



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, January 26, 2021

9:30 AM

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

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

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

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



SEATTLE CITY COUNCIL
Public Safety and Human Services Committee
Agenda
January 26, 2021 - 9:30 AM

Meeting Location:

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

Committee Website:

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

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

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State Governor's Proclamation 20-28.15, until the COVID-19 State of Emergency is terminated or Proclamation 20-28 is rescinded by the Governor or State legislature.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

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

Online registration to speak at the Public Safety and Human Services Committee meeting will begin two hours before the 9:30 a.m. meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

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

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

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

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

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

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

(20 minutes)

D. Items of Business

1. [Appt 01757](#) **Appointment of Curry Mayer, Director of the Office of Emergency Management.**

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

Briefing, Discussion, and Possible Vote (15 minutes)

Presenter: Curry Mayer, Office of Emergency Management

2. **Seattle Community Safety Initiative**

Supporting Documents: [Presentation](#)

Briefing and Discussion (35 minutes)

Presenters: Tiffany Washington, Deputy Mayor, Office of the Mayor; Helen Howell, Interim Director, and Tanya Kim, Interim Deputy Director, Human Services Department; Dom Davis and Martin Lawson, Community Passageways; Paul Patu, Urban Family; Marti Jackson, Boys & Girls Club SE Safety Network Hub; Marvin Marshall, YMCA Alive & Free Program

3. **Community Capacity Investment Process**

Supporting Documents: [Human Services Department Memo Presentation](#)

Briefing and Discussion (10 minutes)

Presenters: Tiffany Washington, Deputy Mayor, Office of the Mayor; Helen Howell, Interim Director, and Tanya Kim, Interim Deputy Director, Human Services Department

4. **Discussion of Less Lethal Weapons Draft Bill and Recommendations on Draft Bill**

Briefing and Discussion (45 minutes)

Presenter: Lise Kaye, Council Central Staff

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

Supporting Documents: [Summary and Fiscal Note Central Staff Memo](#)

Briefing and Discussion (15 minutes)

Presenters: Greg Doss and Aly Pennucci, Council Central Staff

E. Adjournment



Legislation Text

File #: Appt 01757, **Version:** 1

Appointment of Curry Mayer, Director of the Office of Emergency Management.

The Appointment Packet is provided as an attachment.

City of Seattle



Director Office of Emergency Management

Confirmation Packet
December 22, 2020

Curry Mayer



City of Seattle
Mayor Jenny A. Durkan

December 22, 2020

The Honorable M. Lorena González
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President González:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Curry Mayer as Director of the Office of Emergency Management.

The materials in this packet are divided into two sections:

A. Curry Mayer

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

B. Background Check

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

Curry Mayer will join the City with over 20 years of emergency management experience at the local, state, national levels. Most recently, Curry served as Emergency Manager for the City of Bellevue, overseeing the design and implementation of comprehensive emergency management programs. She has considerable local government experience and knowledge of regional relationships. At the City of Bellevue, Curry led a diverse team and has extensive experience encouraging communities to take a proactive stance towards emergency preparedness.

I am particularly excited about Curry's knowledge of the area – the threats we face and the partnerships we have with federal, state, and other local governments, and I know that she will lead with a lens towards racial equity, as she has in Bellevue.

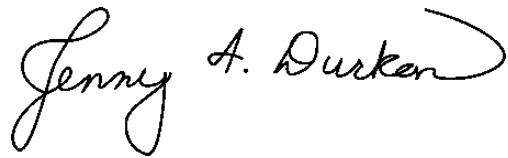
Through the search process, my priority was finding a leader who carried those qualities. We worked with the Seattle Department of Human Resources to conduct a public recruitment process and reached out to emergency management networks, regionally and nationally. We

engaged local stakeholders as part of the selection committee, including OEM staff, volunteers, and partners such as Harborview Medical Center.

My nomination of Curry as Director represents my vision for the new, independent Office of Emergency Management and I urge you to confirm her.

If you have any questions about the attached materials or need additional information, please contact Senior Deputy Mayor Mike Fong at 206-256-6191.

Sincerely,

A handwritten signature in black ink that reads "Jenny A. Durkan". The signature is written in a cursive style with a large, sweeping initial "J" and a long, horizontal flourish at the end.

Jenny A. Durkan
Mayor of Seattle

SECTION

A



City of Seattle
Mayor Jenny A. Durkan

December 16, 2020

Curry Mayer
Bellevue, WA
Transmitted via e-mail

Dear Curry,

It gives me great pleasure to appoint you to the position of Director of the Office of Emergency Management at an annual salary of \$157,000.

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, you serve at the pleasure 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 Office of Emergency Management will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Jenny A. Durkan". The signature is fluid and cursive.

Jenny A. Durkan
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Curry Mayer</i>		
City Department Name: <i>Office of Emergency Management</i>		Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		Term of Office: <i>City Council Confirmation to Direction of the Mayor</i>
Legislated Authority: <i>Seattle Municipal Code Section 3.15.042</i>		
Background: Curry Mayer will join the City with over 20 years of emergency management experience at the local, state, national levels. Most recently, Curry served as Emergency Manager for the City of Bellevue, overseeing the design and implementation of comprehensive emergency management programs. She has considerable local government experience and knowledge of regional relationships. At the City of Bellevue, Curry led a diverse team and has extensive experience encouraging communities to take a proactive stance towards emergency preparedness.		
Date of Appointment: <i>12/22/2020</i>	Authorizing Signature (original signature): <i>Jenny A. Durkan</i>	Appointing Signatory: <i>Jenny A. Durkan</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Curry Mayer, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Office of Emergency Management; 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 *Director of the Office Emergency Management*.

Curry Mayer

Subscribed and sworn to before me

this ____ day of _____, 2021.

[Seal]

Monica Martinez Simmons, City Clerk

CURRY MAYER

██████████
██████████ Bellevue, WA 98008
██████████

EXPERIENCE

CITY OF BELLEVUE, WA

Emergency Manager November 2016 – present

Lead City's response to COVID-19; full EOC activation, both in-person and remotely. Manage and lead a diverse team of emergency management professionals in the development and implementation of policies, plans, and practices to ensure effective and efficient emergency preparedness, mitigation, response and recovery activities. Advise the City Manager and City Council on emergency management issues. Direct and oversee the Emergency Management Division's strategic goals which set the foundation for building a resilient city. Actively participate in engagement activities to reach all communities, especially underserved communities of color and of limited English proficiency. Manage city's Emergency Operations Board consisting of all Department Directors for emergency management policy issues. Manage the Emergency Operations Center in exercises and real incident activations. Established Private Sector Advisory Network. Foundational member of Functional Assessment Service Team (FAST) for King County. Serve as regional leader on unified command and exercise development task forces as part of the Complex Coordinated Terrorist Attack project. Board Vice President for the Washington 211 Information Network, Chair of the Homeland Security & Emergency Management Center of Excellence Board, King County Emergency Management Advisory Committee (EMAC) Chair, Critical Infrastructure Workgroup.

California Department of Food & Agriculture

Emergency Management Advisor to the Undersecretary June 2014 – October 2016

Advisor to the Undersecretary, ensuring the implementation of the incident command system to respond to and recover from agricultural disasters throughout California. Served as subject matter expert on all aspects of emergency issues pertaining to agriculture security. Directed the Agency emergency mitigation, response and recovery activities including implementation of policies and procedures that were consistent with state and federal legislation. Coordinated the CA Animal Response Emergency System, a network of private and not-for-profit resources in support of animal rescue and sheltering. Lead activities in support of State Emergency Function (EF) 11, Food & Agriculture. State agency liaison for four state EOC activations in response to wildfires. Member of Governor's Drought Task Force. Managed the development of the CDFA continuity of operations plan.

California Governor's Office of Emergency Services 1997-2016

Performed in a number of leadership positions throughout the State to include:

Director, CA Specialized Training Institute September 2007- June 2010 – Training & Exercise Branch, San Luis Obispo & Sacramento, CA

As a member of Executive Management Team of the Governor's Office of Emergency Services (OES) provided leadership, planning, coordination and management of the Training Institute. Managed 35 instructional and administrative staff in San Luis Obispo and in Sacramento for the design, development, and implementation of training and exercises for emergency management and homeland security professionals and the private sector

throughout California. Administered the Branch's budget of between \$2.8 and \$3.2 million per year. Managed all programs at CSTI to deliver training to over 7,000 emergency responders throughout the state. Advisor to the OES Director, ensuring the implementation of the Standardized Emergency Management System protocols and procedures, used by all levels of government throughout California. Served in the State Operations Center during numerous disaster activation; assigned as the State Operations Center Director and Planning Section Chief, and hold CA certifications in those positions.

Chief, Training Branch June 2010 – 2014 – Sacramento, CA Managed and directed staff to design, develop and implement emergency management training programs, including exercises for state agencies, local government and the private sector in support of their responsibilities in preparedness, response, mitigation, prevention and recovery. Provided technical expertise to state agencies, special districts, and local government on development of their emergency operations plans and programs. Policy development and revision related to Agency wide emergency management training and exercises. Coordination and collaboration with Executive Staff on ensuring a continuous delivery of comprehensive emergency management activities. State Operations Center Director and Plans Chief credentials and experience. Key partner with federal, state, county, and city governments, the private sector, and NGO's throughout the State.

Chief, & Executive Liaison August 2006-September 2007 – Training & Exercises - As State Exercise Officer, was responsible for the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) integration, and was State point of contact with the NIMS Integration Center. Additionally, responsible for the Statewide Exercise Strategy plan. Chair of the SEMS Training & Exercise Specialist Committee, California's representative on the National Incident Management System's Training Working Training. Responsible for State Agency Training to include; curriculum development, course management, coordination of logistics and instructor support. **Executive Liaison to the Director** - Responsible for Cabinet level tabletop exercises in emergency management, member of the Governor's Emergency Operations Executive Committee (GEOEC), served as subject matter expert in SEMS, Coordinated presentations, speeches, and high level meetings for the Director, special projects as needed.

Instructor I & II, May 1998 – August 2006 Taught emergency management courses throughout CA to all levels of government, the private sector, and NGO's. Standardized Emergency Management System (SEMS) Training and Exercise Specialist Committee Chair, Course manager and instructor a variety of emergency management courses. Budget development for emergency management and customized courses. Member of OES Director's Strategic Management Committee; Participant in Program Development activities, such as strategic planning, graphics, need assessments, and special projects.

