and recommendations, it’s clear all funders have work to do to address this challenge.

HSD contracts are typically awarded from Request for Proposals. As noted in question #2, one of my goals is to strengthen our funding and contracting policy and practices. One critical question we will ask is ‘how can HSD promote equitable wages.’ For example, we’ll need to consider how we review budgets and how we score applications. HSD is committed to engaging community as we review our funding process and contracting policy and procedures in 2023.

Aside from how we award providers, we typically negotiate contracts in partnership with each provider. We review costs within the awarded amount and agree upon performance metrics accordingly, including quality, quantity and impact. In the absence of additional resources, we will need to determine how to scale services. Again, HSD is committed to engaging community to find a path forward and will pay close attention to the broader funding community.

23. What is HSD’s vision for the community safety work housed in the new Safe and Thriving Communities division, and how does it align with/complement Mayor Harrell’s expanded vision for the new CARE Department, which will be geared towards a nonpolice response to emergencies? HSD established the Safe and Thriving Communities Division in part to shift safety investments into community-based organizations, focusing on BIPOC communities. Could some of the work of the Safe and Thriving Communities Division help inform programming in the CARE Department? How and when will HSD evaluate the impact of the division’s work on the communities it was created to serve?

HSD’s Safe and Thriving Communities (STC) Division embodies a vision for community safety that centers those most impacted by violence and trauma in the prioritization, design, and implementation of strategies that get to the root of violence in our communities. STC’s investments are about building community-level capacity and a collective response within BIPOC communities to respond to critical incidents, support victims and their families, and build the foundation for viable economic and educational pathways for communities that have been historically disproportionately negatively impacted by community violence and the criminal legal system.

STC’s work complements the Mayor’s expanded vision for the new CARE Department as it implements a nonpolice response to emergencies. While STC is focusing on community-led solutions, CARE will offer an alternative response. STC can connect the perspectives and experiences of community-driven responses. CARE’s data can inform where there may be gaps in services that STC can solve for. Additionally, there are other collaborative opportunities such as cross-departmental trainings (e.g. trauma informed care). Recently, I connected with Director Reba Gonzales to inquire about their research and community engagement data to help inform an upcoming STC community safety request for proposal – collaboration also means avoiding duplicate efforts and planning together.

HSD is continuously monitoring the impact of STC's work at the program level through performance-based indicators tied to funded organizations' contracts and theories of change. Embedded in STC's 2023 and 2024 activities is a deeper dive into the impact of STC's investments on the community and the individuals participating in the programming. STC is also incorporating feedback it received from the Office of the City Auditor on past community safety efforts and some key contractors such as PHSKC Regional Peacekeepers Collective have already identified an evaluator.

24. The recent gender-based violence RFP process unfortunately resulted in gaps in services for several marginalized communities in Seattle. We were (are) happy to support your efforts to mitigate the impacts for 2023. However, what will HSD do differently to ensure a comprehensive range of services is funded for the City's diverse communities, and that prior investments in human services infrastructure are preserved, in future funding allocations?

All of HSD's planning and request for proposal (RFP) processes include a racial equity analysis, data and research review, community engagement, and alignment with city priorities. These components of RFP development aim to ensure that the community's needs and priorities are met and addressed through the Department's investments. HSD will continue to invest time and resources into well-designed, community informed, and equitable funding processes to ensure that the City invests in a comprehensive range of services for the City's diverse communities.

The recent gender-based violence RFP was an open, competitive process with essentially the same budget amount (AWI was added). As a result of the community rater recommendations, and some existing providers not applying, there were changes to the previously funded system. For example, there was an increased investment in previously under resourced services for indigenous communities, refugee and immigrant communities, and commercially sexually exploited individuals.

