



# City of Seattle

Mayor Jenny A. Durkan

**Office of the Mayor**  
**City of Seattle**

Jenny A. Durkan, Mayor

**Executive Order 2020-10: Reimagining Policing and Community Safety in Seattle**

*An Executive Order ordering City departments to support the citywide, community-led process to reimagine policing and community safety by centering the voices of Black, Indigenous, and People of Color communities.*

WHEREAS, addressing the consequences of the inequities caused by systemic racism is necessary for our city to heal and is a priority of my administration; and

WHEREAS, racial equity and social justice is a cornerstone of a thriving democracy and the internal actions of local government that contribute to the health and well-being of everyone in our city; and

WHEREAS, Seattle was the first city in the United States to undertake an initiative that focuses explicitly on ending institutional racism and has become a national leader in efforts to achieve racial equity and social justice; and

WHEREAS, on day one of taking office, I issued Executive Order 2017-13, which expanded the Race and Social Justice Initiative to include measurable outcomes, greater accountability, and community-wide efforts to achieve racial equity and social justice; and

WHEREAS, recognizing that systemic issues must be addressed to truly have safe and healthy communities, I have continually expanded support for City programs to increase equity and community resilience, such as Seattle Promise, Health One, diversion programs, Community Court, housing and shelter expansion, and youth employment initiatives;

WHEREAS, local government leadership is necessary to achieve racial equity in the community, and it is also necessary for local government to work in collaboration with the local community and with regional and national partners;

WHEREAS, the killing of George Floyd ignited a civil rights reckoning across America and in Seattle; and

WHEREAS, Seattle residents have taken to the streets to protest the unjust murders of Black Americans George Floyd and Breonna Taylor and the shooting of Jacob Blake; as well as many other individuals who experienced violent and lethal force by police; and

WHEREAS, the City of Seattle condemns acts of police brutality and violence; and

WHEREAS, the City of Seattle also acknowledges and condemns violence against trans women – particularly Black trans women – which all too often goes underreported and unacknowledged; and

WHEREAS, for years, Seattle has been making progress to expand alternatives to arrest and incarceration, and has increased community-based programs and investments in communities that do not just address the root causes of crime and violence, but look to build strong, healthy, and resilient communities; and

WHEREAS, in addition, the City of Seattle and Seattle Police Department (SPD) have made important reforms under the federal consent decree, including a substantial decrease in use of force involving people in crisis, requiring de-escalation and crisis intervention training, the implementation of community service officers, and advancement of community outreach programs; and

WHEREAS, The City of Seattle in 2017 created a new Office of the Inspector General for Public Safety (OIG) to join the already existing Office of Police Accountability (OPA) and Community Police Commission (CPC) to form a three-pronged civilian police oversight system. The entities work together to increase and maintain public trust in SPD by upholding a culture of continuous improvement, accountability and adherence to policy and constitutional law; and

WHEREAS, one of the key elements of the consent decree was the requirement that SPD collect, document, maintain, and analyze data on the impacts of police actions on communities of color. These actions demonstrate race-based disparities continue to persist, as evidenced by a 2019 SPD report that showed that communities of color were more likely to be frisked by an SPD officer and more likely to have a weapon pointed at them by an SPD officer than white people in the same situation; and

WHEREAS, in an effort to continue to eliminate racial disparities, the City will embrace increased transparency and accountability into SPD and its budget, functions, training, and policymaking, and the City will more deeply engage the community in that process; and

WHEREAS, throughout this effort, the City will work to create a community safety system that does not disproportionately impact Black, Indigenous, and People of Color communities through over-policing, incarceration, and punishment; and

WHEREAS, the City will conduct a thorough analysis of all 911 calls and all SPD functions to ensure SPD can continue to swiftly respond to Priority One and Two calls; and

WHEREAS, the City, in collaboration with residents and businesses throughout Seattle, and particularly the most impacted communities, will explore new models of community safety and build capacity for civilian and community-based response alternatives; and

WHEREAS, proven programs and approaches will be expanded, including Health One, which was launched in 2019 and designed to provide alternatives to sworn officer response, reduce the impact of non-emergent calls on the Seattle Fire Department's Operations Division, and better connect individuals in need with appropriate care and services; and