Emergency Services Coordinator March 1997 – May 1998 Performed multiple complex, planning, operational (response), technical and analytical duties in Federal and State programs in all phases of emergency services activity. Provided planning assistance to political subdivisions by helping to develop and monitor single-year and multi-year comprehensive work plans, & mutual aid agreements; wrote multi-hazard emergency plans, service annexes, contingency plans, SOP's and comprehensive resource lists. Conducted hazard identification and hazard analysis studies; designed, analyzed, and evaluated exercises; reviewed proposals; conducted briefings and presentations on emergency management issues. Served as state agency representative for Diablo Canyon Nuclear Power Plant to include exercise design and participation.

Booz-Allen & Hamilton Inc. | Washington, D.C. & McClean, VA *October 1991- March 1997*

Senior member of project/training staff for the White House Military Office's Executive Support Contingency Operations and Readiness Training (ESCORT) course; a weapons of mass destruction (WMD) protection of the

Chief Executive program. Supported the Department of the Army's Continuity of Operations programs including; analysis of crisis management systems, conference management, scenario and exercise development, creation of training materials, and supervision of administrative support staff, evaluator of Department of the Army classified exercises. Developed and presented ICS workshop for U.S. Congress. Designed and conducted professional development courses to national and international employees in the following areas: supervisory skills, conflict management, interviewing skills, presentation skills, customer service skills, and business writing. Developed and implemented training programs for four small firms to include; supervisory skills, conflict management, program management, and performance appraisal systems. Authored employee handbook and personnel appraisal guidelines; conducted United Nations marketing effort to establish crisis coordination centers; wrote required operational capabilities document in support of National Guard Bureau's Emergency Management System; and authored training section of successful Air Force arms control training initiative. **Top Secret Security Clearance.**

SKILLS

- Contributing Author on InfraGard book on Building Community Resilience following a widespread power outage
- Master Exercise Practitioner Program (MEPP) Certification (Practitioner and Instructor)
- Homeland Security Exercise Evaluation Program (HSEEP) Certified
- Credentialed State Operations Center Director, & Plans Chief (California)
- FEMA professional development series
- Emergency Operations Center (EOC) Instructor & Practitioner
- Practitioner & Instructor, Incident Command System (ICS) & the National Incident Management System (NIMS)
- Proficient in curriculum instruction, design and development

UNIVERSITY OF PHOENIX

October 2010, Med

CA State University, Long Beach

May 1985 B.A., Speech Communications

FACULTY POSITIONS

Adjunct Faculty

Pierce Community College – Homeland Security Emergency Management

National University – School of Professional Studies
Crisis Response Planning and Management - online

CA State University Long Beach
Master's degree program of Emergency Services Administration
Online



City of Seattle
Mayor Jenny A. Durkan

NEWS RELEASE FROM THE OFFICE OF THE MAYOR

Contact: Kamaria Hightower, Kamaria.Hightower@seattle.gov

Mayor Durkan Announces Leadership Updates at Emergency Management, Human Services, and Arts and Culture

SEATTLE (December 4, 2020) – Seattle Mayor Jenny A. Durkan today announced several leadership changes, including the appointment of Curry Mayer as Director of the Office of Emergency Management (OEM), Helen Howell as Interim Director of the Human Services Department (HSD), and Calandra Childers as Interim Director of the Office of Arts & Culture (ARTS). HSD Director Jason Johnson and ARTS Director Randy Engstrom will depart in January 2021.

Curry Mayer will join the City with over 20 years of emergency management experience at the local, state, national levels. Most recently, Mayer served as Emergency Manager for the City of Bellevue, overseeing the design and implementation of comprehensive emergency management programs. She has considerable local government experience and knowledge of regional relationships. At the City of Bellevue, Mayer led a diverse team and has extensive experience encouraging communities to take a proactive stance towards emergency preparedness. As OEM Director, Mayer will ensure the City’s emergency response advances through a lens of inclusivity, centering underserved populations, and will join the City in December 2020.

“2020 has been a year of immense challenges including the COVID-19 pandemic, but the City has undergone other emergencies including the closure of the viaduct and the largest snowstorm in 50 years. Our Office of Emergency Management plays a key role in coordinating and preparing for disasters and emergencies facing our city. OEM – working with all our departments – will help our City recovery more equitably,” said Mayor Durkan. “As Curry begins this new role, I am grateful to Acting Director Laurel Nelson and the entire OEM staff who have helped navigate an unprecedented year.”

“Seattle has a proud history of excellence in emergency management, exhibited most profoundly by leading the nation with its COVID-19 emergency response. Thank you, Mayor Durkan. I am honored to step into the leadership role of this great agency with such talented

staff and I look forward to working across departments to help spearhead a resilient and equitable post-COVID recovery,” said Mayer.

HSD Director Jason Johnson had previously announced his departure from the City. However, with the onset of COVID-19, Johnson graciously extended his time, implementing groundbreaking policies to stabilize the city’s most vulnerable residents including expanding shelter resources and services for people experiencing homelessness, streamlining emergency food access, and helping maintain critical services for aging and disabled residents throughout the pandemic. Over a seven-year period, Johnson led the City through the largest shelter expansion in history, a 77 percent increase in enhanced 24/7 shelter, and the development and implementation of the King County Regional Homelessness Authority. Through his leadership, the City increased funding for community-based organizations working to improve community safety, supportive services for youth and families, and launched the Age-Friendly Seattle Initiative and the award-winning Health One program in partnership with the Seattle Fire Department.

“Jason and his team have done incredible work to ensure our neighbors furthest from equity have access to critical resources. With his help and guidance, the King County Regional Governance Authority is moving forward and will be the conduit for transformational change in the lives of people experiencing homelessness throughout our region, and we have transformed our shelter system to serve more people with 24/7 services, which will be expanded even further in the coming months,” said Mayor Durkan. “I’m grateful that he chose to stay and support our city during the most challenging time in our history. His quick and decisive actions kept our most marginalized communities safe throughout the pandemic. Because of his vision and leadership, the Human Services Department is primed to build on these efforts for years to come.”

“Over the last seven years, I have had the privilege of working alongside the most dedicated people in public service. Thank you to Mayor Jenny Durkan for her leadership, my cabinet colleagues for their continued support and partnership, and HSD staff for the mission-driven work they do every day that literally saves lives,” said Johnson.

Mayor Durkan has appointed Helen Howell as Interim Director of HSD. Howell most recently held the position of Senior Director of Policy, Research & Social Impact Initiatives at the King County Housing Authority, while also overseeing Homeless Housing Initiatives and the Housing Choice Voucher Program. Prior to that, Howell served as the Executive Director of Building Changes, a Seattle nonprofit focused on reducing youth and family homelessness across the state. Howell enters the City with more than three decades of experience in public policy, advocacy, and leadership. Howell’s tenure will be on an interim basis while the City embarks on an inclusive, nationwide search for the permanent director. Incoming Deputy Mayor Tiffany Washington, current Deputy Director of the Department of Education and Early Learning and formerly the head of the Homelessness Services Investments division, will lead the

recruitment process and will announce the next steps for the search process in 2021 after working with employees. Howell will assume the Interim Director role in January 2021.

Director Randy Engstrom is stepping down after eight years leading the Office of Arts & Culture. He will turn his attention to teaching, advocating for national cultural policies, and spending time with his family. In his eight years at ARTS, Director Engstrom has overseen several initiatives, including working to establish the [Cultural Space Agency](#), the first cultural space affordability and anti-displacement program in the country; opening [ARTS at King Street Station](#), a community-led exhibition space in King Street Station, opening with yəhaw' an exhibition that featured more than 100 Indigenous creatives; launching and implementing [The Creative Advantage](#), ARTS' comprehensive partnership with Seattle Public Schools to restore arts education to every student in the District; and establishing ARTS as a national model on the strength of its staff, from a relentlessly innovative [cultural investment team](#) to an award-winning [public art program](#).

“Randy has always been such a dedicated and passionate advocate for arts in our city, and under his leadership, the City supported countless nonprofits, artists, and cultural organizations, created a new home at King Street Station and new cultural districts across the city, and supported relief for artists and nonprofits in this immensely challenging year,” said Mayor Durkan. “The Office of Arts & Culture is at the forefront of the creative economy, pushes to invest in our Black, Indigenous, and People of color communities, and continues to lead one the nation’s most innovative public art programs. In the coming year, their work will be central as we commit ourselves to an equitable recovery that centers our most vulnerable communities, including our workers and artists who have lost so much during COVID-19.”

“It has been the honor of my career to lead the Office of Arts & Culture for the past eight years. To every artist and cultural worker in Seattle and the vast, brilliant, and resilient cultural sector in our region; you are the center of all of the work we do,” said Engstrom. “As our city entered the myriad of crises that defined 2020 - COVID, economic collapse, and racial justice reckoning, I am proud to be part of the Durkan administration which seeks to re-imagine the way we do our work as a government. I am humbled and hopeful that the City may co-create a more equitable, creative, and sustainable city for future generations.”

Mayor Durkan announced that Calandra Childers will serve as Interim ARTS Director, effective February 1, 2021. Childers, who joined ARTS in 2012, currently serves as the Deputy Director. Mayor Durkan will announce the next steps for a permanent leader of Seattle’s Office of Arts & Culture in 2021.

###

SECTION

B



**Seattle Department of
Human Resources**

Jenny A. Durkan, Mayor
Bobby Humes, Director

CONFIDENTIAL MEMORANDUM

Date: December 16, 2020

To: Pam Inch
SDHR – Executive Recruiter

From: Ebony Thomas
SDHR – Recruiting & Compliance Analyst

Subject: **Confidential Background Report Results
Curry Mayer
Director- OEM**

Global Screening Solutions background check reported no areas of concern. The candidate is eligible to start work.

Experience and Vision

1. Why did you want this job? What do you want to accomplish during your tenure? How will you know if you're successful?

I am very passionate about emergency management, having a positive impact, and helping people.

There are many components necessary for emergency management to be successful and I believe that Seattle government has those:

- A commitment to racial and social justice – values of Inclusion, learning, accountability and stewardship
- A talented and committed OEM Staff
- Belief that government works best when it works collaboratively with the community it serves
- Diversity of thought is valued and encouraged

Seattle is one of the great cities of the world and is known for being innovative – that's exciting! Being part of Seattle government and working toward building community resilience every day is exciting.

I believe that my skills and experience working with so many organizations outside of government and public safety has allowed me to learn how to listen to what a group values and needs and then connect that to emergency management principles, which is really about building community resilience.

Emergency Management is connected to everything and I am good at helping people understand that connection and why we should be partners.