An RFP with the same level of funds will typically not result in awards that maintain prior investments. There are ways to ensure funding is distributed in a more prescriptive manner if that's the desired result. As an example, an RFP can distribute funds where 1/3 is allocated towards case management, a 1/3 towards flexible spending, and a 1/3 towards legal services. Another important improvement is to ensure key partners who are not applying for funds are co-designing the RFP and serving on the rating panel. Stakeholder engagement is critical at each stage of the process. Finally, if there is a provider who offers a unique service for a unique priority population, HSD may consider if that provider should receive a direct contract.



Legislation Text

File #: Inf 2257, **Version:** 1

Ongoing Assessments in Proposed Consent Decree Agreement on Sustained Compliance



Legislation Text

File #: Inf 2258, **Version:** 1

Unreinforced Masonry Program 1st Quarter Update



Memo

Date: March 30, 2023
To: Seattle City Councilmembers
From: Nathan Torgelson, Director Seattle Department of Construction and Inspections
Subject: 1st Quarter 2023 Update on Unreinforced Masonry (URM) Program Development

[Resolution 32033](#), passed in 2021, requested that the Seattle Department of Construction and Inspections (SDCI), in partnership with other City departments, design a mandatory Unreinforced Masonry (URM) retrofit program with the primary goal of protecting life safety given the dangers of collapsing and damaged URM buildings in an earthquake. Additionally, the strategy should work to preserve structures and landmarks that are historically significant, enhance the City's resiliency to earthquake events, and minimize the impact such a program is likely to have on vulnerable populations, to the extent financially feasible.

Work is underway, in coordination with other departments and external partners, to develop the standards of the program, detail a communication strategy for the community (including building owners as well as those living in current URM buildings), and identify resources to reduce the costs and impacts associated with seismic retrofits.

Since the adoption of the Resolution, SDCI has begun this work through two separate tracks – policy development and the hiring of a URM Program Manager, and technical standard development, including an update to the Draft Technical Standards for these buildings.

The recent tragic earthquakes in Turkey and Syria have brought media attention to the development of Seattle's URM retrofit program, with recent inquiries from KIRO, KOMO, KUOW, the Seattle Times, and the New York Times. Published stories have been positive and supportive of the work. Reporters have also inquired about soft-story and non-ductile concrete structures, which Seattle has not inventoried. These are structure types with known seismic vulnerabilities, though less catastrophic than URMs. SDCI and the Office of Emergency Management (OEM) have had discussions about creating a more holistic seismic resilience plan for the city, which would include conducting an inventory of these other vulnerable structure types.

Tuesday, February 28th was the 22nd anniversary of the magnitude 6.8 Nisqually earthquake which caused approximately \$2 billion in property damage, including over \$8 million in repair costs to URMs in Seattle, and injured about 400 people. Seattle has an 86% chance of experiencing another magnitude 6.8 earthquake within the next 50 years. Retrofitting the City's 1100 URMs is critical in reducing injuries and fatalities in expected future earthquakes.

URM Policy Development

SDCI has developed an Interdepartmental Team (IDT) and has reinitiated elements of the Policy Committee responsible for crafting the 2017 URM Program Recommendations through four working groups. These working groups will meet monthly, followed by a quarterly convening of all the groups.

The IDT will also meet monthly, to ensure recommendations from the groups are feasible and supported. The four working groups are:

1. Communications Working Group: (*Met February 27*) focused on developing a communications plan to strategically educate building owners and tenants on requirements, encourage retrofits above minimum standards, and build public support for ordinance adoption. Next steps: Develop a communication plan for the general public, establish a sub-group to create case studies of successful retrofits and their financing mechanisms.
2. Funding Working Group: (*Met February 28*) with the intent of developing multiple funding pathways to reduce the financial burden of retrofits. There are two sub-groups, Retrofit Credits/TDR and Grants & Financing. Next Steps: The Retrofit Credit sub-group will present at a future joint session of the Land Use and Public Safety Committee to discuss needs for a successful Retrofit Credit program. The Grant & Finance sub-group will explore feasible financing solutions and incentives as well as feasible federal grant opportunities.
3. Owner & Tenant Needs Working Group: (*Met March 1*) focused on displacement of tenants and options for short and long-term relocation. Creative financing and strong communications will be critical in overcoming these barriers. Next steps: Analysis of estimated displacements, race and social justice impacts; Information session with retrofit developers on completed projects and lessons learned.
4. Technical Standard Briefing Working Group: (*will be scheduled once draft standard is available, expected early May*) meant to educate interested stakeholders on the development process of the technical standard and provide a forum for questions and answers.