WHEREAS, reforming policing and the criminal legal system is a key component of dismantling the impacts of systemic racism and inequities, but the City will look across other systems too. Righting the wrongs of American history is bigger than any one city and will not happen overnight, but the City will endeavor to create true and lasting change; and

WHEREAS, changes to SPD that implicate the obligations under the Consent Decree will need to be done in consultation with the federal court, Court Monitor and the Department of Justice to ensure continued compliance with the obligations under the Consent Decree;

NOW, THEREFORE, I, Jenny A. Durkan, Mayor of Seattle, hereby order City departments and welcome participation by Council to support the citywide, community-led process to reimagine policing and community safety by centering the voices of Black, Indigenous, and People of Color communities and pursuing strategies that include but are not limited to the following:

### **Section 1: Community Safety Work Group and SPD Functional Analysis Interdepartmental Team**

- A. A Community Safety Work Group (WG) shall be established to integrate community input into policy changes and operationalize community priorities to reshape community safety and policing in Seattle. This work group will be led by the Department of Neighborhoods, Human Services Department, Seattle Police Department, and Office for Civil Rights.
- B. An SPD Functional Analysis Interdepartmental Team (IDT) shall be established to advise the Community Safety Work Group and Mayor on operational and functional aspects of SPD as it pertains to reimaging community safety, and include, but not be limited to, the following City Departments:
  - i. Office of the Mayor
  - ii. Seattle Police Department
  - iii. City Budget Office, including Innovation & Performance
  - iv. City Attorney's Office
  - v. Seattle Fire Department
  - vi. Seattle Department of Transportation
- C. The IDT will collaborate with and may submit requests for information to representatives that include the following, who shall provide relevant subject matter expertise:
  - i. Community Police Commission
  - ii. Office of Police Accountability
  - iii. Office of the Inspector General for Public Safety
  - iv. Center for Policing Equity
  - v. SPD labor representative
  - vi. Relevant commissions
- D. Timeline and Workplan: The IDT shall develop and make publicly available the following deliverables:
  - i. Workplan and Community Engagement Timeline: October 2020
  - ii. Workforce Analysis design across all units: October 2020 and analysis November 2020
  - iii. Monthly Status Report Memos: November 2020 to January 2021
  - iv. Final Report: March 2021

### **Section 2: Purpose and Scope**

- A. Community Outreach and Engagement: To garner public trust and participation in the citywide effort to reimagine community safety, the Community Safety Work Group and SPD Functional Analysis IDT shall initiate and support a community outreach and engagement process and solicit input on functions and budget priorities that include consideration of the following:

- i. Identifying SPD functions to be transferred, eliminated, reduced, civilianized, or expanded;
  - ii. Developing a plan and approach for patrol and community policing;
  - iii. Transforming 9-1-1, starting with an independent police emergency dispatch and communications center and striving towards the vision of a resilient, 21<sup>st</sup> Century unified communications, dispatch, and information referral center for The City of Seattle;
  - iv. Developing or identifying new models of community-driven public safety or civilian response to be implemented; and
  - v. Considering the wealth of resources that currently exist in the Seattle community that can replace armed officer response and truly meet community needs.
- B. SPD Analysis: In addition to supporting a community outreach and engagement process, the SPD Functional Analysis IDT will conduct an analysis of data and current SPD functions, practices, and policies and shall provide and make publicly available the following:
- i. 9-1-1 Call Analysis: A thorough evaluation of call types, top call locations, call transfers, wait times, response times, and dispatch protocol.
  - ii. SPD Functional Analysis: A systemic review of current functions and specialty units and recommendations of functions to be eliminated, reduced, civilianized, or expanded.
  - iii. SPD Fiscal Analysis: Detailed reporting and analysis of departmental expenditures consistent with Work Group priorities.
  - iv. SPD Personnel and Staffing Analysis: Additional analysis on minimum staffing needs for the department overall, as well as for patrol and specialty units. Consideration should also be given to attrition trends, recruitment needs, officer overtime budget, work shift scheduling, early retirement incentive options, span of control, and Micro-Community Policing Plans that will be impacted by functional and staffing-level changes to SPD.
- C. Rethinking Policing and Reimagining Community Safety: The Community Safety Work Group and SPD Functional Analysis IDT shall explore and solicit community input on models of community policing informed by evidence-based best practices that include but are not limited to the following:
- i. 9-1-1 Transformation: The goals of this transformation are to decrease crime, increase community-based response alternatives, improve customer service experiences, and enhance coordination between 9-1-1 professionals and first responders. The first step in this process was initiated by transferring the police 9-1-1 call and dispatch center out of SPD authority in the adopted 2021 City budget. Recommendations for future transformations should address the feasibility, timeline, and costs associated with pursuing a long-term vision of a creating a unified emergency communications, dispatch, and information/service referral center.
  - ii. Reform Overtime Policies: SPD shall recommend strategies in consultation with the SPD Functional Analysis IDT and identify specific actions to minimize overtime spending. Recommendations will consider the Auditor's 2016 recommendation to establish a realistic overtime budget, examining staffing and reimbursement policies for special events, and establishing a plan and timeline to implement controls to improve monitoring of overtime department-wide and at the section level. Additionally, SPD shall implement interim policies and steps that can be taken to ensure all overtime is appropriately approved, supervised, and tracked by Command Staff supervisors.
  - iii. Patrol and Community Based Policing: Recommend strategies and explore innovative neighborhood patrol models to re-prioritize and rebalance patrol staffing to better meet community needs, as well