In the short term, I am thankful that I am part off the team that will be deploying vaccines throughout Seattle and in making sure all who are eligible and want the vaccine have access to it.

Long term, I am committed to working with my colleagues in city departments, community leaders, and the private sector to build community resilience, which means working together to address all of the issues that are challenging for daily life. Building resilience will require OEM is able to:

- Build and maintain successful partnerships to address mitigation projects that keep people safe, such as, continued awareness of Unreinforced Masonry (URM) buildings and ways to address their vulnerabilities.
- Engage with community leaders to reach underserved populations, those with limited English proficiency, and other groups with access and functional needs (AFN) to listen to their needs and then partner to help address barriers to building resilience.

- Work with the OEM Team and city departments for reaccreditation through the Emergency Management Accreditation Program (EMAP) which requires validation that all city departments have a role and are engaged in emergency management.
- Continue to engage with city department directors and their teams to plan, prepare for, mitigate and respond to all hazards which may impact Seattle, through a comprehensive training and exercise plan, and the implementation of that plan.
- Response to all emergency incidents with trained OEM staff and in collaboration with the city's operational departments to help those impacted. Leverage the response coordination capabilities with our OEM staff and key partners through the work of the Emergency Operations Center (EOC).
- Address improvement plan actions resulting from the After-Action Review following incidents and exercises.
- Work with the city's Recovery Director and team to help Seattle return to some state of normal not just from COVID, but from all incidents impacting the city. Using that work to build on the foundational work of the City's Disaster Recovery Framework and the Reimagine Seattle work.
- Continue partnerships with Regional Emergency Management Directors strengthening our commitment to each other and enhancement of regional resilience.

2. How has your experience in Bellevue prepared you for this job?

My experience in Bellevue provided me with the opportunity to get to know the issues and challenges in emergency management in the Region. I worked with neighboring jurisdictions and have strong partnerships with regional emergency management directors. I served on several regional committees and Boards, including the Emergency Management Advisory Committee (EMAC) which advises on King County Council, the WA 211 Board, the Critical Infrastructure working group (a public-private partnership). These partnerships are critical for successful emergency management activities.

3. What differences do you anticipate between leading Seattle OEM and your role in Bellevue?

Bellevue is a 51% minority majority city, so the main difference is that Seattle is a much larger city. Size usually means complexity which means there are more distinct communities that make up Seattle and have diverse needs and perspectives.

4. Please describe any lessons you've learned as an emergency management professional from the COVID-19 pandemic. Have you noted any opportunities for improvement at the local level?

The problems, issues and challenges that people face from systemic racism have been exacerbated by the pandemic. So, access to education and childcare, use of technology, healthcare access and housing, employment opportunities -- all things drastically impacted by COVID -- are disproportionately effecting BIPOC communities. This means for emergency management that we must be acutely aware of how our efforts to assist people will also be affected, as daily life activities and support systems are drastically impacted. COVID has re-emphasized what we already knew about messaging, and that is that only using technology as a message delivery system is inadequate and does not reach all communities. Nothing takes the place of face-to-face contact and that isn't possible now. Our use of community partnerships and culture brokers for messaging and to connect people to resources is even

more important than it was previously. COVID has also required that we do a better job of explaining to people what authority public health has, what a public health emergency is and how emergency managers work with public health experts on a regular basis. It would be helpful for local jurisdictions to do more exercises with public health scenarios, especially scenarios that simulate going on for a long period of time. Local government also has the opportunity to help the public understand how important mental health is and that it also impacts people's ability to be resilient. The long length of the pandemic has taken a toll of everyone and it is all of local government's responsibility to recognize that so that collectively we can help each other and continue to support new ways to connect with others.

5. Do you have any professional experience in responding to or recovering from a major disaster, prior to the COVID-19 pandemic? If so, how will that experience inform your work at Seattle OEM?

I worked in emergency management in California for over 20 years, where I responded to many large-scale, federally declared disasters. My experience in emergency operations centers for local and state government agencies includes responding to wildland fires, large flood events, inclement weather causing mass power outages and animal disease outbreaks. All responses were multi-agency, multi-jurisdiction incidents lasting 7 days or more. In each of those incidents I served as the Planning Chief responsible for planning support operations to first responders, or as an Agency representative, or as the EOC Director responsible for the entire management of the emergency operations center (EOC). That work has provided me with multiple experiences of using multi-agency coordination through use of the Incident Command System (ICS) and experience developing and implementing Action Plans. These are the standard emergency management roles and responsibilities which adhere to the National ICS standard and would be of benefit to any emergency management organization, as we all adhere to those standards. In those roles I had the opportunity to work with myriad agencies, departments, and disciplines which required that I spend time listening to understand all those involved in the incident's mission and perspective on priorities. All of this work will be of benefit to my work in Seattle.

6. What opportunities do you see from creation of an independent OEM instead of reporting through the SPD chain of command?

It's exciting for OEM to become independent for the first time in its existence. Independent OEMs with direct reporting to the executive are able to directly tackle issues without layers of approval. Emergency Management is the core function that brings disparate disciplines together to address problems and identify solutions to consequences needing collaboration and coordination. We know how to bring people together and facilitate discussions, while bringing all voices to the table. We support first responders and work with departments and partners in responding to the impacts to our community. Emergency Management work requires that we bring together many departments, agencies, and disciplines in order to provide the most comprehensive and efficient response to anything that impacts people lives and requires multiple disciplines to work together. Overall situational awareness is possible when each discipline's mission and actions are understood. Emergency Management is also focused on community building through understanding all that community is vulnerable to so that we can focus on preparedness, mitigation, response, and recovery. First responders (like police and

fire) focus on actions immediately following some incident. EM focuses on actions needed before, during, and after an incident.

7. What will be your advice/recommendations to an incoming new mayor in your first briefing?

First, we'll continue our practice of briefing the new Mayor and their leadership team on the response role before they assume office, in case there is an emergency during the transition. From there, it is important for the incoming Mayor to be oriented to the citywide emergency response capability providing confidence on operational plans in place, department operational systems, trained and capable personnel, and policy-level processes and mechanisms. My advice will be for the Mayor to leverage their department directors through the Emergency Executive Board who assist in emergency policy advisement and support routine exercises to help build response muscle memory.

It will be important for the new Mayor to understand OEM's role with respect to COVID response/recovery, the current priorities at that time for OEM and the region, and an update on regional programs and grant work, such as the Catastrophic Planning grant, and the part Seattle plays in that work.

8. What do you see as the City Council's role with respect to emergency management? How will you ensure that you work effectively with the City Council.

OEM has appreciated City Council's support to our citywide emergency management over the years. We will continue to provide you briefings on emergency management efforts and sharing our Strategic Plan intentions. We will also continue to have the Council approve key emergency management plans as well as important grant funding which covers the salaries and benefits of three of our 14 staff. During the disaster response, we value your assistance in sharing key information and emergency communications to your constituents. Also, during and following a disaster, your role is vital in taking action on emergency proclamations and approving emergency budget needs as we work to recover our community. All of you are our force-multipliers in sharing preparedness information and helping to make our community more resilient. I am committed to information sharing and keeping you informed as we address annual priorities and respond to emergencies as they arise.

OEM Role

9. What can OEM and the City do better to build resiliency to endure and recover from disasters?

OEM and the city can continue to seek out groups and individuals to whom we are not currently connected. Then listen to their needs, challenges and perspectives to understand how we can help them strengthen their community, group, or family. By focusing on strengthening people's abilities to deal with daily struggles; whether access to housing, education, jobs, or healthcare, we will also make them more resilient and better able to build resilience and recover from disasters. Strong communities, groups, and families are more resilient which means they are better able to withstand impacts from disasters. This includes a focus on underrepresented groups and those who may simply be unaware of what resources are available, how to access them, and what hazards they are vulnerable to.

10. Given that the City’s response to the currently declared emergencies (i.e., homelessness and the COVID-19 pandemic) are not being managed out of OEM, what, if anything, could or should OEM contribute to addressing the response to and/or recovery from these emergencies?

Our Seattle Hazards Identification & Vulnerability Assessment (SHIVA) has identified that the city can face upwards of 18 different hazards. Being prepared and able to respond to such an array of hazards requires our ongoing attention and preparation efforts. We need to address emergency plans, trainings, exercises, prepare and educate the whole community, take steps to mitigate hazard impacts, and maintaining the operational readiness of the city and the Emergency Operations Center. All these efforts require our consistent engagement with departments, agencies, community and regional, state and federal partners.

Emergency Management, while not the lead for these aforementioned emergencies, is actively working with the Departments who are managing their work and responding. OEM provides critical information across and between Departments while maintaining the large situational awareness operational picture of work being done. This operational picture can be used to help identify where the gaps may be.

Recovery, as seen with COVID, is a significant endeavor and leverages similar partners and many other non-response stakeholders. As we have seen in 2020 with multiple emergency events, its critical to maintain a response capability and also dedicate focused resources for recovery.

Recovery requires cross departmental work as well and will build upon the progress made prior to moving into that work.

11. Do you see any strategic opportunities for the City to rebuild to a better place, post-pandemic?

Rather than life after COVID, for a while we will most likely be figuring out how to make life better with COVID. I see strategic opportunities in the following areas:

- Continuing to reimagine how we connect with people outside of the use of technology – and avoid ignoring the digital divide that will continue to impact certain communities.
- Rethinking urban planning and increasing access to all public spaces, basic services, and amenities
- Continuing work on inclusivity with focus on BIPOC businesses and communities
- Reimagining public transportation options
- Providing robust and widespread access to remote learning or providing of options for educational access in partnership with the private sector.
- Addressing how to provide services in conjunction with public health for those without healthcare options.

12. How can OEM improve the City’s resiliency to climate change impacts?

Climate change will cause more intense storms, frequent heavy precipitation, heat waves, drought, extreme flooding, and higher sea levels which could significantly alter the types and magnitudes of hazards we face. Over the last few years OEM has worked with several

departments (Office of Sustainability & Environment, Seattle Public Utilities, Seattle Parks & Recreation, Seattle Fire Department, etc.) collaborating on plans and efforts to address the impacts of climate change. OEM has explored and faced ways to lessen the impacts of wildfire smoke, King Tides, excessive heat, and Pineapple Expresses. OEM can improve the City's resilience by engaging City Departments in training and exercising to prepare for, mitigate, respond, and recover from more severe disasters and emergencies. Exercises with severe incident scenarios will also be effective with elected officials, community groups, and with the private sector. Obtaining funding from FEMA for mitigation projects for multiple City Departments will lessen the impact of more severe incidents. This requires OEM to work with state and federal partners to ensure understanding of mitigation grant opportunities and their requirements. Updating Seattle's Threat and Hazard Identification Risk Assessment (THIRA) is a requirement for some grants and provides the City with important information about those incidents we are most vulnerable to, how that vulnerability changes over time, and what impacts are expected so we can prepare appropriately.