Creating a successful URM retrofit program is a fine balance of public safety, affordable housing, and historic preservation. Given this complexity and with several new Councilmembers coming on board in January 2024, we anticipate the earliest adoption date for this ordinance is summer 2025.

URM Policy Development Working Groups				
Group	Technical Standard Briefing Working Group	Communications Working Group	Funding Working Group	Owner & Tenants Needs Working Group
<i>Intent</i>	<i>Provide forum for Q&A on technical standard</i>	<i>Community engagement and acceptance</i>	<i>Mitigate cost of retrofits</i>	<i>Solve for physical and economic displacement</i>
<i>Sub-Group</i>		<i>Case-studies sub-group</i>	<i>Retrofit Credit/TDR sub-group</i>	
<i>Sub-Group</i>			<i>Grant & Finance sub-group</i>	

URM Technical Standard Task Group

In addition to the Policy Development Working Groups listed above, a group of subject matter experts, led by SDCI, has been working on the technical front as a parallel track. Particularly, since Q3 of 2021, this group has been working on updating the Draft Technical Standard for retrofits previously published by the now disbanded URM Technical Committee in March 2012. The update is necessary to better

align with the latest building codes and structural design standards that incorporate latest research and science as it relates to ground motion hazards and structural retrofit methodology.

The URM Technical Standard Task Group currently consists of nine practicing structural engineers from the local engineering community with expertise in the technical challenges and design standards dealing with URM retrofit projects and are passionate about the subject. Four SDCI structural engineers also serve on the Task Group.

The Task Group continues to work toward the goal of updating the Draft Technical Standard for retrofits. It held its initial kick-off meeting on July 19, 2022, where two sub-task groups were identified to address specific portions of the technical standard that needed in-depth review. Recently, a third sub-task group was created to establish guidelines and compliance processes for previously retrofitted structures. The group is currently focusing on vetting processes and assumptions for the Alternate Method baseline retrofit standard with field experts, presenting to the Structural Engineers Association of Washington (SEAW) Existing Building Committee on February 22 and the Earthquake Engineering Committee on March 14. The next Task Group meeting is currently scheduled to take place in April.

Next Steps

A meeting of the URM Interdepartmental Team will be scheduled, as will April Policy Development Working Group (as outlined above in the chart) meetings. Upon completion of the draft Technical Standard, a meeting with the Briefing Working Group will be scheduled. The Technical Standard Task Group will begin to develop a Director's Rule clarifying the proper interpretation and implementation of the retrofit requirements in the updated Technical Standard that will assure compliance with the anticipated retrofit Ordinance. The intent of the Director's Rule is to provide transparency on future requirements and support for building owners interested in voluntarily conducting retrofits prior to official adoption of the mandatory URM retrofit Ordinance and Program.



Unreinforced Masonry Program Update

Photo by John Skelton



Seattle Department of
Construction and Inspections

Public Safety & Human Services Committee

April 11, 2023

SDCI Purpose and Values

Our Purpose

Helping people build a safe, livable, and inclusive Seattle.