as address racial disparities in stops and detentions in accordance with the consent decree and as documented by the 2019 SPD Disparities Review Report.

- iv. Technology and Data Analysis: SPD and the Seattle Information Technology Department shall develop an innovation blueprint and implementation plan that utilizes technology, data, and digital tools to further increase transparency, build public trust, uphold civil liberties and expectations of privacy, and improve policing practices.

### **Section 3: Advocating for Changes to State Law**

A. Informed by community input, the Community Safety Work Group will explore and recommend potential changes to state law that support the effort to reimagine community safety in Seattle and improve accountability, oversight and transparency of police policies and practices. These may be in addition to or in support of changes already advocated by the Mayor, including changes to state law that address the following:

- i. Create a uniform licensing and review system. Currently, Washington State Criminal Justice Training Commission oversees both the certification and revocation of certification of officers.
- ii. Create an independent statewide entity to investigate and prosecute police officers and Uniform Inquest Procedures.
- iii. Statewide reform of police labor laws, including appeals of Police Chief's decision on termination and discipline must be based on the record (not de novo review) and provide deference to the decision.
- iv. Grant cities subpoena power for police misconduct and civilian police oversight entities.
- v. Establish uniform policies and training on a range of issues, including use of force policies, training, body cameras, badge numbers, crowd management, and reporting.
- vi. Establish uniform inquest procedures that reflect reforms made to provide transparency, accountability, and support to families.

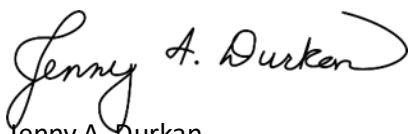
### **Section 4: Functional Transfer Interdepartmental Team**

A. City departments shall establish a Functional Transfer IDT to support the successful transfer of certain functions out of SPD, as informed by community input and approved by the Mayor and Council. The Functional Transfer IDT will initially support the transfer of SPD Victim Advocates, 9-1-1 Communications Center, Parking Enforcement Officers, and the Office of Emergency Management and is charged with providing technical assistance and guidance on future functional SPD transfers. The Functional Advisory IDT is advisory to the Mayor and will include, but not be limited, to the following City Departments:

- i. Seattle Police Department
- ii. City Budget Office
- iii. Department of Finance and Administrative Services
- iv. Human Services Department
- v. City Attorney's Office
- vi. Seattle Fire Department
- vii. Seattle Information Technology Department
- viii. Seattle Department of Transportation

Inquiries by City departments and offices regarding this Executive Order should be directed to Senior Deputy Mayor Mike Fong, Office of the Mayor.

Dated this 30<sup>th</sup> day of September, 2020.

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

Jenny A. Durkan  
Mayor of Seattle