Racial Equity

13. How will you address racial equity in preparing for, responding to, and recovering from a disaster?

Racial equity is best addressed by understanding how systemic racism has adversely impacted BIPOC communities, making them less resilient and more susceptible to severe impacts from all hazards. This means that BIPOC communities will need different things to prepare for, respond to and recover from disasters. That understanding comes from engaging with communities through trusted community leaders, using Community Safety Ambassadors, and teaching courses that are meaningful for each group's needs. It means learning about and listening for what a community believes is important and meeting them where they are and not expecting them to come to us. Community preparedness is much more effective than trying to get each individual person to spend time preparing. Emergency Management is most successful in helping communities prepare when time is spent understanding the challenges and issues they face daily. All of the issues BIPOC communities face; access to education, housing, employment, healthcare, and food insecurity make them more vulnerable to disaster impacts, and disasters and emergencies exacerbate those issues. OEM's partnership with other departments to address these daily life issues allows us to be more successful at focusing our preparedness issues on what will make the most sense for a community. Building resilience starts with first addressing those things that a community struggles with every day.

14. What steps have you taken to deepen your understanding of racial equity and how it intersects with emergency management?

I have engaged with the Institute for Diversity & Inclusion in Emergency Management to learn from and connect with those committed to diversity and inclusion. The mission of I-DIEM is to serve as a resource and an advocate for the value of diversity and inclusion in emergency management (EM). I-DIEM leads efforts to increase representation of women and people of color in the field of emergency management, including in positions of leadership, through awareness and education. I-DIEM serves as the conduit for research on diversity and inclusion, social equity and the practical application of equitable EM practices to improve outcomes and

build resilience. The focus is on humanity, and the vision supports the empowerment of marginalized communities within all phases of the disaster management cycle.

I participated in the Leadership Eastside program to learn adaptive leadership techniques and work with a diverse cohort and campaign team. My campaign team work focused on the supporting and embedding of racial equity and social justice concepts and principles into the curriculum and into the work we engaged in with community partners.

15. What do you see as the most effective tools to address racial equity in the field of emergency management?

In the short term, engaging with Culture brokers, community leaders, and neighborhood groups to understand how best to help everyone build resilience.

In the longer term, recruit, mentor, and train BIPOC people to enter the field of emergency management so the field more closely represents the people they serve and work with.

16. How did you incorporate racial equity into your work with the City of Bellevue? Please provide specific examples.

To best reach BIPOC communities, my team and I designed a three-pronged approach:

- We first worked on a needs assessment, by designing and disseminating a survey to ascertain awareness and understanding of emergency preparedness by all communities in Bellevue. This data gave us a starting place for outreach and development of materials and plans that were tailored specifically to a neighborhood or community, and what they needed. We were then able to initiate contact with individuals within communities and help them understand their vulnerability to hazards and provide guidance in line with community needs to build both personal and community resiliency.
- The development of networks with Community leaders was the next step. Seeking out Community Leaders who worked with BIPOC populations and other vulnerable groups to help with both messaging and understanding what communities needed with regard to preparedness. We engaged leaders from the Eastside Immigrant and Refugee Coalition, the Language Academy at the Westminster Chapel (audience here was mostly 1st generation immigrants), the YMCA, and Tzu Chi Disaster Relief organization. (All organizations who focused on BIPOC communities.) These leaders served as culture brokers, the links to groups with different cultural backgrounds or different lived experiences. We then developed a network of community leaders who became our partners for outreach and education specifically targeted to BIPOC and other vulnerable communities.
- The third step was to work with the Bellevue School District to embed emergency management concepts and principles into curriculum. Children are great teachers of their family members. This is extremely helpful for BIPOC communities who may have had difficult or unpleasant experiences with government representatives and so distrust them. (Many attribute the widespread acceptance of the campaigns focused on the dangers of smoking and the importance of recycling to teaching those concepts to children who then influenced their families!) My team and I worked with the high school teachers to sponsor a Community Emergency Response Team Training (CERT)

program. This was a way to teach students who were then excited about preparedness and went home to teach their families disaster preparedness skills. We worked with a special education teacher to develop videos with students and first responders on preparedness topics. The script paired special education students and students from BIPOC communities with first responders to talk about preparedness topics in short videos. Videos would then be uploaded to YouTube, the school district website, and the city's website. (We did not finish the videos as we were interrupted by the COVID stay at home order.)

My team and I designed, developed, and conducted a Community Emergency Response Team (CERT) Lite* training for Muslim women with all women instructors and staff and adhering to restrictions respectful of the Muslim faith.

(*CERT Lite is a shortened version of the longer 8-week CERT program, designed to make learning disaster preparedness skills more accessible to those who could not commit to an 8-week program.)

We also:

- Designed a CERT Lite program for Tzu Chi Disaster Relief organization and taught it in English and Mandarin.
- Worked with the WA State Community and Technical colleges to recruit students from BIPOC communities to enroll in emergency management courses and learn about emergency management as a profession.
- Provided disaster preparedness and hazard awareness courses to immigrants who had recently relocated to Bellevue.

I was a member of the Employees of Bellevue for Racial and Cultural Equity (EmBRACE) employee resource group to learn about and broaden my understanding of racial and social justice issues.

I presented to an employee resource group on the disproportional impacts of disasters on BIPOC communities due to years of systemic racism.

While not geared specifically to racial equity, I am proud of the work I did in areas that provided accessibility to people of all races who are differently abled:

- My team and I, working with the City of Redmond, co-hosted the full CERT program for differently abled participants, providing ASL translators, tactile translation team support, and using universal design principles, allowing all who were interested, able to take the course and become certified CERT members with disaster response skills.
- Working with the City ADA administrator, we used grant funds to purchase and install wheelchair charging stations in all five Community Centers and at Bellevue City Hall. I also used OEM grant funds to purchase six more wheelchair charging stations and plans were made with private sector partners around the city to install the stations. These stations ensure people are not stranded during peacetime, and are most especially useful when disasters occur so that those in electric wheelchairs are able to evacuate safely.

- My team incorporated universal design principles into emergency management training materials so that those with vision challenges are able to see and use the materials.

17. How do you intend for OEM to work with Seattle’s underrepresented communities, including those with low English proficiency?

Building resilience in any community starts with working to understand what is most important to a community —before asking them to do anything – and seeking to understand, prior to giving people a ‘should’ like “you should be prepared.” Then we can link resilience to what the community feels is important. Resilience is directly related to the ability of a community to stay connected during challenging situations and working together to solve problems. For underrepresented communities, the use of culture brokers (those who are connected to a community and have a relationship with government) can serve as a bridge to make pre-disaster connections with underrepresented communities. Once connection is made, relationships may be forged. It is through those relationships that we understand what a community needs and feels is important and can connect resilience building to those things. OEM recruits and hires Community Safety Ambassadors who are community members who can teach basic disaster preparedness skills (ways to be safer during a disaster such as an earthquake or winter weather), provide 911 outreach and education, and teach hands-only CPR to immigrant, refugee and limited-English-speaking communities. The ideal candidate is a trusted community member, has knowledge of the community they will be training, speaks the same language, identifies and has a sense of service to the community, is comfortable speaking publicly and can demonstrate leadership ability.

Preparedness

18. How will you measure your progress in improving the City’s disaster preparedness?

Preparedness can be measured in a variety of ways:

- a. Continue to follow established practices for conducting after action reviews, identifying gaps in response, and following through with corrective action plans. Even the smallest incident provides us with an opportunity to improve.
- b. Increase the frequency of exercises, particularly multi-departmental exercises. Again, **this lets us make measurable improvements in response based on observed gaps.**
- c. Focus on community skills training: Stop the Bleed, search and rescue, utility control, fire extinguisher use. These skills will save lives during a major emergency.
 - i. # of people reached
 - ii. Pre and post training knowledge
 - iii. The more people that have these skills and the confidence to use them, the better off we all are
- d. Public access to emergency information
 - i. Number of people signed up for Alert Seattle

- ii. Availability of Earthquake Early Warning and communities understanding of that system (may be live as early May 2021)
- iii. Ability to reach people that speak a language other than English with emergency messaging (currently working on pre-translated hazard messaging and partnerships with CBOs to get emergency info out through existing community networks)
- e. An increased diversity of stakeholders/partners that are directly involved in OEM planning efforts
- f. Increasing reach with preparedness messaging to those communities that are likely to be the most impacted (Limited English, low income, seniors, etc.)

19. How did you work with all facets of the community in Bellevue to improve preparedness? What will you do differently in Seattle?

Improving preparedness in any jurisdiction is much the same, the scale of that work is different, depending on the size and complexity of the jurisdiction. The methods I used in Bellevue are applicable to Seattle, the scale is different. I began with developing relationships with Community leaders, faith-based organizations, non-profits and the private sector. Each of these groups provides critical ties to people that make up the community and are often the conduit to reaching underserved populations. Those relationships reveal the strengths and priorities of those groups and also insight into where the gaps in preparedness exist – which is usually tied to lack of knowledge of threats and hazards a community face. Once relationships are established, working with each of these groups to understand their needs and perspectives about how they may engage in the work of preparedness. Using volunteers as a force multiplier for teaching disaster skills, conducting community exercises, and looking for opportunities to engage in and support community preparedness are all components for increasing preparedness. Seeking community input on the plans and strategies that affect them helps the community understand what they are facing, how the government will respond, and how preparedness builds resilience.

20. Has the COVID-19 pandemic left the community less resilient and/or less prepared for a major disaster, such as an earthquake? If so, what will be your near-term steps to bring the city back to pre-COVID preparedness and strengthened resiliency?

The pandemic has impacted every aspect of our society, including disaster resilience. More residents of the city are struggling to feed their families on a day-to-day basis, so we know that more individuals will be in need of assistance after a disaster. All of the issues that the community has been struggling with because of the pandemic will also be issues following an earthquake. The parts of the community most impacted by COVID are now less resilient to withstand any additional impacts.