Our Values

- Equity
- Respect
- Quality
- Integrity
- Service

Today's Presentation

History

- Resolution 32033

Ongoing Work

- Technical Development
- URM Policy Development

Next Steps



Introduction

Resolution 32033 requests:

- Definition of URMs
- Identification of the type of seismic retrofit standard required to bring URMs into compliance, depending on type of building
- Categorization system for building types and/or uses that prioritize key buildings and services
- Timeline for compliance
- Enforcement strategy
- Variety of potential funding opportunities and financial incentives for building owners to alleviate the financial burden of required seismic retrofits for URMs



Ongoing Work

Parallel Tracks

1. Technical Development

- Update of Draft Technical Standards

2. Policy Development (Ordinance & Program)

- Policy Development Working Groups
- Interdepartmental Team



Ongoing Work: Technical Development

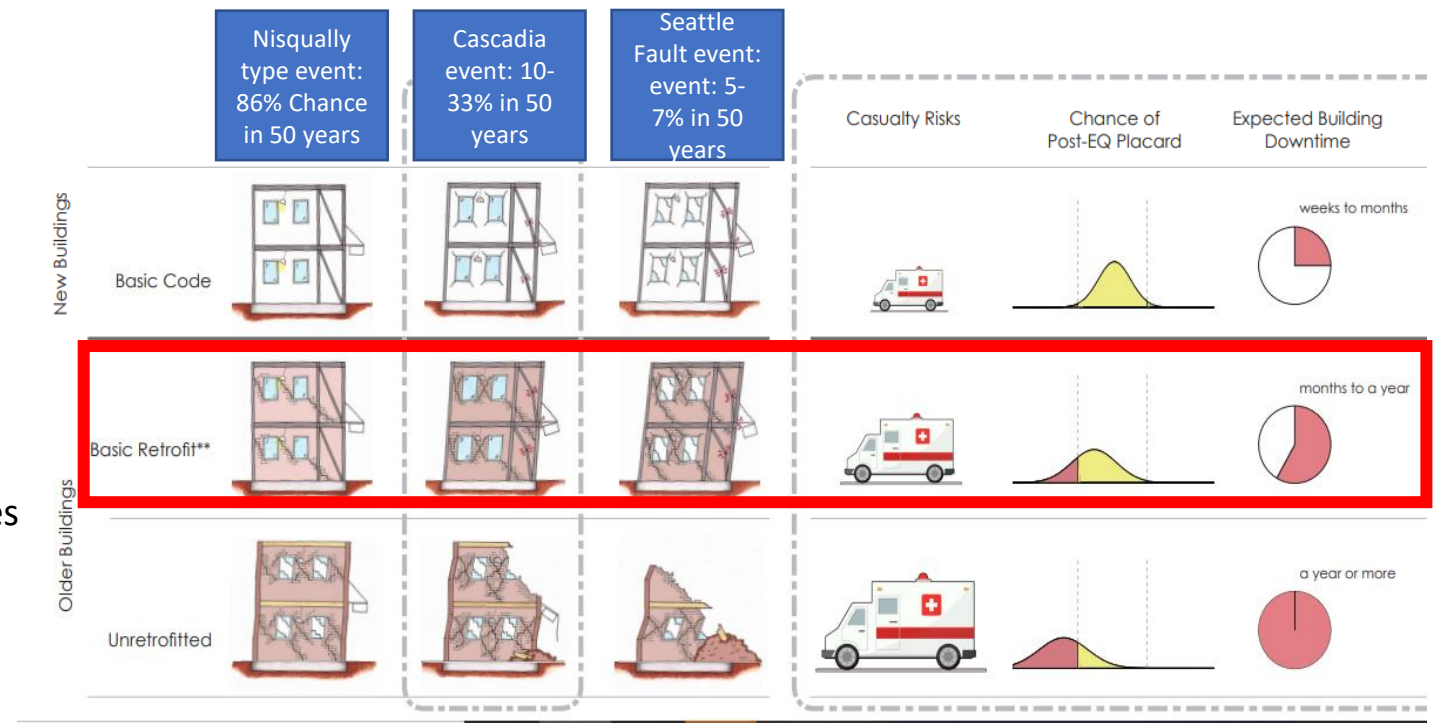
1. Comprehensive Method

- Seattle Existing Building Code (SEBC) Substantial Alteration
 - Reduced Seismic Forces

2. Alternate Method

- Requires:
 - Anchoring of walls to floors and roof
 - Tall URM walls are strong-backed to prevent out-of-plane bending failure
 - Parapets and other dangerous appendages to be braced

Neither method will be a contributing factor for other Substantial Alteration triggers.



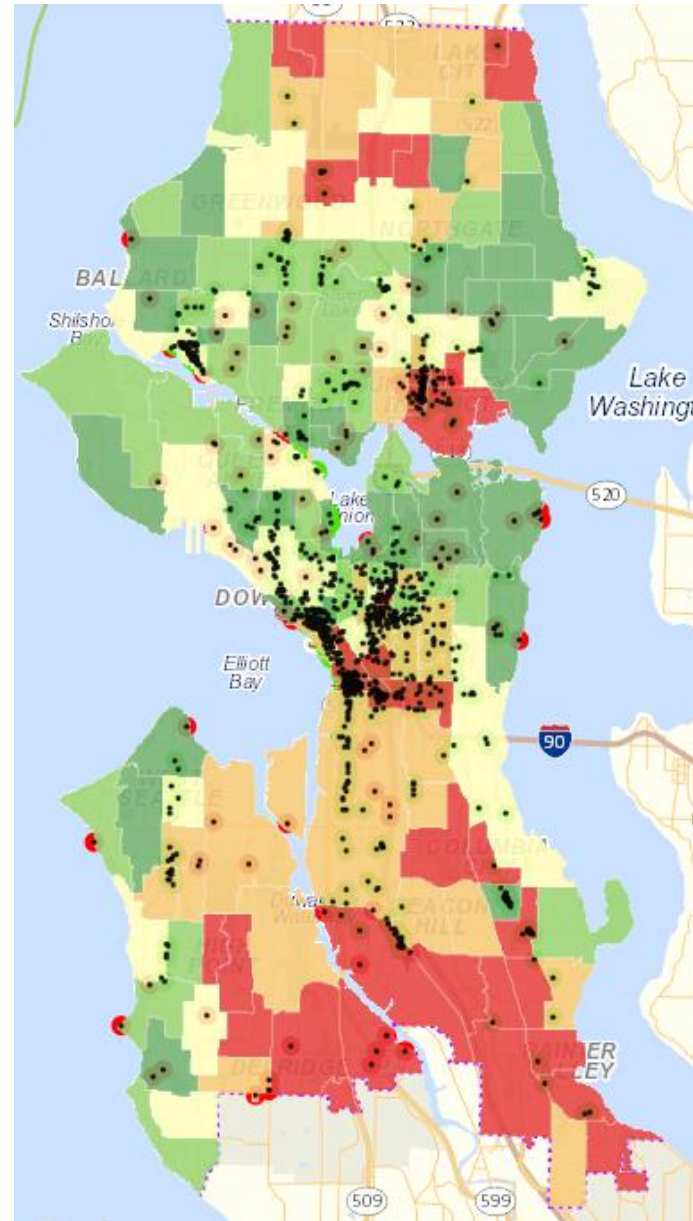
Ongoing Work: Technical Development

Director's Rule

- Establish standard for compliance prior to URM ordinance adoption
 - Support voluntary retrofits
 - Structures retrofitted to this Technical Standard will be deemed to comply with any future URM ordinance.
- Timeframe
 - Goal: Complete technical standard by summer 2023
 - Complete Director's Rule by end of 2023

Seattle's URM's and Social Equity

- ~1100 URM's:
 - 22,050 Residents
 - 37 Designated Affordable Housing
 - ~1600 units
- Retrofits:
 - ~2 Years to complete
 - \$32-35/Sq.ft.
 - ~\$1.2 Billion (2019 dollars)
- Perspective:
 - Yesler Terrace Redevelopment
 - 1,200 Residents (URM 18X)
 - 561 Units