OEM has worked with our partner departments to identify ways to adapt a variety of disaster plans—including winter storm and earthquake—to pandemic considerations. The good news is that the essential personnel that we rely on during a disaster have already been working under

increased pandemic safety protocols for months—they know how to do their jobs while wearing PPE, and FAS has done a great job of ensuring there is plenty on hand. The functions that would be most challenging to implement during the pandemic are those related to the provision of food, water and sheltering to residents. We know the need for these services will be greater, and are working to improve our ability to deliver these services in a physically distanced environment. OEM is coordinating with HSD, OED, SPR, FAS, and Visit Seattle to develop a framework for how we could shelter residents in hotel rooms during a major earthquake—taking advantage of a temporary FEMA rule change to enable greater physical distancing in mass sheltering and feeding settings. This is not to say that there would not be challenges and some non-life safety functions [such as debris removal—for example] might go a little more slowly under pandemic precautions, but we have been working closely to minimize the pandemic's impact to the time sensitive functions to save lives and alleviate suffering after a major disaster.

The other near-term step is to continue to address the immediate needs of people suffering due to the pandemic. Restarting an inclusive economy, one that doesn't leave behind the most vulnerable, will help rebuild resilience in our residents. The more people who have stable housing and stocked pantries before a disaster, the fewer people the City will need to provide for afterwards. In order to restart that economy, we need to focus on getting through the pandemic safely. Which means ensuring vaccinations to frontline staff and vulnerable residents, while continuing the economic lifelines to small businesses so they can weather the impacts a little longer. Responding to the needs of the community caused by the pandemic will increase their resiliency.

21. Unreinforced Masonry (URM) buildings pose a significant risk in the City and region. Are you aware of the City's previous URM studies? What immediate steps can the City take to address this issue, and how, in the long-term, can the City address the issue of retrofitting these buildings to ensure the safety of occupants?

The City has studied and attempted to deal with the issue of URMs for approximately 50 years.

- Because there is a high cost for retrofitting these buildings, we have never identified a solution that would effectively incentivize private building owners to seismically retrofit their buildings voluntarily.
- Attempts to implement voluntary retrofit programs in California have proven ineffective.
 - **NDC Report page 20-** *In 2006, the Seismic Safety Commission of California surveyed 260 URM loss reduction programs throughout Seismic Zone 4.4 Of these programs, 39 allowed voluntary retrofits and their average rate of retrofit was 16%. When you compare that to the 70% average rate of retrofit across the 134 mandatory retrofit programs, it is clear that voluntary retrofit programs have historically been ineffective*
 - A mandatory retrofit ordinance is likely the only path to making the more than 1100 unreinforced masonry buildings in the city safer.
 - Some of the reluctance to move forward on a mandatory ordinance in the past has been based on the belief that an ordinance could have disproportionate impacts on some groups. For example, a building owner

- may pass on costs of a retrofit in the form of higher rents, having a negative impact on affordable housing.
- A thoughtfully developed policy that takes into account potential disproportioned impacts, can mitigate those impacts.
 - Ignoring the issue (and not requiring retrofit) will surely result in disproportionate impacts from an earthquake:
 - URM's disproportionately located in areas with higher numbers of people of color, low income, and limited English
 - Groups already disproportionately impacted by an earthquake would suffer even greater impacts due to increased risk of displacement, death/injury, utility outages, and emergency access to their neighborhoods due to URM damage.
 - **2,303** affordable housing units within URM buildings
 - We need to stop viewing seismic safety, affordable housing, historic preservation, and clean energy as competing policy priorities. They have shared goals and can likely result in cost savings/efficiency if coordinated appropriately.
 - A successful mandatory retrofit ordinance will require a menu of financing mechanisms that can help absorb some of the financial burden placed on building owners.
 - There has already been significant work done identifying what funding and financial mechanisms could be support a mandatory retrofit ordinance and decrease cost burden of building owners:
 - [2019 National Development Council report](#) for the City of Seattle on funding solutions (historic tax credits, retuning of transfer of development rights program, Commercial Property Assessed Clean Energy and Resilience (C-PACER) funding)
 - ASAP! (Alliance for Safety, Affordability and Preservation) [recommended retrofit credit program](#), where building owners could sell development rights or "density credits" to fund retrofits.
 - In the short-term, OEM will continue to seek FEMA mitigation funding to address vulnerable buildings where possible. However, these opportunities are very limited.
 - **Example:** OEM and Community Roots Housing partnered on an application to fund a seismic retrofit of the **Bremmer Apartments, a 49-unit affordable housing complex in downtown Seattle**. In May 2020, Community Roots Housing was awarded \$5 million.

22. In previous jobs, how did you know that city staff understood their roles and were prepared to respond in the event of a disaster?

We developed a comprehensive training and exercise plan that included regular engagement of city staff in training, drills, and exercises to practice disaster response roles and responsibilities.

23. What were the most innovative training and exercise improvements you witnessed during your tenure at California Governor's Office of Emergency Services? What will you bring as lessons learned from that role as you come to Seattle?

The development of a training and exercise program for non-public-safety organizations to demonstrate how they worked with and integrated into California's emergency management system. The best example of this is a training and exercise program for California Veterinarians and the subsequent development of the CA Veterinary Medical Reserve Corps (CVMRC), which trained Vets and Vet techs who deployed to disasters as responders for animal rescue and as part of the Incident Command System. The CVMRC spurred the development of a statewide network of volunteer animal rescue groups who supported large wildfire incidents.

Lessons learned from this are that everyone has a role in emergency management and once the principles are understood in terms that a group can connect to their organizational mission and goals, they can easily integrate into emergency management.

External Relations

24. How do Seattle's emergency management needs differ from those across the Puget Sound counties and the state?

Seattle hazards, while similar to other Puget Sound jurisdictions, will be more impactful due to the size and complexity of the population. Seattle also has many unreinforced masonry buildings which are especially dangerous in an earthquake zone. Seattle is the hub of the Pacific Northwest. With 730,400 residents (2018) and 581,780 jobs (2017), Seattle is the largest municipality in the region. It is the center of cultural, governmental and economic activity. Paradoxically, Seattle is both a city of neighborhoods that looks inward and one of the most trade dependent cities in the U.S. Forty percent of Washington State jobs are dependent on international trade, with the Port of Seattle serving as the main international trade hub.

Seattle is famous for rainy weather, proximity to nature, coffee, software, and airplanes, but as is often the case with things a place is famous for, the truth is more complex and interesting. Hazards do not affect the population equally. Some people suffer more than others. These people are 'socially vulnerable.' If large numbers of socially vulnerable people are impacted by a hazard, this inequity will make the resulting disaster "bigger." Seattle's most vulnerable people tend to be clustered around Seattle's edges, in Rainier Valley, Beacon Hill, south downtown, and North Seattle (around Northgate and Lake City Way). Social vulnerability affects all hazards. One of the most effective ways to reduce a community's overall vulnerability is to target social vulnerability.

25. What are your goals and plans for maintaining and improving an effective partnership with King County and neighboring jurisdictions?

While the Emergency Manager in Bellevue, I fostered good relationships with neighboring jurisdictions, and Snohomish, King, and Pierce County emergency managers. That work is maintained by regular engagement in a number of regional initiatives, the development of grant funded projects, and committee work. The Puget Sound Region emergency managers are very collaborative and work together on a regular basis. I will continue this collaboration.

26. What do you see as Seattle's challenges and opportunities in working with the State Emergency Management Division and FEMA?

OEM has had good working relationships with State EMD and FEMA. As we see the administration changes at the national level, we are also excited to see that a fellow, known emergency management colleague, Deanne Criswell, will be President Biden's FEMA Administrator appointment. Ms. Criswell is a fellow Big City Emergency Manager and she is intimately familiar with the successes and challenges of all large, metropolitan city emergency management programs. We also see more opportunities for mitigation efforts through FEMA and a possibility for funding to help decrease the impacts of disaster on our community. Short term with the transition, there will be staff changes and likely process and policy changes.

OEM works most frequently with State EMD. EMD has gone through many changes over the last few years and continuity has been impacted. We work with their team significantly on FEMA COVID public assistance processes. With COVID's large impacts, this work has been complex. OEM does participate on several committees at the State EMD levels and continues to be an avenue for us to influence and strengthen emergency management regionally and across the state.

27. How can Seattle maximize its share of state and federal resources in the current pandemic and future disasters?

There are a variety of sources of funding to help our City and community recover from the COVID-19 pandemic. Working closely with the Office of Intergovernmental Relations, the City Budget Office and Citywide accounting, OEM has been central to instituting the strategy to optimize every single state, federal and private source of funding that has become available.

OEM is the administrator of reimbursement and funding for FEMA Public Assistance. Because FEMA limits the types of costs that can be reimbursed, it has been and will continue to be imperative to maximize this source of reimbursement and apply additional funding sources to non-reimbursable categories such as rental assistance, food assistance and reopening expenses for city direct or contracted services. As funding continues to flow to the City, the feedback loop between internal departments and our federal and state partners will help ensure that policy priorities are advanced at the State and Federal efforts. With regard to FEMA Public Assistance, Seattle can maximize its share of state and federal resources by working with State EMD and FEMA to understand the requirements for obtaining funding and for receiving reimbursement for disaster and incident related activities.

28. Are you active in the Emergency Management Accreditation Program (EMAP)? If so, what priorities will you emphasize in your work with national partners?

In 2016 the city's emergency management program was EMAP accredited and we are currently preparing for re-accreditation with our scheduled assessment occurring in September. Though not previously active in EMAP, I am an advocate of this program whereby the Emergency Management Standard is designed as a tool for continuous improvement as part of the voluntary accreditation process for local, state, federal, higher education and tribal emergency management programs. EMAP looks at all the core elements of a comprehensive program, which recognizes the ability of emergency management programs to bring together personnel, resources and communications from a variety of agencies and organizations in preparation for

and in response to an emergency, in addition to obtaining the ability to measure those capabilities. The accreditation process evaluates emergency management programs on compliance with requirements in sixteen areas, including: planning; resource management; training; exercises, evaluations, and corrective actions; communications and warning; and administration.

As for priorities in this area and my work with national partners, I believe in the vitalness of ongoing planning that addresses catastrophic events and building strong resource management capabilities at all levels.

29. What do you see as the private sector's role in emergency preparedness, response, and recovery? How will you support those roles as OEM's director?

The private sector owns and operates 70 to 80% of the nation's critical infrastructure. Partnering with the private sector is crucial to being successful in protecting that infrastructure. The private sector has a direct role in economic recovery and can be instrumental in helping a jurisdiction support redevelopment and recovery. Many private sector companies are able to devote more resources to research and development than can the public sector, and that research often leads to innovation that is advantageous to emergency management.

The private sector also contributes to disaster-recovery financing in a variety of ways, including playing a key role in early response and long-term recovery, collaborating with the public sector in public-private partnerships, driving innovation and facilitating technology use, helping smaller communities manage influxes of funds, and supplementing the federal disbursement processes.