- Seattle URM Buildings

Socioeconomic Disadvantage Index Current

Socioeconomic Disadvantage Quintile



Ongoing Work: Policy Development

URM Policy Development Working Groups				
Group	Technical Standard Briefing Working Group	Communications Working Group	Funding Working Group	Owners' & Tenants' Needs Working Group
<i>Intent</i>	<i>Provide forum for Q&A on technical standard</i>	<i>Community engagement and acceptance</i>	<i>Explore ways to mitigate cost of retrofits</i>	<i>Address physical and economic displacement</i>
<i>Sub-Group</i>		<i>Case-studies sub-group</i>	<i>Retrofit Credit/TDR sub-group</i>	
<i>Sub-Group</i>			<i>Grant & Finance sub-group</i>	

Ongoing Work: Policy Development

- Interdepartmental Team
 - Alignment of programs
 - Alignment of funding opportunities
- Transfer of Development Rights/Retrofit Credit
 - Coordination with OPCD, King County
 - ASAP!



Next Steps

- Hire new structural plans engineer and intern for URM retrofits
- Continue development of Technical Standard and Director's Rule
- Continue Policy Development Working Groups and IDT meetings
- Work with Mayor's Office, other City departments, City Council, and external stakeholders to implement Resolution 32033
- Coordinate with Council on legislative actions once work is completed
- Deliver next progress update memo to Council June 2023

Questions?

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ASAP! Retrofit Credit Proposal

- The URM Retrofit Credit (URMRC) proposal would leverage private sector dollars to fund a public good through the monetization of bonus development rights
- The concept is based on the same approach as TDRs but differs in several important respects and would operate independently.
- As part of the 2024 major update, enabling language would be added to the Comprehensive Plan as part of broader upzoning.
- Every URM building listed on the City-sanctioned inventory would be automatically designated as a “sending” site and be assigned credits equal to the square footage of the underlying lot times the maximum FAR for that lot based on current zoning.

ASAP! Retrofit Credit Proposal

- A newly formed, City-sanctioned entity would be created that would be responsible for holding and selling the retrofit credits allocated to each URM property (make a market).
- Each credit purchased would entitle the buyer/developer to add 1 square foot of bonus floor area in any eligible receiving site of their choice.
- The value of the URMRCs will depend on the existence of a robust market, which in turn depends on designating sufficient “receiving” areas with high value to prospective developers.
- The initial focus would be on designating receiving sites in areas with restrictive zoning that the City has already identified as prime candidates for additional density, including around new light rail stations, along major commercial corridors, and in the industrial areas of SODO and Interbay.

ASAP! Retrofit Credit Proposal

- Program Funding and Management
 - Retrofit Financing
 - Additional density obtained by purchasing Retrofit Credits from URM owners, through a PDA or PPP, would generate proceeds to be held by the PDA/PPP and allocated to covering the costs of the retrofit work.
 - Based on an analysis of the marginal value of bonus density, we would expect a single Retrofit Credit to fetch approximately \$150 if traded on an efficient market vs. the current average price of \$19/SF for existing TDRs.
 - Given the number of credits available for sale under this proposal, and their market value, this program has the potential to provide well over half of the estimated \$75/SF cost of retrofitting a representative URM building in Seattle. Alternative sources of funds for URM retrofits will only cover a small share of the costs.
 - Program Management
 - The proceeds from each sale of Retrofit Credits would be held by the PDA/PPP in a separate account for each URM building owner based on the credits associated with the building that had been sold.
 - URM owners would then submit detailed proposals/invoices from pre-qualified contractors for approval by the PDA/PPP, which would then disburse funds from their account - either upfront or as reimbursement.
 - Roles and Responsibilities
 - The City would need to provide initial start-up funding to stand up and staff the PDA/PPP, following which it would be self-sustaining, using a small percentage of the proceeds from the sale of Retrofit Credits to cover operating costs.