Management and Operations

30. How do you approach organizational management? How would you describe your leadership style?

My leadership style is collaborative. I believe that teams work best and are most productive when they support each other and when each member understands how their work is instrumental to accomplishing the Office's mission. It is important that my team knows that I appreciate and support their work and respect their expertise. I believe investing in staff development and supporting each individual's career goals supports the team's effectiveness.

31. How will you review internal operations at OEM to determine if they need improvement?

Following each incident or exercise, OEM uses the After-Action Review process to evaluate the effectiveness of that work. That process includes the development of an improvement plan which identifies areas of improvement, who is responsible for each area, and a timeframe for completion of the improvement actions. We also develop a three-year strategic plan with input from stakeholders to provide a framework for our work delineate the goals and objectives need to accomplish them. The strategic plan is integrated with and connected to all of the plans that specify department roles and responsibilities for all phases of emergency management.

32. What do you see as your role in providing a welcoming and safe workplace for all City employees?

Through the practice of servant leadership; supporting my team and all who work with OEM. This support means spending time, coaching, mentoring, and supporting all I engage with and looking for ways to advise or coach others in emergency management principles and techniques.

33. How will you bridge operational silos across departments and maintain effective relationships with and between separate operations centers?

Effective emergency management is dependent upon building and maintaining relationships across disciplines and departments. OEM works with all operational departments on projects, through committee and task force work and by engaging in training and exercises. The Emergency Operations Center includes department representatives from the city's operational departments which OEM regularly engages with to practice disaster roles in drills and exercises.

Response to the pandemic has required City departments to work together in new and different ways. Department directors have experienced the power of cross-departmental work and are committed to working to maintain that cross departmental work.

My role is to continuously demonstrate the ways in which departments can continue to work together on city wide initiatives, such as Recovery from the pandemic, which includes community resilience building.

34. How will you engage and prepare department leadership for disaster preparedness, response, and recovery?

The Mayor's Emergency Executive Board (EEB) consisting of Mayor's Office senior staff and the directors of city departments meet quarterly to discuss each department's role and responsibilities in emergency mitigation, preparedness, prevention, response and recovery as defined in the Comprehensive Emergency Management Plan. It is through the work of this committee that OEM engages department leadership for all phases of emergency management. The work of this Board includes practice of skills needed for successful and efficient emergency management with exercises.



Legislation Text

File #: Inf 1745, **Version:** 1

Seattle Community Safety Initiative

Seattle Community Safety Initiative

Public Safety and Human Services
Committee Meeting

January 26, 2021

Human Services Department



City of Seattle

Overview

1. Introductions
2. Background
3. Seattle Community Safety Initiative (CSI):
 - Partners
 - Model
 - Components
 - Performance Measures



Introduction

- Purpose of Seattle CSI:

To build and strengthen community connections and neighborhood safety for Black and Brown neighborhoods in Seattle and South King County.





Background

- The “Perfect Storm” of 2020
- Emergence of Black and Brown grassroots leadership
- The will to work together #MoveTogether



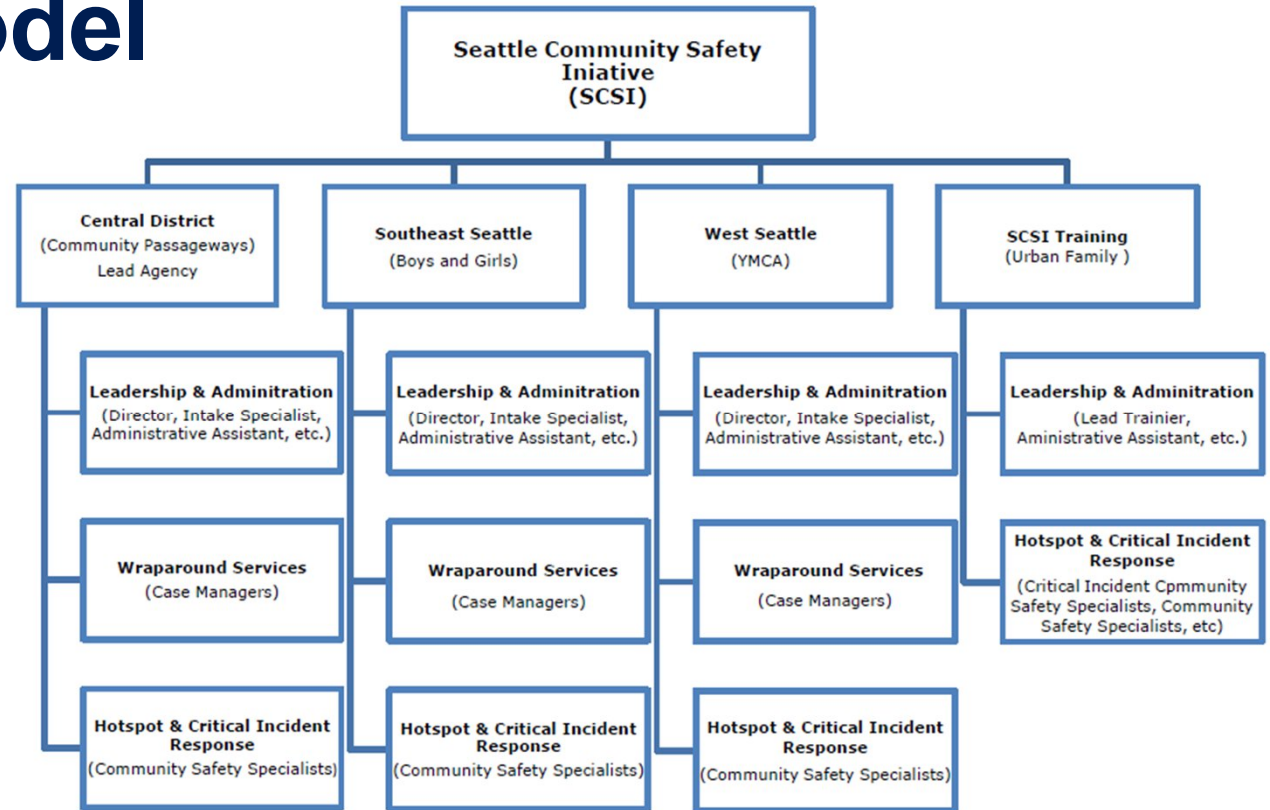
Seattle CSI Partners

- Shared vision of safety for the City and County
- Trusted Black and Brown leadership
- Credible and experienced organizations



Seattle CSI Model

- Crisis Incident Response
- Wrap-around Services
- Follow-up
- Outreach and Recruitment
- Continuous Training and Knowledge Sharing



Seattle CSI Key Components



Contract Performance Measures

- A. 300–750 unduplicated participants complete intake
- B. 210-525 unduplicated case management (CM) participants create a service/goal plan
- C. 150-369 unduplicated CM participants complete at least one goal
- D. 105-258 CM participants report decreased involvement in violence and general crime and/or report feeling safe
- E. 55 CM program referrals received from community sources



Contract Performance Measures Cont'

- F. 40 responses to hotspot/critical incidents dispatched by community
- G. 24 systems coordination meetings with Hub leadership
- H. 10 systems coordination meetings with Seattle Police Department
- I. Monthly staff trainings across all Hubs



Question and Answer



Legislation Text

File #: Inf 1746, **Version:** 1

Community Capacity Investment Process

January 12, 2021

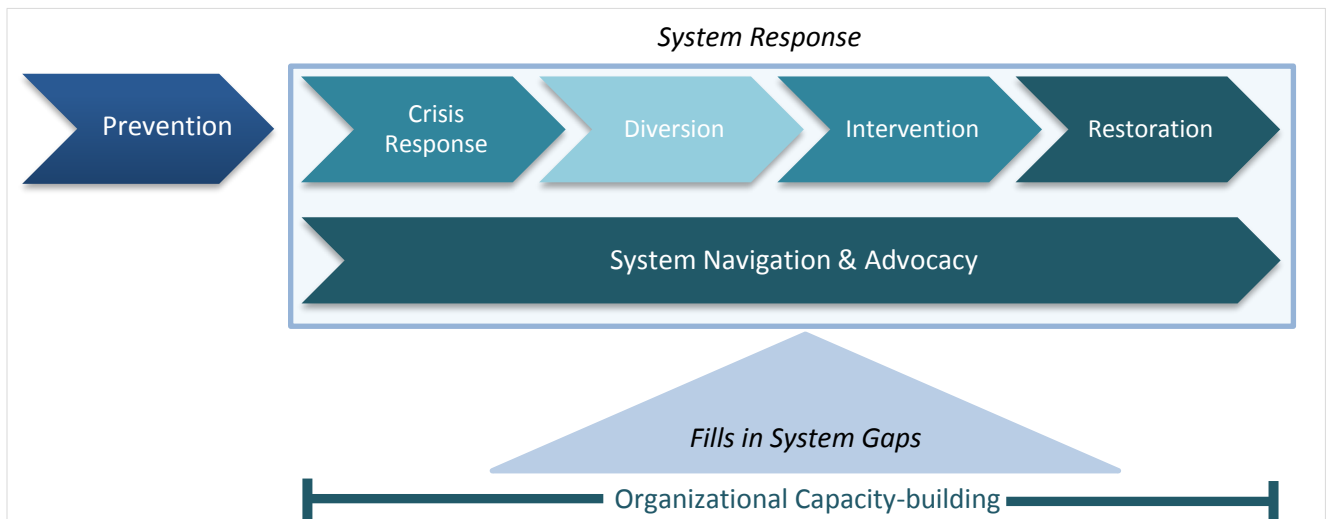
To: CM Lisa Herbold, Chair, Public Safety & Human Services Committee
 From: Helen Howell, Interim Director, Human Services Department (HSD)
 Subject: Community Safety Capacity Investment Process

The Council-approved 2021 budget included [\\$10 million](#) and [\\$2 million](#) for scaling up community-led organizations. This memo outlines the \$12 million Community Safety Capacity Investment process.

I. Community Engagement

HSD will run a competitive funding process beginning with community engagement. HSD will ask the community where organizations see themselves along the Safety Continuum (see Diagram 1 below), how they would contribute toward community-led public safety services and solutions, whether their response would replace a police function or be provided as a co-response with SPD, and if services would be in response to violent or non-violent crime.

Diagram 1: Community Safety Continuum



HSD will also include one-on-one and small group conversations with key community, government, and academic experts such as the Equitable Development Task Force, Public Health, Cities United, etc.

HSD will use the community engagement process to collect information that – along with the Intercept Model – will inform the design of the competitive funding

process. HSD will submit a progress report and preliminary landscape analysis to the Mayor’s Office in February 2021. This report will include:

1. An inventory of community responses along the Safety Continuum.
2. Potential community-led strategies. See Table 1 for examples of existing programs.
3. Specific alternatives to police functions.

Table 1: Examples of Programs in the Community Safety Continuum

	Gun violence	Gender-based violence	Non-violent crime
Prevention	Harborview Gun Violence Prevention program	Youth DVSA Prevention Program	Seattle Neighborhood Group Environmental Design
Crisis Response	SCSI Community hub model	GBV Hotline	DESC Mental Health Professional co-response program
Diversion/ Intervention	Choose 180	GBV Therapeutic Services	Co-LEAD
Restoration	Career Bridge	Batterers’ Treatment	Rerooting/Reentry program cohorts (HSD and OCR providers)

II. Competitive Funding Process

HSD, in collaboration with the Community Safety Workgroup, will fund safety providers through an open, competitive process. For the purposes of this investment, capacity-building includes scaling up existing organizations as well as seeding new organizations and strategies. Funding will build existing program capacity by expanding services within the Seattle Safety Network to reach more neighborhoods and people.

Capacity-building support can be used to increase infrastructure (e.g. staffing, space, financial management systems, training, etc.). Organizations will be invited to submit proposals in March 2021 through a competitive process and focus on the full continuum of responses. Proposals will be reviewed by a panel of community members that will make funding recommendations to HSD’s Department Director.

III. Metrics Development

Within the first month of award notification, each awarded organization or group will meet with an HSD contract specialist to finalize performance measures

(program level) and develop work plans. Examples of contract performance measures for capacity-building include:

- # of participants and client-to-staff ratio
- % increase in services (or number of additional people served)
- % increase in capacity as demonstrated by improvement of management oversight and development of governance and/or procedural documentation

From July 2021 – December 2021, the HSD data team will lead longer term, macro-level indicators conversations with this cohort. While this will be a community-led process, HSD is placing high priority on skillful facilitation and evaluative expertise to get to community-informed metrics. To that end, HSD’s team is prioritizing conversations with: Public Health Seattle and King County Seattle University Public Safety Survey Lead Researchers, University of Washington School of Public Health, University of Washington Institute for Health Metrics and Evaluation, University of Washington Latino Center for Health, and Seattle Indian Health Board.

These conversations will help inform a high-level evaluative framework and selection of a small team of lead researchers. **With the overall result of safe communities and neighborhoods**, we anticipate some of the following Community Indicators (Macro-level metrics):

- Decreased gun violence among young adults in Seattle
- Decreased reports and calls of violent crimes to the Seattle Police Department
- Decreased 9-1-1 calls
- Decreased non-violent crimes
- Decreased interactions with the police
- Decreased recidivism (as defined by the community)
- Increased participation in resiliency strategies such as mentorship, cultural activities, community organizing, etc.
- Increased feelings of connectedness, health, and hope as reported by the Healthy Youth Survey and other measures
- Increased perceptions of safety

IV. Continued Investment in 2022

The metrics development and community-building efforts outlined above will lay the foundation for long-term investment in community-led solutions to safety. Tracking contract performance measures by quarter, HSD should be able to

identify organizations that are successfully scaling up to contribute to macro-level metric and are ready to take on sustained investment. Ideally, the City will be able to discern the start of trends and positive outcomes toward community solutions and ownership in public safety.

V. Timeline

The target contract start date is July 1, 2021.



*Slight adjustments may be made

VI. Budget

Item	Dates/Duration	Estimated Cost
Awards include start-up costs	July 1 - December 31	Up to \$10.4M
Administrative Costs (<15%)		Up to \$1.6M
Total		\$12M

- CC: Tiffany Washington, Deputy Mayor
 Audrey Buehring, Deputy Director, HSD
 Julie Kline, Senior Policy Advisor, Mayor’s Office (MO)
 Bryan Hockaday, Policy Advisor, MO
 Kara Main-Hester, Fiscal and Policy Analyst, CBO
 Arushi Kumar, Fiscal and Policy Analyst, CBO
 Tanya Kim, YFE Division Director, HSD

Community Safety Capacity Building Investment

Public Safety and Human Services Committee

January 26, 2021

Overview

- Budget
- Community Engagement
- Competitive Funding Process
- Performance Measures
- Timeline
- Question and Answer

Proposed Budget

- \$10.4M – community-based awards
- \$1.6M – administration
- \$12M – TOTAL

Community Engagement

- One-on-one and small group conversations
- Inform the design of the competitive funding process
- Safety continuum
- Progress report

Competitive Funding Process

- Open, competitive process
- Scaling up existing organizations, seeding new organizations, and exploring new strategies
- Capacity building
- A panel of community members to review and recommend proposals

Performance Measures

- Performance Measures and Contract development (examples):
 - # of participants and client-to-staff ratio
 - % increase in services (or number of additional people served)
 - % increase in capacity as demonstrated by improvement of management oversight and development of governance and/or procedural documentation

Timeline

Anticipated contract start date: July 1, 2021



Question and Answer



Legislation Text

File #: Inf 1744, **Version:** 1

Discussion of Less Lethal Weapons Draft Bill and Recommendations on Draft Bill



Legislation Text

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

CITY OF SEATTLE

ORDINANCE _____

COUNCIL BILL _____

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

WHEREAS, Resolution 31962, adopted by the City Council (“Council”) on August 10, 2020, stated that the Council would not support any budget amendments to increase the Seattle Police Department’s (SPD) budget to offset overtime expenditures above the funds budgeted in 2020 or 2021, and expressed the Council’s intent to reduce SPD’s budget in phases and increase funding for community-led research and participatory budgeting; and

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

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

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

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

NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

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

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

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

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

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

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

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

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

President _____ of the City Council

Approved / returned unsigned / vetoed this _____ day of _____, 2021.

Jenny A. Durkan, Mayor

Filed by me this _____ day of _____, 2021.

Monica Martinez Simmons, City Clerk

(Seal)

SUMMARY and FISCAL NOTE*

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

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

1. BILL SUMMARY

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

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

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

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

2. CAPITAL IMPROVEMENT PROGRAM

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

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? X Yes No

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

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

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

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

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

No

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

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

3.a. Appropriations

This legislation adds, changes, or deletes appropriations.

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

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

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

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

Is this change one-time or ongoing?

One time

Appropriations Notes:

3.b. Revenues/Reimbursements

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

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

3.c. Positions

This legislation adds, changes, or deletes positions.

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

Position Notes:

4. OTHER IMPLICATIONS

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

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

b. Is a public hearing required for this legislation?

No

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

No

d. Does this legislation affect a piece of property?

No.

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

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

f. Climate Change Implications

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

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

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

N/A (as above)

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

N/A

List attachments/exhibits below:

January 26, 2021

MEMORANDUM

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

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

This memo:

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

Bill Summary

CB 119981 would amend the 2021 Adopted Budget as follows:

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

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

Background:

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

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

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

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

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

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

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

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

Analysis:

Separations and Funding for Sworn Offices

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

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

Funding for Sworn Staff and Recruits:

The 2021 Adopted Budget included funding for sworn staff and recruits at an annual average of 1,343 FTE,² enough to support 1,286 Fully Trained Officers³ and to deploy 1,222 Officers In-Service.⁴ The adopted budget also included funding to support 114 hires (assuming that there is a like number of separations through retirements or resignations).

Central Staff analyzed SPD's 2020 year-end staffing report and, due to the extraordinary officer separations, estimates that the Department will need funding to support no more than 1,289 average annual FTE, which would fund 1,220 Fully Trained Officers and allow SPD to deploy 1,139 Officers In-Service⁵ (this analysis is what informed the estimated \$7.7 million in salary

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

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

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

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

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

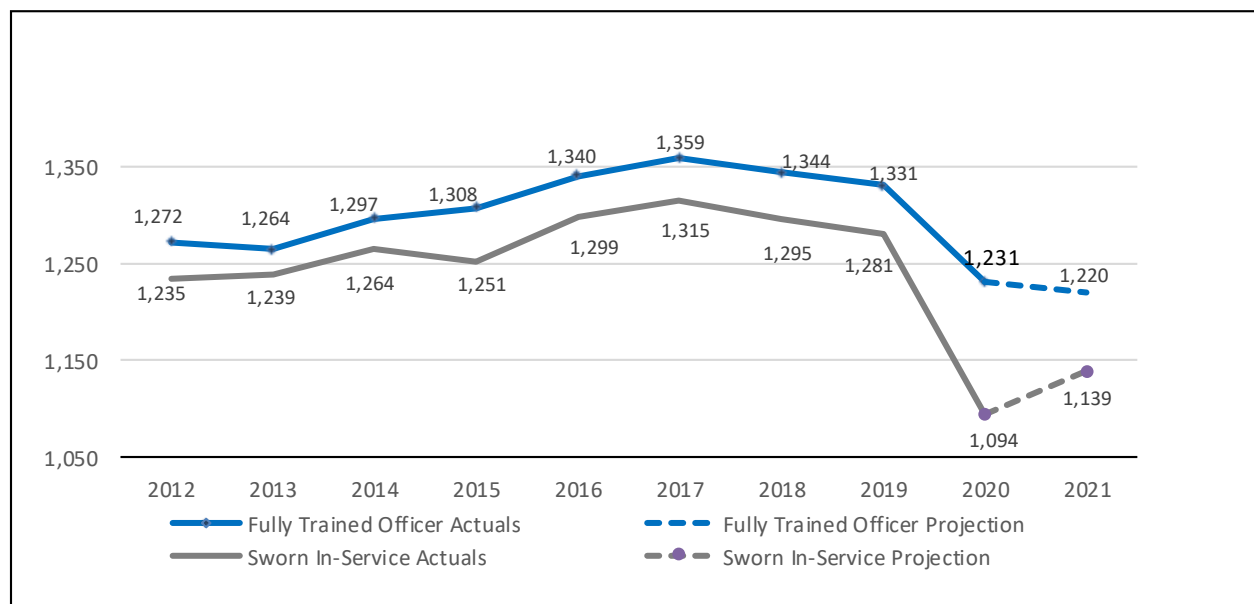
savings described previously). This estimate assumes (1) 114 hires and separations as noted above; and (2) that the monthly distribution of officer separations will return to historical averages and will reach 114 retirements or resignations by December 31, 2021.

Table 1: Number of FTEs Funded

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

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

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



Sworn Staffing Impacts:

SPD’s quarterly point-in-time counts of 911 responders, a good measure of Patrol strength, was 588 on December 31, 2020.⁶ This is down from the 668 responders that were reported on

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

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

Discussion:

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

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

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

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

Next Steps:

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

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

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

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

Appendices:

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

Attachments:

1. SPD Memo on CB 119981

cc: Dan Eder, Interim Director

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

These reports include the following:

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

The report excludes the following:

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

Appendix 1: Patrol Staffing Report 12/31/20

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

Appendix 2: Patrol Staffing Report 9/30/20

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



January 25, 2021

MEMORANDUM

To: Greg Doss and Aly Pennucci
Council Central Staff

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

Subject: CB 119981

I. Executive Summary

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

To summarize:

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

II. Background

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

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

III. CB 119981

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

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

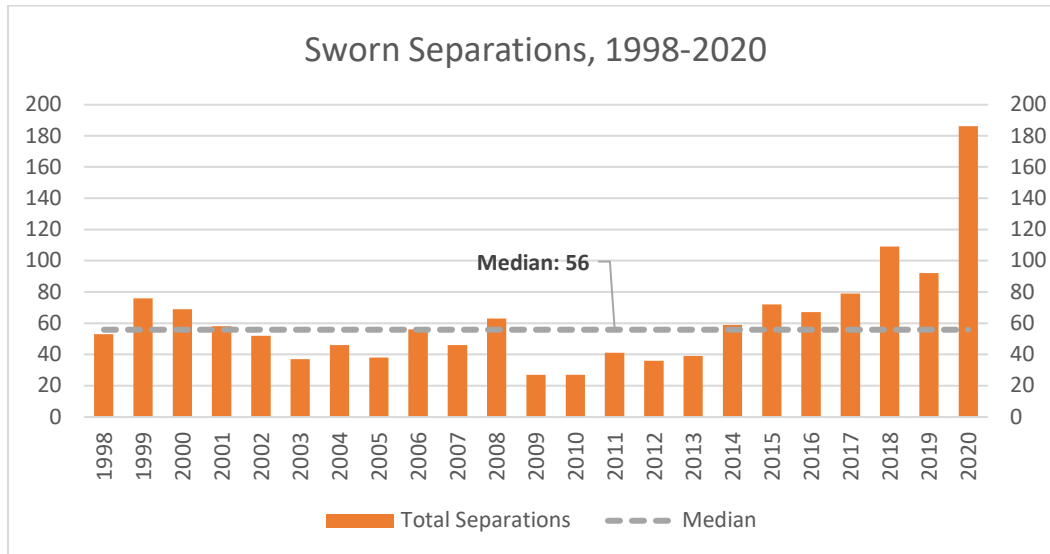
NOTE: The COVID pandemic continues to stretch department resources, City operations and revenue streams. With the arrival of the COVID vaccine, some return to normalcy may be achieved in 2021. However, it is likely the department will continue to incur expenses related to COVID. CB 119981 was initiated,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

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

IV. Staffing Update

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

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



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

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

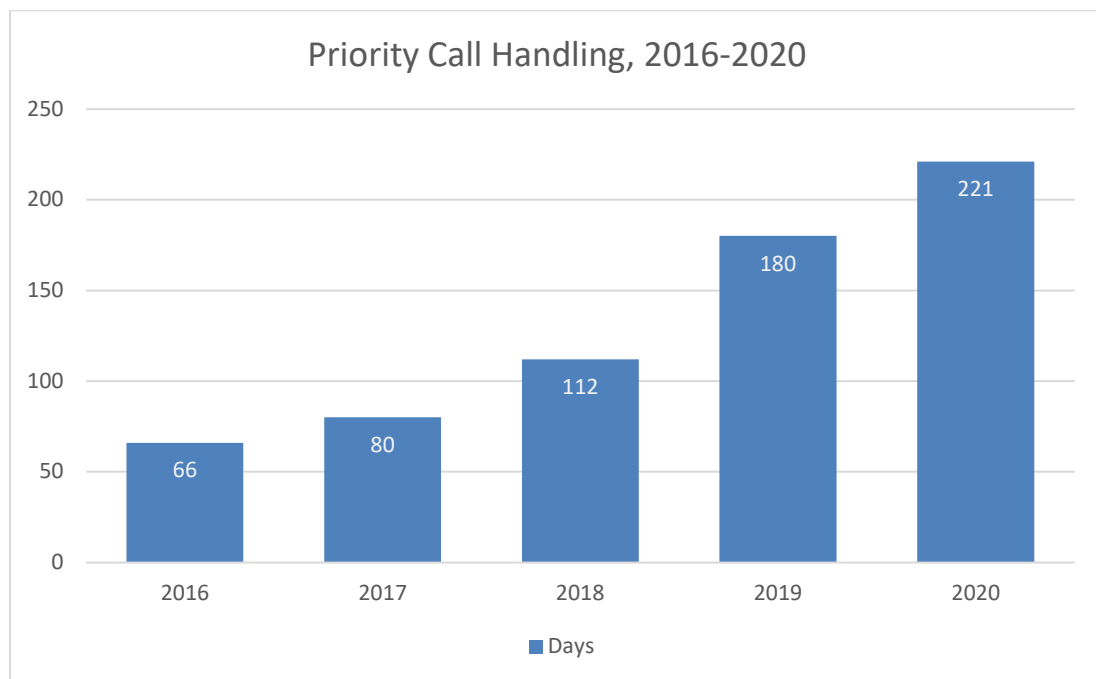
For now, the staffing model will only be updated with actuals until more information regarding future attrition and Academy availability is known. While SPD cannot provide staffing projections for the whole of 2021, the department can confirm that the loss of 49 fully trained police officers in the last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

Staffing Shortage

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

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

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



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

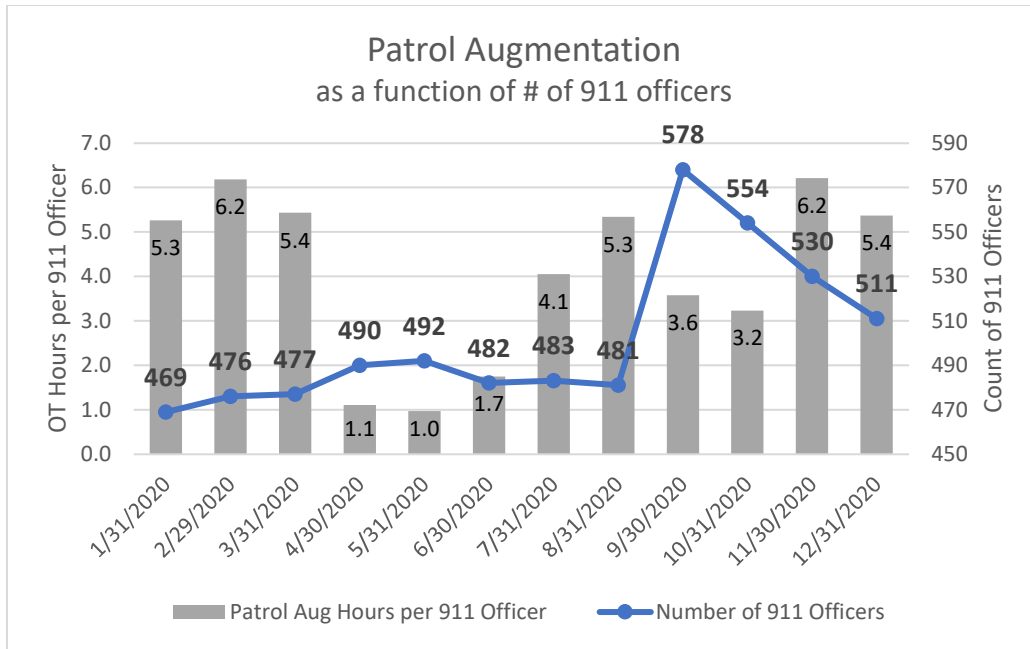
V. Budget Implications

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

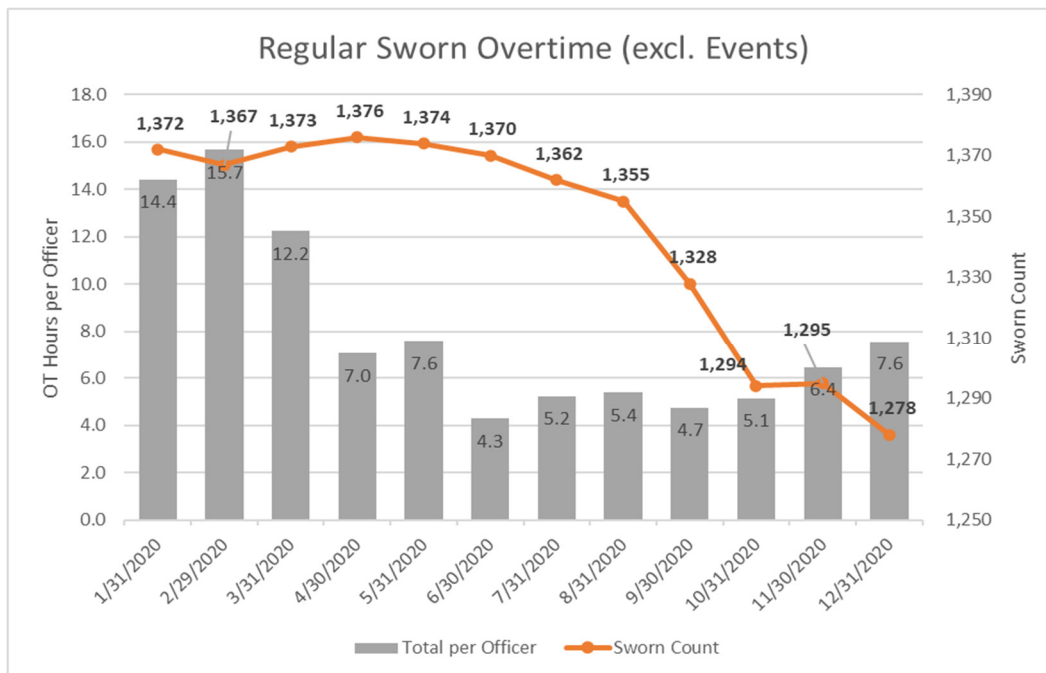
Overtime

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

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



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



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

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

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

Civilian Support

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

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

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

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

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

Technology Needs

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

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

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

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

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

Separation Pay

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

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

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

Paid Parental Leave

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

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

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

VI. Conclusion

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

Attachments:

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